


# SECURITIES AND EXCHANGE COMMISSION

## SEC FORM – I-ACGR

### INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

1. For the fiscal year ended 2020
2. SEC Identification Number A199701584 3. BIR Tax Identification No. 005-469-606
4. Exact name of issuer as specified in its charter Philippine Business Bank, Inc. (A savings Bank)
5. National Capital Region (NCR), Philippines 6.  (SEC Use Only)  
Province, Country or other jurisdiction of  
Incorporation or organization Industry Classification Code
7. 350 Rizal Ave. ext. cor. 8<sup>th</sup> Ave. Grace Park, Caloocan City 1400  
Address of Principal Office Postal Code
8. (02) 8363-3333  
Issuer's telephone number, including area code
9. N/A  
Former name, or former address, if changed since last report

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
<b>The Board's Governance Responsibilities</b>			
<p><b>Principle 1:</b> The company should be headed by a competent, working board to foster the long-term success of the corporation, and to sustain its competitiveness and profitability in a manner consistent with its corporate objectives and the long-term best interests of its shareholders and other stakeholders.</p>			
Recommendation 1.1			
<p>1. Board is composed of directors with collective working knowledge, experience or expertise that is relevant to the company's industry/sector.</p>	Compliant	<p><b>Alfredo M. Yao, 77 years old</b></p> <p>Mr. Alfredo M. Yao is the Chairman Emeritus of PBB. He is concurrently the Chairman of Zest-O Corporation, Semexco Marketing Corp., Macay Holdings Inc., and Asiawide Refreshments Corp. He is the President of Solmac Marketing Inc., Harman Foods (Phil.) Inc., and Amchem Marketing, Inc. Mr. Yao has participated in the following seminars: AMLA for Board of Directors and Senior Officers conducted by Philippine Business Bank, Corporate Governance, AML and Risk Management, all conducted by the Pacific Management Forum and PBB; CISA for the Credit Bureau; SME Related Issues; and other CTB Related seminars. He has also attended several Philippine Chambers of Commerce &amp; Industry (PCCI) Business Fora given by PCCI, the International Trade Organization, and the Department of Trade and Industry.</p> <hr style="width: 20%; margin: 20px auto;"/> <p><b>Jeffrey S. Yao, 52 years old</b></p> <p>Mr. Jeffrey S. Yao was appointed as the Chairman of the Board in November 2019.</p> <p>He is currently the Chief Executive Officer of Zest-O Corporation, Vice President of Macay Holdings Inc., Corporate Secretary of</p>	
<p>2. Board has an appropriate mix of competence and expertise.</p>			
<p>3. Directors remain qualified for their positions individually and collectively to enable them to fulfill their roles and responsibilities and respond to the needs of the organization.</p>			

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation
		<p>Mega Asia Bottling Corp, and the President of Bev-Pack Inc. He is also a Director at Zemar Development Inc., Onnea Holdings Inc., Mazy's Capital Inc., ARC Refreshments Corp., AMY Holdings Inc., Semexco Marketing Corp., Asiawide Refreshments Corp., and ARC Holdings Inc. Mr. Yao started his career in the food and beverage industry when he was appointed as Plant Manager at Harman Food Philippines from 1990 to 1995. He has attended the following training programs:Basics of Trust at the Trust Institute of the Philippines in 2002; Corporate Governance &amp; Risk Management for Bank's Board of Directors at the Development Finance Institute in 2002; Anti Money Laundering Act Seminar at the Bangko Sentral ng Pilipinas in 2014; Distinguished Corporate Governance Speaker Series on August 24, 2015; AMLA Seminar by BSP and PBB in 2016; IFRS 9 by Punongbayan and Araullo in 2017; Data Privacy Act in 2017; Best Practices Guide to Compliance with the Anti-Money laundering Law and its IRR in 2018; Corporate Governance Seminar in November 2018; AMLA for Board of Directors and Senior Officers in March 5, 2020; and Economic Briefing in August 18, 2020 conducted by Philippine Business Bank.</p> <p>Mr. Yao graduated from the Ateneo De Manila University with Bachelor of Science in Management Engineering degree.</p> <hr/> <p><b>Rolando R. Avante, 62 years old</b></p> <p>Mr. Rolando R. Avante was appointed as Vice Chairman, President, and Chief Executive Officer on November 2019.</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation
		<p>His banking career includes stints as Vice President for Local Currency Desk at City Trust Banking Corp. from 1988 to 1994; Senior Vice President &amp; Treasurer at Urban Bank from 1994 to 1995; First Vice President for Domestic Fund Management at Philippine Commercial International Bank from 1995 to 1999; Executive Vice President &amp; Treasurer at China Trust (Philippines) from 1999 to 2009; Executive Vice President &amp; Treasurer at Sterling Bank of Asia from 2009 to 2011. He was elected President and Director at the Money Market Association of the Phil. (MART) in 1999. He was elected the same position at ACI Philippines in 2011.</p> <p>His training includes Money Market at the Inter Forex Corp. in 1983; Treasury Management in Times of Crisis in 1984, Bourse Game in 1987 both conducted by FINEX; Rate Risk Game in 1989, Investment Banking Fundamental in 1990, Managing People in 1991 at the Citibank APBI; Capital Market Instruments in Asia in 1992, Asset &amp; Liability Management in 1995 both conducted by Euro money; Asian Bond Fund II Workshop in 2004 at the Asian Bank; Securitization Law in 2006 at FINEX &amp; SEC; ACI World Congress in 2011 at ACI Phil.; Economic Outlook 2012 in 2012 at the ANZ Private Bank Exclusive; Annual Global Markets Outlook in 2012 at Deutsche Bank; Entrepreneurs Forum in 2012 conducted by Business World; AMLA Seminar in 2012 at the Bangko Sentral ng Pilipinas; CEO Business Forum in 2012 at Punongbayan &amp; Araullo; Cross-Border RMB Business in 2012 at Bank of China; Eco Forum in 2012 at Security Bank; Phil. Business Conference in 2012 at the Philippine Chamber of Commerce &amp; Industry; Annual Investment Outlook 2013 in 2013 at ANZ Private Bank; Philippine Investment Summit 2013 in 2013 at the Investment Banking Group; IPO Annual Asia Pacific in</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation
		<p>2013 at CIMB; Corporate Governance Seminar for Board of Directors on December 10, 2015; AMLA for Board of Directors and Senior Officers in 2016; SEC-PSE Corporate Governance Forum in 2016; IFRS 9 in 2017; Seminar on Data Privacy Act in 2017; Best Practices Guide to Compliance with the Anti-Money Laundering Law and Its IRR by Center for Global Best Practices in 2018; and Corporate Governance Seminar for Directors and Senior Officers in 2018; AMLA for Board of Directors and Senior Officers in March 5, 2020; and Economic Briefing in August 18, 2020 conducted by Philippine Business Bank.</p> <p>Mr. Avante graduated from the De La Salle University with the degree of Bachelor of Science in Commerce major in Marketing Management and has taken MBA units from DLSU.</p> <hr/> <p><b>Honorio O. Reyes- Lao, 76 years old</b></p> <p>Mr. Honorio O. Reyes-Lao was appointed as Director of the Bank in 2010.</p> <p>A seasoned banker, he has more than 40 years of experience in corporate and investment banking, branch banking, credit management, business, and management consultancy. Mr. Reyes-Lao started his banking career at China Banking Corporation in 1970 to 2004. In China Bank, he set up the Research and Investment Management Department which evolved into Corporate Planning and Treasury Operation for investment management. Besides setting up a branch from</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		<p>ground up, he set up the Branch Banking Administration Group. He heads the Marketing and Lending operation of the bank in Account Management Group. In 2005 and 2006, he served as Senior Management Consultant at East West Banking Corporation. He was a business consultant at Antel Group of Companies from 2007 to 2009 and was appointed President at Gold Venture Lease and Management Services, Inc. from 2008 to 2009. Currently, he is an independent director at the DMCI Holdings Corporation, DMCI Project Development Inc., Semirara Mining and Power Corporation, Sem-Calaca Power Corporation, and South west Luzon Power Generation Corporation, the Chairman of Space 2 Place Inc., and United Doctors Medical Center. He is also a Fellow in the Society of Institute of Corporate Directors (ICD) since 2004, a member of the Guild of Real Estate Entrepreneurs and Professionals Inc. (GREENPRO) since 2009 (then known as SIRCRO), and has a civic affiliation with the Rotary Club of Makati West since 1983.</p> <p>His background and trainings includes: Overall Banking Operations by Philippine Institute of Banking in 1971 to 1972; Director Certification Program at the Institute of Corporate Directors (ICD) in 2004; Trust and Governance Rating Systems by BAIPHIL in 2013; AMLA Seminar by BSP and Corporate Governance Seminar by Ateneo de Manila University in 2014; Corporate Governance Forum by SEC in 2016; IFRS 9 by Punongbayan and Araullo in 2017; Data Privacy Act Seminar in 2017; Guide to Compliance with Anti-Money Laundering Law and its IRR by Center for Global Practices and Corporate Governance Seminar by ROAM Inc. in 2018; ASEAN Corporate Governance Conferences and Awards 2016 and Distinguished Corporate Governance Speaker Series since 2015; AMLA for Board of</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		<p>Directors and Senior Officers in March 5, 2020; and Economic Briefing in August 18, 2020 conducted by Philippine Business Bank.</p> <p>Mr. Reyes-Lao holds a postgraduate degree of a Masters in Business Management from the Asian Institute of Management and graduated with a double degree in Bachelor of Science in Commerce, major in Accountancy and Bachelor of Arts, major in Economics from De La Salle University.</p> <hr/> <p><b>Danilo A. Alceseba, 69 years old</b></p> <p>Mr. Danilo A. Alceseba was the former President and CEO of PBB and was appointed to the Board in 2016.</p> <p>His work experiences include: Branch Head at Bancom Development Bank - Cebu Branch from 1977 to 1979, Assistant Vice President of Traders Royal Bank from 1979 to 1983, First Vice President-Treasury Division of Boston Bank of the Philippines from 1983 to 1998, Head of Treasury at China Banking Corporation from 1989 to 2004, Consultant at SM Investments Corporation from 2005 to 2007, Senior Vice President and Treasurer of SM Prime Holdings in 2007, and was an independent director of Robinsons Bank from 2013 to 2014.</p> <p>He also had various trainings and seminars in banking related fields such as financial derivatives, fixed income trading, foreign exchange, investment banking, corporate governance, risk management, international trade, AMLA for Board of Directors</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		<p>and Senior Officers in March 5, 2020; and Economic Briefing in August 18, 2020 conducted by Philippine Business Bank.</p> <p>Mr. Alcoseba obtained his Bachelor of Science in Commerce Major in Accountancy degree at the University of San Carlos, a Masters in Business Administration at the University of the Philippines-Diliman, and graduate studies in Industrial Economics at the Center for Research and Communication.</p> <hr/> <p><b>Roberto A. Atendido, 73 years old</b></p> <p>Mr. Roberto A. Atendido was first appointed to the Board as Independent Director in 2006 and as Director since 2012. He was last re-elected as Director on May 31, 2019.</p> <p>He is a seasoned investment banker and a recognized expert in the field with over 40 years of investment banking and consulting experience in the Philippines and in the ASEAN region. Mr. Atendido started his career in consulting with the management services group of Sycip, Gorres, Velayo &amp; Co. (SGV), the largest accounting and consulting group in the Philippines. He began his investment banking career in Bancom Development Corporation, the leading investment house in the Philippines during the late 60's and 70's. He was later posted as Vice President of Bancom International Ltd in HK from 1980 to 1982. He then moved to PCI Capital Asia, Ltd. (HK) as Vice President from 1982 to 1983. The PCI Group posted him in Indonesia as Managing Director of PT Duta Perkasa Chandra Inti Leasing, a joint venture between the PCI Group of the Philippines and Bank Duta and GunungAgung Group of Indonesia, from 1983 to 1988. Mr. Atendido moved back</p>	



**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		<p>to the Philippines in 1988 as President of Asian Oceanic Investment House, Inc., a fully owned subsidiary of the Asian Oceanic Group of HK. The company was later bought by the Insular Life Group and renamed Insular Investment &amp; Trust Corporation. In 1996, Mr. Atendido together with several investors organized Asian Alliance Holdings &amp; Development Corporation (AAHDC) and later established Asian Alliance Investment Corp. (AAIC) as a wholly owned investment banking subsidiary. He is currently President and Director of AAHDC and Vice Chairman and Director of AAIC.</p> <p>Currently, Mr. Atendido is a member of the Board of Directors of Paxys Inc., Pharmarex, Inc., Macay Holdings Inc., and Gyant Food Corporation. He is also the Vice Chairman and Director of Sinag Energy Philippines, Inc. since 2008, and Chairman and President of Myka Advisory and Consulting Services Inc. since 2010. He has also held directorships in the Philippine Stock Exchange from 2005 to 2009, Securities Clearing Corporation from 2006 to 2010, Marcventures Holdings, Inc. from 2010 to 2013, Carac-An Development Corp. as Chairman from 2010 to 2013, Beneficial Life Insurance Corp. from 2008 to 2014 and Paper Industries Corp. of the Philippines from 2006 to 2020. Apart from his business activities, Mr. Atendido is also active in the Brotherhood of Christian Businessmen and Professionals, a nationwide Christian community where he served as Chairman from 2009 to 2011.</p> <p>He has attended trainings in Corporate Governance &amp; Risk Management for the Bank's Board of Directors at the Development Finance Institute in 2003; Basel 2 and Risk Management Course by Export &amp; Industry Bank in 2007. In 2014,</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		<p>he attended the Anti-Money Laundering Act Seminar at the Bangko Sentral ng Pilipinas, Distinguished Corporate Governance Speaker Series in 2015. He also attended AMLA for Board of Directors and Senior Officers by PBB and the 3<sup>rd</sup> Annual SEC-PSE Corporate Governance Forum in 2016; IFRS 9 by Punongbayan and Araullo in 2017; Guide to Compliance with the Anti-Money Laundering Law and its IRR by Center for Global Best Practices and Corporate Governance Seminary by ROAM Inc. in 2018; AMLA for Board of Directors and Senior Officers in March 5, 2020; and Economic Briefing in August 18, 2020 conducted by Philippine Business Bank.</p> <p>Mr. Atendido is a graduate of the Asian Institute of Management with a Masters Degree in Business Management in 1973. He completed his Bachelor of Science in Management Engineering from the Ateneo de Manila University.</p> <hr/> <p><b>Leticia M. Yao, 67 years old</b></p> <p>Dra. Leticia M. Yao was appointed to the Board in 2009 and last re-elected as Director on May 31, 2019.</p> <p>A well-respected figure in the healthcare industry, Dra. Yao was appointed at the United Doctors Medical Center (UDMC) and Providence Hospital Inc. as a Consultant at the Department of Medicine since 1991 and 2014. She is currently a Director at Mega Asia Bottling Corporation, Zest-O Corporation, Uni-Ipel Industries Inc., Harman Foods Phils Inc., and Solmac Marketing Inc.</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation
		<p>She participated in training sessions for Corporate Governance &amp; Risk Management for Banks' Board of Directors by Development Finance Institute in 2002 and further taken the Risk Awareness Seminar by Pacific Management Forum in 2009. In 2014, she attended the AMLA Seminar by the Bangko Sentral ng Pilipinas and Corporate Governance Seminar by the Ateneo de Manila University. She also attended the Distinguished Corporate Governance Speaker Series and Corporate Governance Seminar for Directors and Senior Officers by ROAM Inc. in 2015; AMLA Seminar by BSP and PBB in 2016; Corporate Governance: Fraud Awareness by Center for Training and Development Inc. in 2016; IFRS 9 by Punongbayan and Araullo in 2017; Data Privacy Act Seminar in 2017; Guide to Compliance with the Anti-Money Laundering Law and its IRR by Center for Global Best Practices and Corporate Governance Seminary by ROAM Inc. in 2018; AMLA for Board of Directors and Senior Officers in March 5, 2020; and Economic Briefing in August 18, 2020 conducted by Philippine Business Bank.</p> <p>Dra. Yao graduated from the University of Sto. Tomas with a Bachelor of Science degree in Medical Technology then pursued her post graduate degree in Medicine in the same university.</p> <hr style="width: 20%; margin: 10px auto;"/> <p><b>Paterno H. Dizon, 82 years old</b></p> <p>Mr. Paterno H. Dizon was appointed as an Independent Director to the Board in 2006 and was last re-elected as Independent Director on May 31, 2019.</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		<p>He had previously served as President to the following institutions: Science Park of the Philippines Inc., Cebu Light Industrial Park, Inc., and RFM Science Park of the Philippines from 1997 to 2003. Mr. Dizon held directorships at Hermosa Ecozone Development Corp. from 1997 to 2003; EIB Securities from 2004 to 2006; and was the Executive Director of Holy Cross College from 1975 to 2011. He was elected as Chairman of the Phil. Exporters' Confederation Inc. since 1990 up to the present, an independent director at VC Securities Corporation since 2016, and has been the President and CEO of Holy Cross College of Pampanga since 2012. In 2019, he has been elected as a director of the Holy Cross College Pampanga and left the President and CEO position.</p> <p>He has attended training sessions in Money and Banking by the Ateneo de Manila University in 1959; Financial Management by SGV in 1974; Corporate Governance &amp; Risk Management Program for Bank's Board of Directors by Development Finance Institute in 2002; Risk Awareness Seminar by Pacific Management Forum in 2009; Anti Money Laundering Act Seminar by the Bangko Sentral ng Pilipinas and Corporate Governance by Ateneo de Manila University in 2014; ASEAN Corporate Governance Conferences and Awards and Distinguished Corporate Governance Speaker Series in 2015; AMLA by the BSP and 3<sup>rd</sup> Annual SEC-PSE Corporate Governance and Awards in 2016; IFRS 9 by Punongbayan and Araullo and Data Privacy Act Seminar by PLDT in 2017; Guide to Compliance with the Anti-Money Laundering Law and its IRR by Center for Global Best Practices and Corporate Governance Seminar by ROAM Inc. in 2018 and AMLA for Board of Directors</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation
		<p>and Senior Officers in March 5, 2020; and Economic Briefing in August 18, 2020 conducted by Philippine Business Bank.</p> <p>Mr. Dizon holds a Bachelor of Science in Economics from the Ateneo De Manila University and holds a Masters in Business Administration from the University of the Philippines.</p> <hr/> <p><b>Benjamin R. Sta. Catalina, Jr., 73 years old</b></p> <p>Mr. Benjamin R. Sta. Catalina, Jr. was appointed Independent Director to the Board on 2012 and last re-elected as Independent Director on May 31, 2019. He first assumed his independent directorship at PBB from 2003 to 2005.</p> <p>During his early professional years, Mr. Sta. Catalina was the Senior Vice President of the Asset Based Finance Group of FNCB Finance Co. from 1980 to 1981. He later joined Citibank N.A. from 1981 to 1995 where he has served as Asst. Vice President &amp; Division Head for the Public Sector Division, then became the Vice President and Asst. Director of the Asia Pacific Training Center. He later handled the Middle East Africa Division Training Center as Vice President and Associate Director, and handled the World Corporation Group for Middle East Africa, Division Training Center as Regional Administrator. He was appointed as General Manager from 1988 to 1992 handling the Center for International Banking Studies. In 1993 to 1994, Mr. Sta. Catalina was appointed Vice President and Chief of Staff of the Global Finance Marketing, then rose to Group Head where he handled the Pan Asian Corporate Team in 1994 to 1995.</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation
		<p>In the academic sphere, he was the Executive Director of the Center for Banking and Financial Management of the Asian Institute of Management in 1996.</p> <p>In addition to holding a number of executive positions, he attended training seminars such as the Makati CAD in 1974, Philippine Core Credit in 1976, Intermediate Credit Seminar in 1977, Exceptional Sales Performance in 1978, Bourse Game in 1979, Asset Based Finance Seminar in 1980, Electronic Banking Seminar in 1981, Selling Skills Train the Trainer Program in 1982, Advanced Lending Strategy in 1982, Technology for Senior Management in 1983 from the Asia Pacific Training Center. He attended Multinational Business Course in 1980 at Citibank New York, Face to Face Selling Skills in 1986 by the Boston Consulting Group. In 1987, he attended the MAC Approach Course and Alcar Valuation Seminar at MEAD Training Center in Greece. He attended the Corporate Finance II in 1988 by the Asia Pacific Banking Institute. At MEAD Training Center in London, he attended the Risk Management Seminar and the Risk Management III – Corporate Finance in 1991. From 1993 to 1995, Mr. Sta. Catalina attended the Strengthening Organizational Capabilities, Service Quality Management, Technology Solutions for the Business, Marketing Derivatives Ideas, Standards Workshop, Marketing Financing Ideas to Issuers at Citibank Training Center, AMLA for Board of Directors and Senior Officers in March 5, 2020; and Economic Briefing in August 18, 2020 conducted by Philippine Business Bank.</p> <p>Most recently, he attended the Corporate Governance &amp; Risk Management for Bank’s Board of Directors by the Development Finance Institute in 2003, Anti Money Laundering Act Seminar in</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		<p>2014, Distinguished Corporate Governance Speaker Series in 2015, Corporate Governance Forum in 2016, IFRS 9 by Punongbayan and Araullo and Data Privacy Act Seminary in 2017, and Guide to Compliance with the Anti-Money Laundering Law and its IRR by Center for Global Best Practices and Corporate Governance Seminar by ROAM Inc. in 2018</p> <p>Mr. Sta. Catalina is a graduate of the Asian Institute of Management with a post graduate degree of Masters in Business Management. He finished his Bachelor of Science in Management Engineering from the Ateneo De Manila University.</p> <hr/> <p><b>Narciso DL. Eraña, 67 years old</b></p> <p>Mr. Narciso DL. Eraña was appointed Independent Director to the Board in 2018.</p> <p>Mr. Eraña has an extensive career spanning over 30 years, about 23 of which were spent in the Philippine finance industry. This included about 16 years in various banks, and seven (7) years as President of a multinational brokering company. He also spent many years as an entrepreneur in the family business.</p> <p>He started his career with Bank of America-Manila handling credit and trade finance for the mining industry, pharmaceuticals, and small medium scale businesses. He moved into the bank's Treasury Department and eventually became Bank of America's youngest Country Treasurer, handling the overall Treasury Trading and Management functions. This served as the foundation for the rest of his Finance career which focused on</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		<p>Treasury management in multinational and local institutions, from savings banks and unibanks.</p> <p>His banking experience involved managing the banks' liquidity in all currencies, and FX and Government Securities trading as well as investments in Structured Products and derivatives.</p> <p>His last position was President of ICAP Philippines for seven (7) years, a subsidiary of ICAP Plc., a London based FTSE company and the world's largest Interdealer broker, with average volumes in excess of USD 1 trillion daily.</p> <p>Active in financial market associations, Mr. Eraña was a Director of the Money Market Association of the Philippines for four (4) years and a Director of the ACI Financial Markets Association for another four (4) years. Activities included the formulation of policies and procedures for the operation of the Banking as well as brokering industries. These activities entailed frequent interaction with associations and regulators, including the Bangko Sentral ng Pilipinas, Securities and Exchange Commission, and the Banker's Association of the Philippines. During this time, he was also a member of Financial Executive Institute of the Philippines (FINEX). He attended AMLA for Board of Directors and Senior Officers in March 5, 2020; and Economic Briefing in August 18, 2020 conducted by Philippine Business Bank.</p> <p>Mr. Eraña is a graduate of Business Management at Schiller College in Heidelberg, Germany and obtained his MBA from the Thunderbird School of Global Management in Glendale, Arizona.</p> <hr style="width: 20%; margin: 10px auto;"/>	



**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		<p><b>Roberto C. Uyquiengco, 72 years old</b></p> <p>Mr. Roberto C. Uyquiengco was appointed to the Board as Independent Director in 2018.</p> <p>He has been in the banking and finance industry for almost 34 years. He started with Sycip, Gorres, Velayo &amp; Co. (SGV) from 1970 to 1974 and later with North Negros Loggers Corporation until 1976. His stint in the banking industry started with Allied Banking Corporation from 1977 to 1980 and later with State Investment House (Bacolod Branch) from 1980 to 1984. He was last connected with China Banking Corporation as First Vice President and Region Head for North Luzon from 1984 until his retirement in 2011. He took up and passed the Trust Officers' Training Program (TOTP) given by the Philippine Trust Institute in 1991. Further, Mr. Uyquiengco attended some international and local conferences related to the banking and finance industry, among of which is the Bankers' of America Institute Conference in November 2007, held in Las Vegas, Nevada, USA, Asian Bankers Conference in 1996 which was held in Singapore, AMLA for Board of Directors and Senior Officers in March 5, 2020; and Economic Briefing in August 18, 2020 conducted by Philippine Business Bank.</p> <p>Currently, he is affiliated with Green Leaf Foreign Exchange Corporation as its Chairman and CEO since its incorporation in 2012. He was also affiliated with Manulife as a Financial Adviser since 2017 to 2018 and Emmanuel Multi-purpose Cooperative, Inc., in Cuenca, Batangas as Director since 2011 to 2017.</p> <p>Mr. Uyquiengco is also a known advocate of education, being a</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation
		<p>part-time faculty of the College of Business and Accountancy of National University since 2012 and as a part-time training consultant of the Chinabank Academy since 2013.</p> <p>Mr. Uyquiengco is both a lawyer and a Certified Public Accountant by profession. He obtained his undergraduate degree from La Salle College, Bacolod City in 1970 with a degree in BS in Commerce Major in Accounting (graduating cum laude) and passed the CPA board in the same year. Thereafter, in 1975, he took up his Bachelor of Laws degree from the University of Negros Occidental-Recoletos, Bacolod City, graduating in 1980 and passing the bar examinations also in the same year. He also took up the advance Bank Management Program of the Asian Institute of Management from August to October 1993 and was awarded with the Highest Honor for superior performance among the forty (40) participants from various international banks.</p>	

**Recommendation 1.2**

1. Board is composed of a majority of non-executive directors.	Compliant	<table border="1"> <thead> <tr> <th data-bbox="898 938 1367 976">Director's Name</th> <th data-bbox="1367 938 1749 976">Type</th> </tr> </thead> <tbody> <tr> <td data-bbox="898 976 1367 1013">Jeffrey S. Yao</td> <td data-bbox="1367 976 1749 1013">Non-Executive Director</td> </tr> <tr> <td data-bbox="898 1013 1367 1050">Rolando R. Avante</td> <td data-bbox="1367 1013 1749 1050">Executive Director</td> </tr> <tr> <td data-bbox="898 1050 1367 1088">Honorio O. Reyes-Lao</td> <td data-bbox="1367 1050 1749 1088">Non-Executive Director</td> </tr> <tr> <td data-bbox="898 1088 1367 1125">Dra. Leticia M. Yao</td> <td data-bbox="1367 1088 1749 1125">Non-Executive Director</td> </tr> <tr> <td data-bbox="898 1125 1367 1162">Roberto A. Atendido</td> <td data-bbox="1367 1125 1749 1162">Non-Executive Director</td> </tr> <tr> <td data-bbox="898 1162 1367 1200">Danilo A. Alcosoba</td> <td data-bbox="1367 1162 1749 1200">Non-Executive Director</td> </tr> <tr> <td data-bbox="898 1200 1367 1237">Paterno H. Dizon</td> <td data-bbox="1367 1200 1749 1237">Independent Director</td> </tr> <tr> <td data-bbox="898 1237 1367 1274">Benjamin R. Sta. Catalina, Jr.</td> <td data-bbox="1367 1237 1749 1274">Independent Director</td> </tr> <tr> <td data-bbox="898 1274 1367 1312">Narciso DL Eraña</td> <td data-bbox="1367 1274 1749 1312">Independent Director</td> </tr> <tr> <td data-bbox="898 1312 1367 1349">Roberto C. Uyquiengco</td> <td data-bbox="1367 1312 1749 1349">Independent Director</td> </tr> </tbody> </table>		Director's Name	Type	Jeffrey S. Yao	Non-Executive Director	Rolando R. Avante	Executive Director	Honorio O. Reyes-Lao	Non-Executive Director	Dra. Leticia M. Yao	Non-Executive Director	Roberto A. Atendido	Non-Executive Director	Danilo A. Alcosoba	Non-Executive Director	Paterno H. Dizon	Independent Director	Benjamin R. Sta. Catalina, Jr.	Independent Director	Narciso DL Eraña	Independent Director	Roberto C. Uyquiengco	Independent Director	
		Director's Name	Type																							
		Jeffrey S. Yao	Non-Executive Director																							
		Rolando R. Avante	Executive Director																							
		Honorio O. Reyes-Lao	Non-Executive Director																							
		Dra. Leticia M. Yao	Non-Executive Director																							
		Roberto A. Atendido	Non-Executive Director																							
		Danilo A. Alcosoba	Non-Executive Director																							
		Paterno H. Dizon	Independent Director																							
		Benjamin R. Sta. Catalina, Jr.	Independent Director																							
Narciso DL Eraña	Independent Director																									
Roberto C. Uyquiengco	Independent Director																									

**Recommendation 1.3**

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation																						
1. Company provides in its Board Charter and Manual on Corporate Governance a policy on training of directors.	Compliant	See item X on page 10 and item P on pages 63-64 of the Board Charter and Manual on Corporate Governance and Compliance Program, respectively.																							
2. Company has an orientation program for first time directors.		<table border="1"> <thead> <tr> <th data-bbox="884 456 1505 500">Training for BOD and Senior Officers</th> <th data-bbox="1505 456 1801 500">DATE</th> </tr> </thead> <tbody> <tr> <td data-bbox="884 500 1505 570">AMLA for Board of Directors and Senior Officers</td> <td data-bbox="1505 500 1801 570">March 5, 2020</td> </tr> <tr> <td data-bbox="884 570 1505 646">Corporate Governance - Economic Briefing</td> <td data-bbox="1505 570 1801 646">August 18, 2020</td> </tr> </tbody> </table>		Training for BOD and Senior Officers	DATE	AMLA for Board of Directors and Senior Officers	March 5, 2020	Corporate Governance - Economic Briefing	August 18, 2020																
Training for BOD and Senior Officers		DATE																							
AMLA for Board of Directors and Senior Officers	March 5, 2020																								
Corporate Governance - Economic Briefing	August 18, 2020																								
3. Company has relevant annual continuing training for all directors.																									
<b>Recommendation 1.4</b>																									
1. Board has a policy on board diversity.	Compliant	<p>See E.2.a.i last paragraph on page 17 of the Manual on Corporate Governance and Compliance Program.</p> <table border="1"> <thead> <tr> <th data-bbox="911 781 1381 816">Director's Name</th> <th data-bbox="1381 781 1619 816">Gender</th> </tr> </thead> <tbody> <tr> <td data-bbox="911 816 1381 857">Jeffrey S. Yao</td> <td data-bbox="1381 816 1619 857">Male</td> </tr> <tr> <td data-bbox="911 857 1381 898">Rolando R. Avante</td> <td data-bbox="1381 857 1619 898">Male</td> </tr> <tr> <td data-bbox="911 898 1381 938">Danilo A. Alcoseba</td> <td data-bbox="1381 898 1619 938">Male</td> </tr> <tr> <td data-bbox="911 938 1381 979">Roberto A. Atendido</td> <td data-bbox="1381 938 1619 979">Male</td> </tr> <tr> <td data-bbox="911 979 1381 1019">Paterno H. Dizon</td> <td data-bbox="1381 979 1619 1019">Male</td> </tr> <tr> <td data-bbox="911 1019 1381 1060">Honorio O. Reyes-Lao</td> <td data-bbox="1381 1019 1619 1060">Male</td> </tr> <tr> <td data-bbox="911 1060 1381 1101">Benjamin R. Sta. Catalina, Jr.</td> <td data-bbox="1381 1060 1619 1101">Male</td> </tr> <tr> <td data-bbox="911 1101 1381 1141">Leticia M. Yao</td> <td data-bbox="1381 1101 1619 1141">Female</td> </tr> <tr> <td data-bbox="911 1141 1381 1182">Narciso DL Eraña</td> <td data-bbox="1381 1141 1619 1182">Male</td> </tr> <tr> <td data-bbox="911 1182 1381 1222">Roberto C. Uyquiengco</td> <td data-bbox="1381 1182 1619 1222">Male</td> </tr> </tbody> </table>		Director's Name	Gender	Jeffrey S. Yao	Male	Rolando R. Avante	Male	Danilo A. Alcoseba	Male	Roberto A. Atendido	Male	Paterno H. Dizon	Male	Honorio O. Reyes-Lao	Male	Benjamin R. Sta. Catalina, Jr.	Male	Leticia M. Yao	Female	Narciso DL Eraña	Male	Roberto C. Uyquiengco	Male
Director's Name	Gender																								
Jeffrey S. Yao	Male																								
Rolando R. Avante	Male																								
Danilo A. Alcoseba	Male																								
Roberto A. Atendido	Male																								
Paterno H. Dizon	Male																								
Honorio O. Reyes-Lao	Male																								
Benjamin R. Sta. Catalina, Jr.	Male																								
Leticia M. Yao	Female																								
Narciso DL Eraña	Male																								
Roberto C. Uyquiengco	Male																								
<b>Recommendation 1.5</b>																									
1. Board is assisted by a Corporate Secretary.	Compliant	Atty. Roberto S. Santos is the Corporate Secretary and Head of the Legal Services Group and holds the position of Vice President.																							
2. Corporate Secretary is a separate individual from the Compliance Officer.		In his over 36 years of experience in banking and finance, he was																							

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
<p>3. Corporate Secretary is not a member of the Board of Directors.</p>		<p>a Manager at Traders Royal Bank since 1980, held various executive positions with Security Bank from 1982 to 1999, General Manager of Security Finance Corporation from 1997 to 2001, and was the Head of the Legal Department of Metrobank Card Corporation from 2002 to 2004. Atty. Santos later joined PBB as Assistant Vice-President in 2008. He attended various seminars on Anti-Money Laundering, Corporate Governance, update on relevant tax laws, corporate rehabilitation, PSE and SEC regulations, Letters of Credit transactions, credit and collections, AMLA for Board of Directors and Senior Officers in March 5, 2020; and Economic Briefing in August 18, 2020 conducted by Philippine Business Bank, and other pertinent banking laws and regulations.</p> <p>Atty. Santos received his law degree from the University of the East and is a graduate of Bachelor of Arts from the same university.</p> <p>The Corporate Secretary is the custodian of and maintains corporate books and record and the recorder of the Bank's formal actions and transactions. He is primarily responsible to the bank and its shareholders, and has, among others, the following duties and responsibilities:</p> <p>(a) Assists the Board and the board committees in the conduct of their meetings, including preparing an annual schedule of Board and committee meetings and the annual board calendar and assisting the chairs of the Board and its committees to set agendas for those meetings;</p> <p>(b) Safe keeps and preserves the integrity of the minutes of the meetings of the Board and its committees, as well as other</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation						
		official records of the bank; (c) Keeps abreast on relevant laws, regulations, all governance issuances, relevant industry developments and operations of the bank, and advises the Board and the chairperson all relevant issues as they arise; (d) Works fairly and objectively with the Board, Management and stockholders and contributes to the flow of information between the Board and management, the Board and its committees, and the Board and its stakeholders, including shareholders; (e) Advises on the establishment of board committees and their terms of reference; (f) Informs members of the Board, in accordance with the by-laws, of the agenda of their meetings at least five working days in advance, and ensures that the members have before them accurate information that will enable them to arrive at intelligent decision on matters that require their approval; (g) Attends all Board meetings, except when justifiable causes, such as illness, death in the immediate family and serious accidents, prevent him/her from doing so; (h) Performs required administrative functions; (i) Oversees the drafting of the by-laws and ensures that they conform with regulatory requirement; and (j) Performs such other duties and responsibilities as may be provided by the SEC.							
4. Corporate Secretary attends training/s on corporate governance.	Compliant	Trainings on Corporate Governance: <table border="1" data-bbox="905 1263 1789 1453"> <thead> <tr> <th data-bbox="905 1263 1467 1304">Nature/Title</th> <th data-bbox="1467 1263 1789 1304">Date Taken</th> </tr> </thead> <tbody> <tr> <td data-bbox="905 1304 1467 1377">Corporate Governance - Economic Briefing</td> <td data-bbox="1467 1304 1789 1377">August 18, 2020</td> </tr> <tr> <td data-bbox="905 1377 1467 1453">AMLA for Board of Directors and Senior Officers</td> <td data-bbox="1467 1377 1789 1453">March 5, 2020</td> </tr> </tbody> </table>	Nature/Title	Date Taken	Corporate Governance - Economic Briefing	August 18, 2020	AMLA for Board of Directors and Senior Officers	March 5, 2020	
Nature/Title	Date Taken								
Corporate Governance - Economic Briefing	August 18, 2020								
AMLA for Board of Directors and Senior Officers	March 5, 2020								

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information		Explanation
		Corporate Governance Updates and Economic Briefing	July 25, 2019	
		Corporate Governance: Board Effectiveness Best Practices	September 26, 2019	
		Seminar on Corporate Governance	November 27, 2018	
		Best Practices in Corporate Housekeeping	May 11-12, 2017	
		Corporate Governance Seminar	22 December 2016	
		Corporate Governance Seminar for Directors & Senior Officers	10 December 2015	
		Corporate Governance Seminar for Directors & Senior Officers	23 December 2014	
		Corporate Governance Seminar	3 September 2011	
Optional: Recommendation 1.5				
1. Corporate Secretary distributes materials for board meetings at least five business days before scheduled meeting.	Compliant	The Office of the Corporate Secretary distributes the materials at least one (1) week prior to the date of actual meeting (hard and soft copies)		
Recommendation 1.6				
1. Board is assisted by a Compliance Officer.	Compliant	Atty. Sergio M. Ceniza joined PBB as Chief Compliance Officer with the rank of First Vice President. He has over 31 years of experience from the financial industry where he worked with insurance companies and banks, starting with Great Pacific Life Assurance Corporation, Philam Plans Inc, and then with BDO Universal Bank where he was also seconded to BDO Leasing & Finance Inc. as Head of Legal, Compliance & AML Compliance with the rank of Assistant Vice President.		
2. Compliance Officer has a rank of Senior Vice President or an equivalent position with adequate stature and authority in the corporation.				
3. Compliance Officer is not a member		Atty. Ceniza moved to First Metro Investment Corporation (part of Metrobank Group) in September 2012 as Deputy Chief		

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
<p>of the board.</p>		<p>Compliance Officer with the rank of Assistant Vice President. In June 2016, he was promoted to Vice President and was designated as Chief Compliance Officer, Chief AML Officer, and Data Privacy Officer. As CCO, he was over-all in-charge of formulating and implementing policies and procedures for the general operations of the company's Compliance Program, including those in subsidiary units. He regularly reported to the Board, through the Corporate Governance Committee, the level of regulatory compliance of the organization and its subsidiaries. He also monitored and coordinated compliance activities of other companies within the group.</p> <p>Atty. Ceniza is a Law professor at the De La Salle University, Far Eastern University, University of the East, and Manila Law College. He is a regular lecturer in the Mandatory Continuing Legal Education (MCLE) of Chan Robles, Access MCLE and UP Institute of Judicial Administration. He is also a bar reviewer on Commercial Law. He is an active member of Association of Bank Compliance Officers (ABCOM) and is well-regarded in the industry. He attended seminar on Economic Briefing in August 18, 2020 conducted by Philippine Business Bank.</p> <p>He has a Bachelor's degree in Political Science and Bachelor of Laws degree from Far Eastern University. He is a candidate for Master of Laws from the San Beda College-Graduate School of Law.</p> <p>He shall perform the following duties:</p> <ul style="list-style-type: none"> <li>i. Ensures that the compliance system is designed to specifically identify and mitigate compliance/business risks, which may erode the franchise value of the bank.</li> </ul>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		<p>ii. Ensures that the compliance function shall have formal status within the Bank, which shall be established by a charter duly approved by the Board of Directors that defines the compliance function's standing, authority and independence, and addresses the following issues:</p> <ol style="list-style-type: none"> <li>(1) Measures to ensure the independence of the compliance function from the business activities of the bank;</li> <li>(2) The organizational structure and responsibilities of the unit or department administering the compliance program;</li> <li>(3) The relationship of the Compliance Office with other functions or units of the organization, including the delineation of responsibilities and lines of cooperation;</li> <li>(4) The right of the Compliance Office to obtain access to information necessary to carry out its responsibilities;</li> <li>(5) The right of the Compliance Office to conduct investigations of possible breaches of the compliance policy;</li> <li>(6) The formal reporting relationships of the Compliance Office to Senior Management, the Board of Directors, and the appropriate board-level Committee; and</li> <li>(7) The rights of the Compliance Office direct access to the Board of Directors and to the appropriate Committee level Committee.</li> </ol> <p>iii. Is tasked in managing the implementation of the Corporate Governance and Compliance Program of the Bank, with the following specific duties and responsibilities:</p> <ol style="list-style-type: none"> <li>(1) Ensures proper on-boarding of new directors (i.e.,</li> </ol>	



**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation				
		orientation on the bank's business, charter, articles of incorporation and by-laws, among others); (2) Monitors, reviews, evaluates and ensures the compliance by the Bank, its officers and directors with the relevant laws, this Code, rules and regulations and all governance issuances of regulatory agencies; (3) Reports the matter to the Corporate Governance Committee if violations are found and recommends the imposition of appropriate disciplinary action; (4) Ensures the integrity and accuracy of all documentary submission to regulators; (5) Appears before the SEC when summoned in relation to compliance with this Code; (6) Collaborates with other departments to properly address compliance issues, which may be subject to investigation; (7) Identifies possible areas of compliance issues and works towards the resolution of the same; (8) Ensures the attendance of board members and key officers to relevant trainings; (9) Performs such other duties and responsibilities as may be provided by the SEC; (10) Manages the implementation, and periodic revision, of the Corporate Governance and Compliance Program; and (11) Develops and recommends policies and programs to the Board of Directors, through the Corporate Governance Committee, which will encourage officers and employees to report suspected fraud and other improprieties without fear of retaliation.					
4. Compliance Officer attends training/s on corporate governance.	Compliant	Latest Trainings on Corporate Governance: <table border="1" data-bbox="905 1373 1766 1414"> <thead> <tr> <th data-bbox="905 1373 1455 1414">Nature/Title</th> <th data-bbox="1455 1373 1766 1414">Date Taken</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> </tbody> </table>	Nature/Title	Date Taken			
Nature/Title	Date Taken						

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information		Explanation
		Corporate Governance - Economic Briefing	August 18, 2020	
		AMLA for Board of Directors and Senior Officers	March 5, 2020	
		Corporate Governance: Board Effectiveness Best Practices	September 26, 2019	
		Annual Forum on Good Governance, Ethics, and Compliance	October 11, 2018	
		Creating a Legacy of Good Governance	June 7-8, 2018	
		Seminar on AML, Corporate Governance and Data Privacy	October 19, 2017	
		Corporate Governance Orientation Program	September 6, 2016	
		Corporate Governance Forum	August 3, 2016	

**Principle 2:** The fiduciary roles, responsibilities and accountabilities of the Board as provided under the law, the company’s articles and by-laws, and other legal pronouncements and guidelines should be clearly made known to all directors as well as to stockholders and other stakeholders.

**Recommendation 2.1**

1. Directors act on a fully informed basis, in good faith, with due diligence and care and in the best interest of the company.	Compliant	Page 26 (vi) of PBB’s Revised Corporate Governance Manual (link: <a href="https://www.pbb.com.ph/SEC/Corporate%20Governance/Others/Manuals%20on%20Corporate%20Governance/Revised%20Manual%20on%20Corporate%20Governance%20and%20Compliance%20Program%202019.pdf">https://www.pbb.com.ph/SEC/Corporate%20Governance/Others/Manuals%20on%20Corporate%20Governance/Revised%20Manual%20on%20Corporate%20Governance%20and%20Compliance%20Program%202019.pdf</a> )	
---	-----------	--	--

**Recommendation 2.2**

1. Board oversees the development, review and approval of the company’s business objectives and	Compliant	Page 18 (#2) of PBB’s Revised Corporate Governance Manual (link: <a href="https://www.pbb.com.ph/SEC/Corporate%20Governance/Others/">https://www.pbb.com.ph/SEC/Corporate%20Governance/Others/</a> )	
---	-----------	--	--

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
<p>strategy.</p> <p>2. Board oversees and monitors the implementation of the company's business objectives and strategy.</p>		<p><u>Manuals%20on%20Corporate%20Governance/Revised%20Manual%20on%20Corporate%20Governance%20and%20Compliance%20Program%2020.pdf)</u></p>	
Supplement to Recommendation 2.2			
<p>1. Board has a clearly defined and updated vision, mission and core values.</p>	Compliant	<p>Please refer below for the link to PBB website <a href="http://pbb.com.ph/mission_and_vision.htm">http://pbb.com.ph/mission_and_vision.htm</a></p> <p>Review of the vision, mission and core values is being conducted yearly.</p>	
<p>2. Board has a strategy execution process that facilitates effective management performance and is attuned to the company's business environment, and culture.</p>	Compliant	<p>The Board of Directors has general responsibilities of: (1) approving and overseeing the implementation of the Bank's strategic objectives, risk strategy, corporate governance and corporate values; (2) monitoring and overseeing the performance of senior management as the latter manages the day-to-day affairs of the institution.</p>	
Recommendation 2.3			
<p>1. Board is headed by a competent and qualified Chairperson.</p>	Compliant	<p>PBB's Chairman of the Board is Mr. Jeffrey S. Yao. See recommendation 1.1 for his qualifications.</p>	
Recommendation 2.4			
<p>1. Board ensures and adopts an effective succession planning program for directors, key officers and management.</p> <p>2. Board adopts a policy on the retirement for directors and key officers.</p>	Compliant	<p>Succession Planning is established (1) To ensure unhampered operations of the Bank; (2) To ensure continuity in management of its corporate affairs/operations; and (3) To avoid strategic risk resulting from a sudden vacancy of key and critical positions in the Bank.</p> <p>The Bank's Succession Planning is also designed to:</p> <ul style="list-style-type: none"> <li>• Strengthen leadership stability so that critical positions are accordingly filled up.</li> <li>• Identify high potential employees who display the</li> </ul>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		<p>competencies required to perform assigned functions effectively.</p> <ul style="list-style-type: none"> <li>• Develop effective development programs to address the competency gaps of incumbents and potential successors.</li> </ul> <p>The Bank's Succession Planning was updated and approved by the BOD in 2018. The updated succession plan includes the framework, implementing guidelines, requirements for identified successors, and development plans to be given to talents identified as successors. All these were included to ensure effectiveness of the program. The retirement policy of the Bank is being implemented with the approval of EXCOM and Retirement Committee.</p>	
<b>Recommendation 2.5</b>			
1. Board aligns the remuneration of key officers and board members with long-term interests of the company.	Compliant	The bank's compensation strategy provides for a competitive pay structure that rewards the attainment of long-term and short-term objectives and how the goals and objectives are attained. Thus, part of the performance metrics include governance ratings such as Audit and compliance, customer service, business process improvement	
2. Board adopts a policy specifying the relationship between remuneration and performance.	Compliant	The bank's compensation strategy is performance-based, and performance is not only in terms of numbers but other equally important metrics to ensure the sustainability of the bank as discussed above. Compensation and Benefits packages are benchmarked with the industry, and reviewed based on the internal standards of the bank in terms of reasonability and affordability vis-à-vis bank performance.	
3. Directors do not participate in discussions or deliberations involving his/her own remuneration.	Compliant	See item D.2.i on page 11 of the Manual on Corporate Governance and Compliance Program.	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
<b>Optional: Recommendation 2.5</b>			
1. Board approves the remuneration of senior executives	Compliant	The Board approved the Performance Bonus and Merit Increase Principles being adhered to by the bank in formulating its compensation and benefits level. Remuneration and benefits of the employees are approved by the Executive Committee and confirmed by the Board. Annual performance management guidelines are also presented to the Executive Committee and the Board for approval.	
2. Company has measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interest, such as claw back provision and deferred bonuses.	Compliant	The Bank's Performance Management System includes metrics that promote the long-term interest of the bank. Please see discussion in Recommendation 2.5	
<b>Recommendation 2.6</b>			
1. Board has a formal and transparent board nomination and election policy.	Compliant	<p>The Corporate Governance Committee pre-screens and short-lists all candidates nominated to become members of the BOD in accordance with the qualifications and disqualifications provisions of the Bank's Manual on Corporate Governance and Compliance Program.</p> <p>The Corporate Governance Committee conducts annual evaluation of the performance of all directors. The results in this annual activity is the basis of the Committee in coming up with the list of nominees to be submitted to the Corporate Secretary for possible re-appointment/re-election to the Board as director during the stockholders meeting.</p>	
2. Board nomination and election policy is disclosed in the company's Manual on Corporate Governance.			
3. Board nomination and election policy includes how the company accepted nominations from minority shareholders.			
4. Board nomination and election policy includes how the board shortlists candidates.			

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
5. Board nomination and election policy includes an assessment of the effectiveness of the Board's processes in the nomination, election or replacement of a director.			
6. Board has a process for identifying the quality of directors that is aligned with the strategic direction of the company.			
Optional: Recommendation 2.6			
1. Company uses professional search firms or other external sources of candidates (such as director database set up by director or shareholder bodies) when searching for candidates to the board of directors.	Compliant	Sourcing of candidates are mostly coming from recommendations of the members of the Board of Directors and other Senior Officers, as well as known personalities with the Institute of Corporate Directors, wherein one of the current directors of PBB is a member.	
Recommendation 2.7			
1. Board has overall responsibility in ensuring that there is a group-wide policy and system governing related party transactions (RPTs) and other unusual or infrequently occurring transactions.	Compliant	Please refer below for the link to the publication to pbb website <a href="http://pbb.com.ph/SEC/Corporate%20Governance/Policies/RPT%20Policy.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/Policies/RPT%20Policy.pdf</a>	
2. RPT policy includes appropriate review and approval of material RPTs, which guarantee fairness and transparency of the transactions.			
3. RPT policy encompasses all entities within the group, taking into account their size, structure, risk profile and			

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
complexity of operations.			
Supplement to Recommendations 2.7			
<p>1. Board clearly defines the threshold for disclosure and approval of RPTs and categorizes such transactions according to those that are considered de minimis or transactions that need not be reported or announced, those that need to be disclosed, and those that need prior shareholder approval. The aggregate amount of RPTs within any twelve (12) month period should be considered for purposes of applying the thresholds for disclosure and approval.</p>	Compliant	<p>A threshold amount, as approved by the Board, is prescribed for each type of transaction with each related party or group of related parties. An RPT that crossed the applicable threshold amount shall be considered material RPT and shall be subject to materiality threshold requirements, i.e., evaluation and approval by RPT Committee and BOD, respectively, and reporting to the BSP.</p> <p>The following transactions shall not be deemed related party transactions and shall therefore be excluded from materiality thresholds requirement and reporting to the BSP.</p> <ul style="list-style-type: none"> <li>i. Transactions concerning deposit operations;</li> <li>ii. Regular trade transactions involving purchases and sales of debt securities traded in an active market;</li> <li>iii. Transactions allowed/granted under BSP-approved fringe benefit programs; and</li> <li>iv. Executive Officer and Director compensation arrangements.</li> </ul>	
<p>2. Board establishes a voting system whereby a majority of non-related party shareholders approve specific types of related party transactions during shareholders' meetings.</p>	Compliant	<p>All related party transactions are coursed through the recommending approval of the Related Party Transactions (RPT) Committee and endorsed to the Board and that any Board member who have material interest with the transaction does not participate in the approval of the same (proof of which are the Minutes of the Meetings of the Board as well as the RPT Committee). Link to publication at pbb website: <a href="http://pbb.com.ph/SEC/Corporate%20Governance/Policies/RPT%20Policy.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/Policies/RPT%20Policy.pdf</a></p>	
Recommendation 2.8			

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation										
<p>1. Board is primarily responsible for approving the selection of Management led by the Chief Executive Officer (CEO) and the heads of the other control functions (Chief Risk Officer, Chief Compliance Officer and Chief Audit Executive)</p>	Compliant	<p>See E.2.a.iv (3) on page 19 of the Manual on Corporate Governance and Compliance Program. The appointed senior officers were vetted by the Executive Committee, approved and duly endorsed by the Corporate Governance Committee to the Board, and confirmed by the latter.</p> <p>The Management Team appointed:</p> <table border="1" data-bbox="884 565 1801 792"> <thead> <tr> <th>Name</th> <th>Position</th> </tr> </thead> <tbody> <tr> <td>Rolando R. Avante</td> <td>Vice Chairman, President &amp; CEO</td> </tr> <tr> <td>Sergio M. Ceniza</td> <td>Chief Compliance Officer</td> </tr> <tr> <td>Maria Lourdes G. Trinidad</td> <td>Chief Risk Officer</td> </tr> <tr> <td>Laurence R. Rapanut</td> <td>Chief Audit Executive/Internal Auditor</td> </tr> </tbody> </table>	Name	Position	Rolando R. Avante	Vice Chairman, President & CEO	Sergio M. Ceniza	Chief Compliance Officer	Maria Lourdes G. Trinidad	Chief Risk Officer	Laurence R. Rapanut	Chief Audit Executive/Internal Auditor	
Name	Position												
Rolando R. Avante	Vice Chairman, President & CEO												
Sergio M. Ceniza	Chief Compliance Officer												
Maria Lourdes G. Trinidad	Chief Risk Officer												
Laurence R. Rapanut	Chief Audit Executive/Internal Auditor												
<p>2. Board is primarily responsible for assessing the performance of Management led by the Chief Executive Officer (CEO) and the heads of the other control functions (Chief Risk Officer, Chief Compliance Officer and Chief Audit Executive).</p>	Compliant	<p>All Group Heads reporting to Board Level Committees are being rated by each member of the committee i.e. Chief Risk Officer is rated by Risk Committee, Internal Auditor are rated by the Audit Committee, Chief Compliance Officer is rated by Corporate Governance Committee and Trust Officer is rated by Trust Committee. With the agreement of the Committee members, the Chairman of the Board Committees may gather all the ratings of the members of the Board and present one rating to the ratee, or each Committee member will submit his/her individual rating and HRG will average the rating.</p>											
<p><b>Recommendation 2.9</b></p>													
<p>1. Board establishes an effective performance management framework that ensures that Management's performance is at par with the standards set by the Board and Senior Management.</p>	Compliant	<p>Bank's Performance Management System provides for Key Performance Indicators that are measurable, and includes not only the numerical results, but also how the numerical results were achieved through governance and organization development metrics. The performance standards and measures, feedback system and performance monitoring,</p>											



**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
2. Board establishes an effective performance management framework that ensures that personnel's performance is at par with the standards set by the Board and Senior Management.		recognition mechanism and developmental plans to support employee development, give due recognition to deserving employees.  A Performance Improvement Plan is implemented to assist all employees who get a Below Average rating in their Performance Appraisal.	
Recommendation 2.10			
1. Board oversees that an appropriate internal control system is in place.	Compliant	See E.2.a.v on page 25 of the Manual on Corporate Governance and Compliance Program	
2. The internal control system includes a mechanism for monitoring and managing potential conflict of interest of the Management members and shareholders.			
3. Board approves the Internal Audit Charter.	Compliant	Please refer below for the link to pbb website <a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_AuditCommitteeCharter.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_AuditCommitteeCharter.pdf</a>	
Recommendation 2.11			
1. Board oversees that the company has in place a sound enterprise risk management (ERM) framework to effectively identify, monitor, assess and manage key business risk.	Compliant	See E.2.a.ix on page 40 of the Manual on Corporate Governance and Compliance Program  Please refer below for the published Annual Report containing the Bank's Risk Management Profile.  <a href="#">PBBAR2020_PART2.pdf</a>	
2. The risk management framework guides the board in identifying units/business lines and enterprise-level risk exposures, as well as the effectiveness of risk management strategies.			

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
<b>Recommendation 2.12</b>			
<ol style="list-style-type: none"> <li>Board has a Board Charter that formalizes and clearly states its roles, responsibilities and accountabilities in carrying out its fiduciary role.</li> <li>Board Charter serves as a guide to the directors in the performance of their functions.</li> <li>Board Charter is publicly available and posted on the company's website.</li> </ol>	Compliant	Please refer to the link below for publication to pbb website <a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Board%20of%20Director's%20Charter%20-%20Philippine%20Business%20Bank.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Board%20of%20Director's%20Charter%20-%20Philippine%20Business%20Bank.pdf</a>	
<b>Additional Recommendation to Principle 2</b>			
<ol style="list-style-type: none"> <li>Board has a clear insider trading policy.</li> </ol>	Compliant	Please refer to the link below for publication to pbb website <a href="http://pbb.com.ph/SEC/Corporate%20Governance/Policies/Insider%20Trading%20Policy%20(for%20PBB%20Website).pdf">http://pbb.com.ph/SEC/Corporate%20Governance/Policies/Insider%20Trading%20Policy%20(for%20PBB%20Website).pdf</a>	
<b>Optional: Principle 2</b>			
<ol style="list-style-type: none"> <li>Company has a policy on granting loans to directors, either forbidding the practice or ensuring that the transaction is conducted at arm's length basis and at market rates.</li> <li>Company discloses the types of decision requiring board of directors' approval.</li> </ol>	Compliant	Please refer to the link below for publication to pbb website <a href="http://pbb.com.ph/SEC/Corporate%20Governance/Policies/RPT%20Policy.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/Policies/RPT%20Policy.pdf</a>	
<p><b>Principle 3:</b> Board committees should be set up to the extent possible to support the effective performance of the Board's functions, particularly with respect to audit, risk management, related party transactions, and other key corporate governance concerns, such as nomination and remuneration. The composition, functions and responsibilities of all committees established should be considered in a publicly available Committee Charter.</p>			

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation														
Recommendation 3.1																	
1. Board establishes board committees that focus on specific board functions to aid in the optimal performance of its roles and responsibilities.	Compliant	See E.2.a.ix on page 34 of the Manual on Corporate Governance and Compliance Program															
Recommendation 3.2																	
1. Board establishes an Audit Committee to enhance its oversight capability over the company's financial reporting, internal control system, internal and external audit processes, and compliance with applicable laws and regulations.	Compliant	See E.2.a.ix on page 36 of the Manual on Corporate Governance and Compliance Program.  The committee is responsible for the appointment, fees, and replacement of external auditor. It reviews and approves the engagement contract and ensures that the scope of audit likewise cover areas specifically prescribed by the Bangko Sentral and other regulators [see item (4) on page 36 of the Corporate Governance Manual].															
2. Audit Committee is composed of at least three appropriately qualified non-executive directors, the majority of whom, including the Chairman is independent.	Compliant	See recommendation 1.1 for their qualifications  <table border="1" data-bbox="905 976 1824 1317"> <thead> <tr> <th data-bbox="905 976 1478 1011">Director's Name</th> <th data-bbox="1478 976 1824 1011">Type</th> </tr> </thead> <tbody> <tr> <td data-bbox="905 1011 1478 1089">Benjamin R. Sta. Catalina, Jr. – Chairman</td> <td data-bbox="1478 1011 1824 1089">Independent Director</td> </tr> <tr> <td data-bbox="905 1089 1478 1125">Paterno H. Dizon – Member</td> <td data-bbox="1478 1089 1824 1125">Independent Director</td> </tr> <tr> <td data-bbox="905 1125 1478 1161">Danilo A. Alcoseba – Member</td> <td data-bbox="1478 1125 1824 1161">Non-Executive Director</td> </tr> <tr> <td data-bbox="905 1161 1478 1196">Roberto A. Atendido – Member</td> <td data-bbox="1478 1161 1824 1196">Non-Executive Director</td> </tr> <tr> <td data-bbox="905 1196 1478 1232">Narciso DL. Eraña – Member</td> <td data-bbox="1478 1196 1824 1232">Independent Director</td> </tr> <tr> <td data-bbox="905 1232 1478 1317">Atty. Roberto C. Uyquiengco - Member</td> <td data-bbox="1478 1232 1824 1317">Independent Director</td> </tr> </tbody> </table>	Director's Name	Type	Benjamin R. Sta. Catalina, Jr. – Chairman	Independent Director	Paterno H. Dizon – Member	Independent Director	Danilo A. Alcoseba – Member	Non-Executive Director	Roberto A. Atendido – Member	Non-Executive Director	Narciso DL. Eraña – Member	Independent Director	Atty. Roberto C. Uyquiengco - Member	Independent Director	
Director's Name	Type																
Benjamin R. Sta. Catalina, Jr. – Chairman	Independent Director																
Paterno H. Dizon – Member	Independent Director																
Danilo A. Alcoseba – Member	Non-Executive Director																
Roberto A. Atendido – Member	Non-Executive Director																
Narciso DL. Eraña – Member	Independent Director																
Atty. Roberto C. Uyquiengco - Member	Independent Director																
3. All the members of the committee have relevant background, knowledge, skills, and/or experience	Compliant	See recommendation 1.1 for their qualifications															

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
in the areas of accounting, auditing and finance.			
4. The Chairman of the Audit Committee is not the Chairman of the Board or of any other committee.	Compliant	Please refer to the link of the 2020 Annual Report containing the Committee Members <a href="#">PBBAR2020_PART2.pdf</a>	
<b>Supplement to Recommendation 3.2</b>			
1. Audit Committee approves all non-audit services conducted by the external auditor.	Compliant	The Bank has not engaged any non-audit services from the external auditor, Punongbayan & Araullo as indicated in their report of the Audit Results for Philippine Business Bank, Inc. (for the year ended December 31, 2019) which states “P&A has not been engaged by the Bank for any non-audit services during the year.” The said SEC’s recommended governance practice is included in the revised Audit Committee Charter approved by the Audit Committee on May 9, 2018 and confirmed by the Board of Directors on May 16, 2018.	
2. Audit Committee conducts regular meetings and dialogues with the external audit team without anyone from management present.	Compliant	The Bank’s Audit Committee has conducted regular meetings and dialogues with the external audit team without anyone from the management present on October 14, 2020.  Attached as proof are following: 1) Minutes of Meeting dated March 13, 2019 and November 13, 2019 (See Annex A); <a href="#">Annex A-1.pdf</a> 2) P&A’s letter to the Bank’s Audit Committee dated October 14, 2020 on their discussion pertaining to their Audit Plan for PBB for the year ending December 31, 2020 (See Annex B). <a href="#">Annex B-2.pdf</a>	
<b>Optional: Recommendation 3.2</b>			
1. Audit Committee meet at least four times during the year.	Compliant	The Audit Committee met monthly or twelve (12) times during the year. This is provided under the Revised Audit Committee Charter (under page 6) which states that “The Committee will meet once every month or as often as necessary to fulfill its	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation														
2. Audit Committee approves the appointment and removal of the internal auditor.	Compliant	duties and responsibilities” The Audit Committee approves the appointment and removal of the Internal Auditor. This is provided under item 21 of the revised Audit Committee Charter which states that the Audit Committee “Approve the appointment and removal of the Chief Internal Auditor and key internal auditors or contracted internal auditors, if applicable.”															
Recommendation 3.3																	
1. Board establishes a Corporate Governance Committee tasked to assist the Board in the performance of its corporate governance responsibilities, including the functions that were formerly assigned to a Nomination and Remuneration Committee.	Compliant	See item D on page 10 of the Manual on Corporate Governance and Compliance Program.  The committee reviews and evaluates the qualifications of all persons nominated to the board of directors as well as those nominated to other positions requiring appointment by the board of directors.  The committee recommends to the board of directors matters pertaining to the assignment to board committees, as well as succession plan for the members of the board of directors and senior management.															
2. Corporate Governance Committee is composed of at least three members, all of whom should be independent directors.	Compliant	See recommendation 1.1 for their qualifications															
3. Chairman of the Corporate Governance Committee is an independent director.		<table border="1"> <thead> <tr> <th data-bbox="890 1089 1478 1123">Director’s Name</th> <th data-bbox="1478 1089 1824 1123">Type</th> </tr> </thead> <tbody> <tr> <td data-bbox="890 1123 1478 1161">Paterno H. Dizon – Chairman</td> <td data-bbox="1478 1123 1824 1161">Independent Director</td> </tr> <tr> <td data-bbox="890 1161 1478 1198">Benjamin R. Sta. Catalina, Jr. – Member</td> <td data-bbox="1478 1161 1824 1198">Independent Director</td> </tr> <tr> <td data-bbox="890 1198 1478 1235">Narciso DL. Eraña – Member</td> <td data-bbox="1478 1198 1824 1235">Independent Director</td> </tr> <tr> <td data-bbox="890 1235 1478 1273">Atty. Roberto C. Uyquiengco - Member</td> <td data-bbox="1478 1235 1824 1273">Independent Director</td> </tr> <tr> <td data-bbox="890 1273 1478 1310">Roberto A. Atendido – Member</td> <td data-bbox="1478 1273 1824 1310">Non-Executive Director</td> </tr> <tr> <td data-bbox="890 1310 1478 1347">Danilo A. Alcosoba – Member</td> <td data-bbox="1478 1310 1824 1347">Non-Executive Director</td> </tr> </tbody> </table>	Director’s Name	Type	Paterno H. Dizon – Chairman	Independent Director	Benjamin R. Sta. Catalina, Jr. – Member	Independent Director	Narciso DL. Eraña – Member	Independent Director	Atty. Roberto C. Uyquiengco - Member	Independent Director	Roberto A. Atendido – Member	Non-Executive Director	Danilo A. Alcosoba – Member	Non-Executive Director	
		Director’s Name	Type														
		Paterno H. Dizon – Chairman	Independent Director														
		Benjamin R. Sta. Catalina, Jr. – Member	Independent Director														
		Narciso DL. Eraña – Member	Independent Director														
		Atty. Roberto C. Uyquiengco - Member	Independent Director														
Roberto A. Atendido – Member	Non-Executive Director																
Danilo A. Alcosoba – Member	Non-Executive Director																
Optional: Recommendation 3.3																	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

<b>Recommended CG Practice/Policy</b>	<b>Compliant/ Non-Compliant</b>	<b>Additional Information</b>	<b>Explanation</b>
1. Corporate Governance Committee meet at least twice (2x) during the year.	Compliant	The Corporate Governance Committee had ten (10) meetings for the year 2020. No meeting held on March and April 2020 (the onset of the COVID-19 pandemic).	
<b>Recommendation 3.4</b>			
1. Board establishes a separate Board Risk Oversight Committee (BROC) that should be responsible for the oversight of a company's Enterprise Risk Management system to ensure its functionality and effectiveness.	Compliant	See E.2.a.ix on page 40 of the Manual on Corporate Governance and Compliance Program.	
2. BROC is composed of at least three (3) members, the majority of whom should be independent directors, including the Chairman.	Compliant	See recommendation 1.1 for their qualifications.	
		<b>Director's Name</b>	
		<b>Type</b>	
		Narciso DL. Eraña – Chairman	Independent Director
		Paterno H. Dizon – Member	Independent Director
		Benjamin R. Sta. Catalina, Jr. – Member	Independent Director
		Atty. Roberto C. Uyquiengco - Member	Independent Director
		Honorio O. Reyes-Lao – Member	Non-Executive Director
Roberto A. Atendido – Member	Non-Executive Director		
Danilo A. Alcoceba– Member	Non-Executive Director		
3. The Chairman of the BROC is not the Chairman of the Board or of any other committee.	Compliant	Please refer to the link of the 2020 Annual Report containing the Committee Members <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a>	
4. At least one member of the BROC has relevant thorough knowledge and experience on risk and risk management.	Compliant	see recommendation 1.1 for their qualifications	
<b>Recommendation 3.5</b>			
1. Board establishes a Related Party	Compliant	See E.2.a.ix on page 37 of the Manual Corporate Governance	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation														
Transactions (RPT) Committee, which is tasked with reviewing all material related party transactions of the company.		and Compliance Program.															
2. RPT Committee is composed of at least three (3) non-executive directors, two (2) of whom should be independent, including the Chairman.	Compliant	See recommendation 1.1 for their qualifications <table border="1" data-bbox="890 496 1824 836"> <thead> <tr> <th data-bbox="890 496 1455 532">Director's Name</th> <th data-bbox="1455 496 1824 532">Type</th> </tr> </thead> <tbody> <tr> <td data-bbox="890 532 1455 607">Atty. Roberto C. Uyquiengco - Member</td> <td data-bbox="1455 532 1824 607">Independent Director</td> </tr> <tr> <td data-bbox="890 607 1455 646">Paterno H. Dizon – Member</td> <td data-bbox="1455 607 1824 646">Independent Director</td> </tr> <tr> <td data-bbox="890 646 1455 721">Benjamin R. Sta. Catalina, Jr. – Member</td> <td data-bbox="1455 646 1824 721">Independent Director</td> </tr> <tr> <td data-bbox="890 721 1455 760">Narciso DL. Eraña – Member</td> <td data-bbox="1455 721 1824 760">Independent Director</td> </tr> <tr> <td data-bbox="890 760 1455 799">Danilo A. Alcosoba – Member</td> <td data-bbox="1455 760 1824 799">Non-Executive Director</td> </tr> <tr> <td data-bbox="890 799 1455 836">Roberto A. Atendido – Member</td> <td data-bbox="1455 799 1824 836">Non-Executive Director</td> </tr> </tbody> </table>	Director's Name	Type	Atty. Roberto C. Uyquiengco - Member	Independent Director	Paterno H. Dizon – Member	Independent Director	Benjamin R. Sta. Catalina, Jr. – Member	Independent Director	Narciso DL. Eraña – Member	Independent Director	Danilo A. Alcosoba – Member	Non-Executive Director	Roberto A. Atendido – Member	Non-Executive Director	
Director's Name	Type																
Atty. Roberto C. Uyquiengco - Member	Independent Director																
Paterno H. Dizon – Member	Independent Director																
Benjamin R. Sta. Catalina, Jr. – Member	Independent Director																
Narciso DL. Eraña – Member	Independent Director																
Danilo A. Alcosoba – Member	Non-Executive Director																
Roberto A. Atendido – Member	Non-Executive Director																
<b>Recommendation 3.6</b>																	
1. All established committees have a Committee Charter stating in plain terms their respective purposes, memberships, structures, operations, reporting process, resources and other relevant information.	Compliant	Board Committee Charters: <table border="1" data-bbox="890 914 1824 1170"> <thead> <tr> <th data-bbox="890 914 1096 950">Committee</th> <th data-bbox="1096 914 1824 950">Link</th> </tr> </thead> <tbody> <tr> <td data-bbox="890 950 1096 1062">Audit</td> <td data-bbox="1096 950 1824 1062"><a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_AuditCommitteeCharter.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_AuditCommitteeCharter.pdf</a></td> </tr> <tr> <td data-bbox="890 1062 1096 1170">Corporate Governance</td> <td data-bbox="1096 1062 1824 1170"><a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_CorporateGovernanceCommitteeCharter.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_CorporateGovernanceCommitteeCharter.pdf</a></td> </tr> </tbody> </table>	Committee	Link	Audit	<a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_AuditCommitteeCharter.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_AuditCommitteeCharter.pdf</a>	Corporate Governance	<a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_CorporateGovernanceCommitteeCharter.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_CorporateGovernanceCommitteeCharter.pdf</a>									
Committee	Link																
Audit	<a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_AuditCommitteeCharter.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_AuditCommitteeCharter.pdf</a>																
Corporate Governance	<a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_CorporateGovernanceCommitteeCharter.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_CorporateGovernanceCommitteeCharter.pdf</a>																
2. Committee Charters provide standards for evaluating the performance of the Committees.		<table border="1" data-bbox="890 1170 1824 1432"> <tbody> <tr> <td data-bbox="890 1170 1096 1282">Executive</td> <td data-bbox="1096 1170 1824 1282"><a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_ExecutiveCommitteeCharter.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_ExecutiveCommitteeCharter.pdf</a></td> </tr> <tr> <td data-bbox="890 1282 1096 1432">Related Party Transactions</td> <td data-bbox="1096 1282 1824 1432"><a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_RelatedPartyTransactionCommitteeCharter.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_RelatedPartyTransactionCommitteeCharter.pdf</a></td> </tr> </tbody> </table>	Executive	<a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_ExecutiveCommitteeCharter.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_ExecutiveCommitteeCharter.pdf</a>	Related Party Transactions	<a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_RelatedPartyTransactionCommitteeCharter.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_RelatedPartyTransactionCommitteeCharter.pdf</a>											
Executive	<a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_ExecutiveCommitteeCharter.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_ExecutiveCommitteeCharter.pdf</a>																
Related Party Transactions	<a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_RelatedPartyTransactionCommitteeCharter.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_RelatedPartyTransactionCommitteeCharter.pdf</a>																

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information		Explanation
		Risk Oversight	<a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_RiskOversightCommitteeCharter.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_RiskOversightCommitteeCharter.pdf</a>	
		Trust	<a href="http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_TrustCommitteeCharter.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/BOC/Committee%20Charters/PBB_TrustCommitteeCharter.pdf</a>	
3. Committee Charters were fully disclosed on the company's website.	Compliant	See links on items no. 1 & 2 under recommendation 3.6 above		
<b>Principle 4:</b> To show full commitment to the company, the directors should devote the time and attention necessary to properly and effectively perform their duties and responsibilities, including sufficient time to be familiar with the corporation's business.				
Recommendation 4.1				
1. The Directors attend and actively participate in all meetings of the Board Committees and shareholders in person or through tele-/videoconferencing conducted in accordance with the rules and regulations of the Commission.	Compliant	Conduct of Meeting – “xxx... Members of the Board of Directors should attend regular or special meetings of the Board in person. In view of modern technology, however, conduct of the Board meetings through videoconferencing or teleconferencing shall be allowed.”  Source: Section 7, Article III of PBB Corporate By-Laws (as amended in 2012).		
2. The directors review meeting materials for all Board and Committee meetings.	Compliant	Advance Copies of Board/Committee Meeting materials are sent to the members at least one (1) week prior to the scheduled meeting.		
3. The directors ask the necessary questions or seek clarifications and explanations during the Board and Committee meetings.	Compliant	All members of the Board and Board Committees conducts interpolations which can be noted from its Minutes of Meetings as published/disclosed in its website and as submitted to the BSP.		
Recommendation 4.2				



**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information			Explanation
1. Non-executive directors concurrently serve in a maximum of five publicly-listed companies to ensure that they have sufficient time to fully prepare for minutes, challenge Management’s proposals/views, and oversee the long-term strategy of the company.	Compliant	See E.2.a.vi.(4) – (b) on page 28 of the Manual on Corporate Governance and Compliance Program.			
		Director	Corporate Name of the Group Company	Publicly Listed (√/X)	
		Leticia M. Yao	Mega Asia Bottling Corporation	X	
			Zest-O Corporation	X	
			Uni-Ipel Industries, Inc.	X	
			Harman Food Products, Inc.	X	
			Solmac Marketing, Inc.	X	
		Jeffrey S. Yao	Zest-O Corporation	X	
			Zemar Development Inc.	X	
			Macay Holdings Inc.	√	
			Onnea Holdings, Inc.	X	
			Mazy's Capital Inc.	X	
			ARC Refreshments Corp.	X	
			Mega Asia Bottling Corporation	X	
			Downtown Real Dev't Corp.	X	
			AMY Holdings, Inc.	X	
			SemexcoMktg Corp.	X	
			Bev Pack, Inc.	X	
			Asiawide Refreshments Corp.	X	
			ARC Holdings, Inc.	X	
Roberto A. Atendido	Macay Holdings, Inc.	√			
	Paramarex, Inc.	X			
	Myka Advisory & Consultancy Services, Inc. (Chairman)				
	Sinag Energy Phils., Inc. (Formerly	X			

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information		Explanation
			Energy Management Conservation Corporation) Paxys Inc. √ Asian Alliance Investment Corp. X Asian Alliance Holdings & Development Corp. West Palawan Pr miera Development Corporation X	
		Narciso De Leon Eraña	Francis Court Townhouse Inc. X Berana Incorporated X	
		Honorio O. Reyes-Lao	Space 2 Place Inc. (Chairman) X D CI Holdings Corp. √	
			DMCI Project Development, Inc. X	
			Semira Mining & Power Corp. √	
		Roberto C. Uyquiengco	Green Leaf Foreign Exchange Corporation X	
		Paterno H. Dizon	VC Securities Corporation X Holy Cross College X Phil. Exporter's Confederation Inc. X Manila Exposition Complex Inc. X	
		Danilo A. Alcoseba	None	
		Benjamin R. Sta. Catalina, Jr.	None	
<b>Recommendation 4.3</b>				
1. The directors notify the company's board before accepting a directorship in another company.	Compliant	As part of the nomination procedure, the prospective member of the Board notifies the Bank of his related interests.		
Optional: Principle 4				

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation
1. Company does not have any executive directors who serve in more than two (2) boards of listed companies outside of the group.	Compliant	Director Jeffrey S. Yao is the Chairman of PBB (Non-Executive Director [NED]) and also Director & Treasurer (NED) of Macay Holdings.	
2. Company schedules board of directors' meetings before the start of the financial year.	Compliant	Monthly schedule of the Board of Directors' Meeting is set on a monthly basis per its corporate by-laws. (Section 4, Article III of PBB Corporate By-Laws)	
3. Board of directors meet at least six times during the year.	Compliant	10 Regular Board Meetings occurred for the year 2020. No Board meeting held on March and April 2020 (during onset of COVID-19 pandemic). Please refer to the link of the 2020 Annual Report containing the attendance of meetings <u><a href="#">PBB BOARD MEETING ATTENDANCE 2020.xlsx</a></u>	
4. Company requires as minimum quorum of at least 2/3 for board decisions.	Compliant	50% plus 1 of the total number of the Board of Directors (Reference: page 9 of PBB's Amended Corporate By-Laws (as submitted to the SEC) and Page 33 of PBB's Revised Corporate Governance Manual (link: <a href="https://www.pbb.com.ph/SEC/Corporate%20Governance/Others/Manuals%20on%20Corporate%20Governance/Revised%20Manual%20on%20Corporate%20Governance%20and%20Compliance%20Program%202020.pdf">https://www.pbb.com.ph/SEC/Corporate%20Governance/Others/Manuals%20on%20Corporate%20Governance/Revised%20Manual%20on%20Corporate%20Governance%20and%20Compliance%20Program%202020.pdf</a> )	

**Principle 5:** The board should endeavor to exercise an objective and independent judgment on all corporate affairs

Recommendation 5.1

1. The Board has at least 3 independent directors or such number as to constitute one-third of the board whichever is higher.	Compliant	<table border="1"> <thead> <tr> <th data-bbox="890 1166 1354 1203">Director's Name</th> <th data-bbox="1354 1166 1749 1203">Type</th> </tr> </thead> <tbody> <tr> <td data-bbox="890 1203 1354 1240">Paterno H. Dizon</td> <td data-bbox="1354 1203 1749 1240">Independent Director</td> </tr> <tr> <td data-bbox="890 1240 1354 1278">Benjamin R. Sta. Catalina, Jr.</td> <td data-bbox="1354 1240 1749 1278">Independent Director</td> </tr> <tr> <td data-bbox="890 1278 1354 1315">Narciso DL. Eraña</td> <td data-bbox="1354 1278 1749 1315">Independent Director</td> </tr> <tr> <td data-bbox="890 1315 1354 1352">Roberto C. Uyquiengco</td> <td data-bbox="1354 1315 1749 1352">Independent Director</td> </tr> </tbody> </table>		Director's Name	Type	Paterno H. Dizon	Independent Director	Benjamin R. Sta. Catalina, Jr.	Independent Director	Narciso DL. Eraña	Independent Director	Roberto C. Uyquiengco	Independent Director	
		Director's Name	Type											
		Paterno H. Dizon	Independent Director											
		Benjamin R. Sta. Catalina, Jr.	Independent Director											
		Narciso DL. Eraña	Independent Director											
Roberto C. Uyquiengco	Independent Director													
Paterno H. Dizon	Independent Director													
Benjamin R. Sta. Catalina, Jr.	Independent Director													
Narciso DL. Eraña	Independent Director													
Roberto C. Uyquiengco	Independent Director													

Recommendation 5.2

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information			Explanation															
1. The independent directors possess all the qualifications and none of the disqualifications to hold the positions.	Compliant	Please refer to the link of the 2020 Annual Report containing the profile of the independent directors <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a>																		
Supplement to Recommendation 5.2																				
1. Company has no shareholder agreements, by-laws provisions, or other arrangements that constrain the directors' ability to vote independently.	Compliant	See F.1 Shareholders' Benefits - Investors Rights and Protection pages 52-55 of the Manual on Corporate Governance and Compliance Program																		
Recommendation 5.3																				
1. The independent directors serve for a cumulative term of nine years (reckoned from 2012)	Compliant	<table border="1"> <thead> <tr> <th data-bbox="905 721 1369 870">Director's Name</th> <th data-bbox="1369 721 1562 870">No. of years served as director</th> <th data-bbox="1562 721 1801 870">No. of years served as ID (from 2 Jan. 2012)</th> </tr> </thead> <tbody> <tr> <td data-bbox="905 870 1369 907">Paterno H. Dizon</td> <td data-bbox="1369 870 1562 907">14</td> <td data-bbox="1562 870 1801 907">8</td> </tr> <tr> <td data-bbox="905 907 1369 945">Benjamin R. Sta. Catalina, Jr.</td> <td data-bbox="1369 907 1562 945">8</td> <td data-bbox="1562 907 1801 945">8</td> </tr> <tr> <td data-bbox="905 945 1369 982">Narciso DL. Eraña</td> <td data-bbox="1369 945 1562 982">2</td> <td data-bbox="1562 945 1801 982">2</td> </tr> <tr> <td data-bbox="905 982 1369 1019">Roberto C. Uyquiengco</td> <td data-bbox="1369 982 1562 1019">2</td> <td data-bbox="1562 982 1801 1019">2</td> </tr> </tbody> </table>			Director's Name	No. of years served as director	No. of years served as ID (from 2 Jan. 2012)	Paterno H. Dizon	14	8	Benjamin R. Sta. Catalina, Jr.	8	8	Narciso DL. Eraña	2	2	Roberto C. Uyquiengco	2	2	
		Director's Name	No. of years served as director	No. of years served as ID (from 2 Jan. 2012)																
		Paterno H. Dizon	14	8																
		Benjamin R. Sta. Catalina, Jr.	8	8																
		Narciso DL. Eraña	2	2																
Roberto C. Uyquiengco	2	2																		
Paterno H. Dizon	14	8																		
Benjamin R. Sta. Catalina, Jr.	8	8																		
Narciso DL. Eraña	2	2																		
Roberto C. Uyquiengco	2	2																		
2. The company bars an independent director from serving in such capacity after the term limit of nine years.	Compliant	An independent director of a bank may only serve as such for a maximum cumulative term of nine (9) years. After which, the independent director shall be perpetually barred from serving as independent director in the same bank, but may continue to serve as regular director. The nine (9) year maximum cumulative term for independent directors shall be reckoned from 2012.																		
3. In the instance that the company retains an independent director in the same capacity after nine years, the board provides meritorious justification and seeks shareholders'	Compliant	See E.2.a.vi.(2) on Pages 30 of the Manual on Corporate Governance and Compliance Program																		

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation						
approval during annual shareholders' meeting.									
<b>Recommendation 5.4</b>									
1. The positions of Chairman of the Board and Chief Executive Officer are held by separate individuals.	Compliant	<table border="1"> <thead> <tr> <th data-bbox="898 423 1205 461">Name</th> <th data-bbox="1205 423 1801 461">Position</th> </tr> </thead> <tbody> <tr> <td data-bbox="898 461 1205 498">Jeffrey S. Yao</td> <td data-bbox="1205 461 1801 498">Chairman of the Board</td> </tr> <tr> <td data-bbox="898 498 1205 578">Rolando R. Avante</td> <td data-bbox="1205 498 1801 578">President and Chief Executive Officer (CEO)</td> </tr> </tbody> </table>	Name	Position	Jeffrey S. Yao	Chairman of the Board	Rolando R. Avante	President and Chief Executive Officer (CEO)	
Name	Position								
Jeffrey S. Yao	Chairman of the Board								
Rolando R. Avante	President and Chief Executive Officer (CEO)								
2. The Chairman of the Board and Chief Executive Officer have clearly defined responsibilities.	Compliant	See E.2.a.xi.(1)& E.2.a.xi.(3) on pages 43& 44-45for the Chairman of the Board and Chief Executive Officer (CEO), respectively of the Manual on Corporate Governance and Compliance Program.							
<b>Recommendation 5.5</b>									
1. If the Chairman of the Board is not an independent director, the board designates a lead director among the independent directors.	Compliant	The Chairman, who is also a non-executive director, is not holding the position of the CEO. Hence, the aforesaid requirement of appointing a Lead Independent Director is not applicable.							
<b>Recommendation 5.6</b>									
1. Directors with material interest in a transaction affecting the corporation abstain from taking part in the deliberations on the transaction.	Compliant	All related party transactions are coursed through the recommending approval of the Related Party Transactions (RPT) Committee and endorsed to the Board and that any Board member who have material interest with the transaction does not participate in the approval of the same (proof of which are the Minutes of the Meetings of the Board as well as the RPT Committee. Link: <a href="https://www.pbb.com.ph/SEC/Corporate%20Governance/Polices/RPT%20Policy.pdf">https://www.pbb.com.ph/SEC/Corporate%20Governance/Polices/RPT%20Policy.pdf</a>							
<b>Recommendation 5.7</b>									
1. The non-executive directors (NEDs) have separate periodic meetings with the external auditor and heads	Compliant	The NEDs conducted a separate meeting with the external auditor and heads of the internal audit, compliance, and risk functions which was held on 09 December 2020 via virtual							

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation
<p>of the internal audit, compliance and risk functions, without any executive present.</p> <p>2. The meetings are chaired by the lead independent director.</p>		meeting.	
Optional: Principle 5			
1. None of the directors is a former CEO of the company in past 2 years.	Compliant	Mr. Rolando R. Avante was elected as President and CEO of the Bank since 2 November 2011 up to present.	
<p><b>Principle 6:</b> The best measure of the Board’s effectiveness is through an assessment process. The Board should regularly carry out evaluations to appraise its performance as a body, and assess whether it possesses the right mix of backgrounds and competencies.</p>			
Recommendation 6.1			
1. Board conducts an annual self-assessment of its performance as a whole.	Compliant	see AnnexC for the results of the performance assessment as reported to the Board.	
2. The Chairman conducts a self-assessment of his performance.			
3. The individual members conduct a self-assessment of their performance.			
4. Each committee conducts a self-assessment of its performance.			
5. Every three years, the assessment are supported by an external facilitator	Non-compliant	The Bank encountered difficulty in securing the services of an external facilitator due to the limited SEC accredited external facilitators, and due to the pandemic. The Bank will secure the services of an external facilitator within next year.	
Recommendation 6.2			
1. Board has in place a system that provides at the minimum, criteria and process to determine the	Compliant	The Board of Directors is regularly reviewing the structure, size and composition of the board of directors and board-level committees with the end in view of having a	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
<p>performance of the Board, individual directors and committees.</p> <p>2. The system allows for a feedback mechanism from the shareholders.</p>		<p>balanced membership. Towards this end, a system and procedure for evaluation of the structure, size and composition of the board of directors and board-level committees is adopted which include, but not limited to, individual and peer assessment. The results of assessment shall form part of the on-going improvement efforts of the board of directors.</p>	
<p><b>Principle 7:</b> Members of the Board are duty-bound to apply high ethical standards, taking into account the interests of all stakeholders.</p>			
<p>Recommendation 7.1</p>			
<p>1. Board adopts a Code of Business Conduct and Ethics, which provide standards for professional and ethical behavior, as well as articulate acceptable and unacceptable conduct and practices in internal and external dealings of the company.</p>	Compliant	<p>Please refer below to the publication to pbb website <a href="http://pbb.com.ph/SEC/Corporate%20Governance/Others/Code%20of%20Business%20Conduct%20and%20Ethics/PBB_CodeofConductandEthics.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/Others/Code%20of%20Business%20Conduct%20and%20Ethics/PBB_CodeofConductandEthics.pdf</a></p>	
<p>2. The Code is properly disseminated to the Board, senior management and employees.</p>	Compliant	<p>The Revised Code of Conduct has been circularized by the Bank's Systems &amp; Methods Center on 10 March 2014. All units were given an acknowledgement receipt where they also certified that they have thoroughly read and understood the Revised Code of Conduct. Copy of the acknowledgement receipt is filed in each employee's 201 file.</p>	
<p>3. The Code is disclosed and made available to the public through the company website.</p>	Compliant	<p>Please refer below to the publication to pbb website <a href="http://pbb.com.ph/SEC/Corporate%20Governance/Others/Code%20of%20Business%20Conduct%20and%20Ethics/PBB_CodeofConductandEthics.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/Others/Code%20of%20Business%20Conduct%20and%20Ethics/PBB_CodeofConductandEthics.pdf</a></p>	
<p>Supplement to Recommendation 7.1</p>			
<p>1. Company has clear and stringent policies and procedures on curbing and penalizing company involvement</p>	Compliant	<p>See item J.2.b on page 57 of the Manual on Corporate Governance and Compliance Program.</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
in offering, paying and receiving bribes.			
Recommendation 7.2			
1. Board ensures the proper and efficient implementation and monitoring of compliance with the Code of Business Conduct and Ethics.	Compliant	<p>The immediate superior has the primary responsibility to enforce discipline within his jurisdiction. He is responsible for informing and making his subordinates understand about the provisions of the Code and all other policies, rules, regulations, and guidelines promulgated by the Bank. Correspondingly, he/she shall be given sufficient authority to effectively exercise his capacity and discretion in implementing corrective actions when necessary. It is expected, however, that in all cases necessitating disciplinary action, there is a thorough investigation made and employee counseling conducted. Ignorance of or unfamiliarity with the provisions of the Code shall not be an excuse for violations.</p> <p>Further to this, the Bank also has a Committee on Employee Discipline (CED) which conducts investigations and provides recommended resolutions to the Executive Committee of the Board on cases involving employees which cuts across the organization, or are beyond the jurisdiction of the concerned employees' supervisors, such as fraud cases, whistle-blowing issues etc.</p>	
2. Board ensures the proper and efficient implementation and monitoring of compliance with company internal policies.			
<b>Disclosure and Transparency</b>			
<b>Principle 8:</b> The company should establish corporate disclosure policies and procedures that are practical and in accordance with best practices and regulatory expectations.			
Recommendation 8.1			
1. Board establishes corporate disclosure policies and procedures to ensure a comprehensive, accurate, reliable and timely report	Compliant	See item K on pages 58-60 of the Manual on Corporate Governance and Compliance Program	



**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
to shareholders and other stakeholders that give a fair and complete picture of a company's financial condition, results and business operations.			
Supplement to Recommendation 8.1			
1. Company distributes or makes available annual and quarterly consolidated reports, cash flow statements, and special audit revisions. Consolidated financial statements are published within ninety (90) days from the end of the fiscal year, while interim reports are published within forty-five (45) days from the end of the reporting period.	Compliant	<p>Audited Financial Reports were posted in the Bank's website and available in the branches' conspicuous place after the examination by the External Auditor.</p> <p>The Bank's Balance Sheet is being published quarterly in the newspaper of general circulation. Please refer below for the link to the publication of reports:  <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a></p>	
2. Company discloses in its annual report the principal risks associated with the identity of the company's controlling shareholders; the degree of ownership concentration; cross-holdings among company affiliates; and any imbalances between the controlling shareholders voting power and overall equity position in the company.	Compliant	<p>Please refer below for the link of the publication  <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a></p>	
Recommendation 8.2			
1. Company has a policy requiring all directors to disclose/report to the company any dealings in the company's shares within three (3)	Compliant	See K.2 - Disclosure and Transparency on page 58 on the Manual on Corporate Governance and Compliance Program	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation
<p>business days.</p> <p>2. Company has a policy requiring all officers to disclose/report to the company any dealings in the company's shares within three (3) business days.</p>			
Supplement to Recommendation 8.2			
<p>1. Company discloses the trading of the corporation's shares by directors, officers (or persons performing similar functions) and controlling shareholders. This includes the disclosure of the company's purchase of its shares from the market (e.g. share buy-back program)</p>	Compliant	<p>Latest Top 100 and Beneficial Owner Report as of June 30, 2020 (link: <a href="https://pbb.com.ph/Investor%20Relations/List%20of%20Top%20100%20Stockholders.html">https://pbb.com.ph/Investor%20Relations/List%20of%20Top%20100%20Stockholders.html</a> [regularly reported] <a href="https://pbb.com.ph/Investor%20Relations/List%20of%20Top%20100%20Stockholders.html">https://pbb.com.ph/Investor%20Relations/List%20of%20Top%20100%20Stockholders.html</a> [regularly reported])</p> <p>Disclosure &amp; Transparency (Page 58 of PBB's Revised Corporate Governance Manual 2019 (link: <a href="https://www.pbb.com.ph/SEC/Corporate%20Governance/Others/Manuals%20on%20Corporate%20Governance/Revised%20Manual%20on%20Corporate%20Governance%20and%20Compliance%20Program%2020.pdf">https://www.pbb.com.ph/SEC/Corporate%20Governance/Others/Manuals%20on%20Corporate%20Governance/Revised%20Manual%20on%20Corporate%20Governance%20and%20Compliance%20Program%2020.pdf</a>))</p> <p>Conglomerate Map is published as part of the annual report <a href="#">PBBAR2020 PART2.pdf</a></p>	
Recommendation 8.3			
<p>1. Board fully discloses all relevant and material information on individual board members to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.</p>	Compliant	<p>Full vetting of candidate is done at the Executive Committee and Corporate Governance Committee of the Board. This is further confirmed by the Board.</p> <p>The Bank is committed and dedicated to adhere to the highest standards of good corporate governance in the conduct of its business with clients, vendors, suppliers, co-employees and</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		regulator. To continuously uphold the trust and confidence of its clients and the general public, the Directors, Senior Management, officers and employees are expected to espouse the highest degree of integrity, honesty and professionalism. The policy on Conflict of interest aims to raise awareness of and clarity what may constitute a conflict of interest and provide guidelines on how to deal with situations that may give rise to a conflict of interest.	
2. Board fully discloses all relevant and material information on key executives to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.	Compliant	The Bank is committed and dedicated to adhere to the highest standards of good corporate governance in the conduct of its business with clients, vendors, suppliers, co-employees and regulator. To continuously uphold the trust and confidence of its clients and the general public, the Directors, Senior Management, officers and employees are expected to espouse the highest degree of integrity, honesty and professionalism. The policy on Conflict of interest aims to raise awareness of and clarity what may constitute a conflict of interest and provide guidelines on how to deal with situations that may give rise to a conflict of interest.	
<b>Recommendation 8.4</b>			
1. Company provides a clear disclosure of its policies and procedure for setting Board remuneration, including the level and mix of the same.	Compliant	The Corporate Governance Committee of the Board sets the compensation package of the Directors. The Executive Committee sets the compensation and benefits package of the Bank's officers and staff members.	
2. Company provides a clear disclosure of its policies and procedure for setting executive remuneration, including the level and mix of the same.			
3. Company discloses the	Compliant	A Non-Executive Director (NED) receives per diem allowance for	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
remuneration on an individual basis, including termination and retirement provisions.		his attendance to each Board meeting and additional allowance for committee meetings. Furthermore, an NED is also entitled to a monthly gasoline allowance. The Executive Board members as well as employees of the Bank receive fixed salaries, benefits and performance-based bonus the amount of which is dependent on the performance of the bank and the concerned employee.	
<b>Recommendation 8.5</b>			
1. Company discloses its policies governing Related Party Transactions (RPTs) and other unusual or infrequently occurring transactions in their Manual on Corporate Governance.	Compliant	Please refer below for the publication to PBB website <a href="http://pbb.com.ph/SEC/Corporate%20Governance/Policies/RPT%20Policy.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/Policies/RPT%20Policy.pdf</a>	
2. Company discloses material or significant RPTs reviewed and approved during the year.	Compliant	Please refer to the link of the 2020 Annual Report containing the Bank's Material RPTs <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a>	
<b>Supplement to Recommendation 8.5</b>			
1. Company requires directors to disclose their interest in transactions or any other conflict of interest.	Compliant	The Board of Directors provides periodic reports to the shareholders which disclose personal and professional information about the directors and officers and other matters, such as their dealings with, and shareholdings in, the Bank, relationship among directors and key officers and the aggregate compensation of directors and officers.	
<b>Recommendation 8.6</b>			
1. Company makes a full, fair, accurate and timely disclosure to the public of every material fact or event that occur, particularly on the acquisition or disposal of significant assets, which could adversely affect the	Compliant	<u>PSE Disclosures</u> ( <a href="http://pbb.com.ph/disclosure_archive.htm">http://pbb.com.ph/disclosure_archive.htm</a> )	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
viability or the interest of its shareholders and other stakeholders.			
2. Board appoints an independent party to evaluate the fairness of the transaction price on the acquisition or disposal of assets.	Compliant	Disposition of Unused/Unserviceable Fixed Assets (item 1.8, 1, A of VII – Operations Manual of PBB; Page 269)  Post-audit is conducted if the procedures, documentations and requisite signing authorities were procured during the disposal of assets.	
<b>Supplement to Recommendation 8.6</b>			
1. Company discloses the existence, justification and details on shareholder agreements, voting trust agreements, confidentiality agreements, and such other agreements that may impact on the control, ownership, and strategic direction of the company.	Compliant	This is being done during the stockholders' meeting which is being administered by the Corporate Secretary.	
<b>Recommendation 8.7</b>			
1. Company's corporate governance policies, programs and procedures are contained in its Manual on Corporate Governance (MCG).	Compliant	<a href="http://pbb.com.ph/SEC/Corporate%20Governance/Others/Manuals%20on%20Corporate%20Governance/Revised%20Manual%20on%20Corporate%20Governance%20and%20Compliance%20Program%2020.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/Others/Manuals%20on%20Corporate%20Governance/Revised%20Manual%20on%20Corporate%20Governance%20and%20Compliance%20Program%2020.pdf</a>	
2. Company's MCG is submitted to the SEC and PSE.			
3. Company's MCG is posted on its company website.			
<b>Supplement to Recommendation 8.7</b>			
1. Company submits to the SEC and PSE an updated MCG to disclose	Compliant	2020 MCG was transmitted to SEC.	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
any changes in its corporate governance practices.		Please refer below for the link to pse disclosures: <a href="https://edge.pse.com.ph/keyword/form.do">https://edge.pse.com.ph/keyword/form.do</a>	
Optional: Principle 8			
<p>1. Does the company's Annual Report disclose the following information:</p> <ul style="list-style-type: none"> <li>a. Corporate Objectives</li> <li>b. Financial performance indicators</li> <li>c. Non-financial performance indicators</li> <li>d. Dividend Policy</li> <li>e. Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and other directorships in listed companies) of all directors</li> <li>f. Attendance details of each director in all directors meetings held during the year.</li> <li>g. Total remuneration of each member of the board of directors.</li> </ul>	Compliant	<p>Please refer to the link of the publication of the 2020 Annual Report <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a></p>	
<p>2. The Annual Report contains a statement confirming the company's full compliance with the Code of Corporate Governance and where there is non-compliance, identifies and explains reason for each such issue.</p>	Compliant	<p>Please refer to the link of the publication of the 2020 Annual Report <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a></p>	
<p>3. The Annual Report/Annual CG Report discloses that the board of directors conducted a review of the</p>	Compliant	<p>Please refer to the link of the publication of the 2020 Annual Report <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a></p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
company's material controls (including operational, financial and compliance controls) and risk management systems.			
4. The Annual Report/Annual CG Report contains a statement from the board of directors or Audit Committee commenting on the adequacy of the company's internal controls/risk management systems.	Compliant	Please refer to the link of the publication of the 2020 Annual Report <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a>	
5. The company discloses in the Annual Report the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, and economic).	Compliant	Please refer to the link of the publication of the 2020 Annual Report <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a>	
<b>Principle 9:</b> The company should establish standards for the appropriate selection of an external auditor, and exercise effective oversight of the same to strengthen the external auditor's independence and enhance audit quality.			
Recommendation 9.1			
1. Audit Committee has a robust process for approving and recommending the appointment, reappointment, removal, and fees of the external auditors.	Compliant	The Bank's Audit Committee has a comprehensive procedures/process for approving and recommending the appointment, reappointment, removal, and fees of the external auditors. This provision has been included already in the revision of the Audit Committee Charter.	
2. The appointment, reappointment, removal, and fees of the external auditor is recommended by the Audit Committee, approved by the Board and ratified by the shareholders.	Compliant	The appointment of external auditor, Punongbayan and Araullo has been approved and ratified by the shareholders during the Stockholder's meeting held on October 14, 2020.. Please refer below for the link to published results of ASM <a href="https://www.pbb.com.ph/Investor%20Relations/Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/Annual%20Report.html</a>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
3. For removal of the external auditor, the reasons for removal or change are disclosed to the regulators and the public through the company website and required disclosures.	Compliant	The Audit Committee has included in its Charter the said recommendation under item #2 which states that “for removal of the external auditor, the reasons for removal or change are disclosed to the regulators and the public through the company website and required disclosures.”	
Supplement to Recommendation 9.1			
1. Company has a policy of rotating the lead audit partner every five years.	Compliant	The Bank rotates the lead partner of the external auditor as required by the BangkoSentral Ng Pilipinas (BSP). This is also provided in the revised Audit Committee Charter under item no. 19 of Roles and Responsibilities which states that “Assure the regular rotation of those partners of the external auditor as required by regulations”	
Recommendation 9.2			
1. Audit Committee Charter includes the Audit Committee’s responsibility on: i. assessing the integrity and independence of external auditors; ii. exercising effective oversight to review and monitor the external auditor’s independence and objectivity; and iii. exercising effective oversight to review and monitor the effectiveness of the audit process, taking into consideration relevant Philippine professional and regulatory requirements.	Compliant	The Audit Committee has included in its Charter the said recommendation under item #12 of the Revised Audit Committee Charter.	
2. Audit Committee Charter contains	Compliant	The recommendation was already incorporated in the revised	



**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

<b>Recommended CG Practice/Policy</b>	<b>Compliant/ Non- Compliant</b>	<b>Additional Information</b>	<b>Explanation</b>
the Committee’s responsibility on reviewing and monitoring the external auditor’s suitability and effectiveness on an annual basis.		Audit Committee Charter under item 12.3.	
<b>Supplement to Recommendation 9.2</b>			
1. Audit Committee ensures that the external auditor is credible, competent and has the ability to understand complex related party transactions, its counterparties, and valuations of such transactions.	Compliant	The recommendation was already incorporated in the revised Audit Committee Charter.	
2. Audit Committee ensures that the external auditor has adequate quality control procedures.	Compliant	The recommendation was already incorporated in the revised Audit Committee Charter.	
<b>Recommendation 9.3</b>			
1. Company discloses the nature of non-audit services performed by its external auditor in the Annual Report to deal with the potential conflict of interest.	Compliant	The Bank has not yet engaged non-audit services from the external auditor, Punongbayan & Araullo. Nonetheless, we have included this provision in the Revised Audit Committee Charter.	
2. Audit Committee stays alert for any potential conflict of interest situations, given the guidelines or policies on non-audit services, which could be viewed as impairing the external auditor’s objectivity.	Compliant	The Bank has not yet engaged non-audit services from the external auditor, Punongbayan & Araullo. Nevertheless, we have included this provision in the Revised Audit Committee Charter.	
<b>Supplement to Recommendation 9.3</b>			
1. Fees paid for non-audit services do not outweigh the fees paid for audit services.	Compliant	The Bank has not yet engaged non-audit services from the external auditor, Punongbayan & Araullo. Nevertheless, we have included this provision in the Revised Audit Committee Charter.	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
<b>Additional Recommendation to Principle 9</b>			
1. Company’s external auditor is duly accredited by the SEC under Group A category.	Compliant	<p>The Bank’s external auditor, Punongbayan and Araullo composes of the following:</p> <ol style="list-style-type: none"> <li>1. Lead Partner: Mr. Christopher M. Ferareza;</li> <li>2. PTR No. 8533229</li> <li>3. CPA No. 0097462</li> <li>3. Accreditation No.:1185-AR2;</li> <li>4. Date Accredited: May 9, 2021;</li> <li>5. Firm No. 002 (until December 31, 2024)</li> <li>5. Firm’s BOA/PRC Cert. of reg. No. 002 (until Jul. 24, 2023);</li> <li>6. Punongbayan and Araullo, 20<sup>th</sup> Floor, The Enterprise Center, Makati, +632-988-2288.</li> </ol> <p>We have included this provision in the Revised Audit Committee Charter.</p>	
2. Company’s external auditor agreed to be subjected to the SEC Oversight Assurance Review (SOAR) Inspection Program conducted by the SEC’s Office of the General Accountant (OGA).	Compliant	<p>The external auditor agrees to be subjected to SOAR. However, SEC’s – OGA has not conducted yet the inspection.</p> <p>We have included this provision in the Revised Audit Committee Charter.</p>	
<b>Principle 10:</b> The company should ensure that the material and reportable non-financial and sustainability issues are disclosed.			
<b>Recommendation 10.1</b>			
1. Board has a clear and focused policy on the disclosure of non-financial information with emphasis on the management of economic, environmental, social and governance (EESG) issues of its business, which underpin	Compliant	See E.2.a.ixof Risk Oversight Committee on page 40of the Manual on Corporate Governance and Compliance Program.	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
sustainability.			
2. Company adopts a globally recognized standard/framework in reporting sustainability and non-financial issues.	Compliant	<p>The Bank shall adopt a globally recognized standard/framework in reporting sustainability and nonfinancial issues.</p> <p>As external pressures including resource scarcity, globalization, and access to information continue to increase, the way corporations respond to sustainability challenges, in addition to financial challenges, determines their long-term viability and competitiveness. One way to respond to sustainability challenges is disclosure to all shareholders and other stakeholders of the Bank’s strategic (long-term goals) and operational objectives (short term goals), as well as the impact of a wide range of sustainability issues.</p>	
<b>Principle 11:</b> The company should maintain a comprehensive and cost-efficient communication channel for disseminating relevant information. This channel is crucial for informed decision-making by investors, stakeholders and other interested users.			
Recommendation 11.1			
1. Company has media and analysts briefings as channels of communication to ensure the timely and accurate dissemination of public, material and relevant information to its shareholders and other investors.	Compliant	<p>(Under ‘SEC Reports’ Column of Investor Relations Tab.)  <a href="https://www.pbb.com.ph/">https://www.pbb.com.ph/</a> (Quarterly Reports)  <a href="http://pbb.com.ph/index.htm#sec17c">http://pbb.com.ph/index.htm#sec17c</a> (Current Reports)                      (Under ‘Others’ Column of Investor Relations Tab.)  <a href="https://www.pbb.com.ph/Investor%20Relations/17Q%20-%20Quarter%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17Q%20-%20Quarter%20Report.html</a> (Press Materials/News)</p>	
Supplemental to Principle 11			
1. Company has a website disclosing up-to-date information on the following:	Compliant	<a href="http://pbb.com.ph/">http://pbb.com.ph/</a>	
a. Financial statements/reports (latest quarterly)	Compliant	<p>(Under ‘SEC Reports’ Column of Investor Relations Tab.)  <a href="http://pbb.com.ph/">Philippine Business Bank - Investor Relations (pbb.com.ph)</a></p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		(Quarterly Reports) <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a> (Annual Reports)	
b. Materials provided in briefings to analysts and media	Compliant	(Under 'Others' Column of Investor Relations Tab.) <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a> (Press Materials/News)	
c. Downloadable annual report	Compliant	<a href="http://pbb.com.ph/annual_report.htm">http://pbb.com.ph/annual_report.htm</a> (Under 'SEC Reports' Column of Investor Relations Tab.) <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a> (Annual Reports)	
d. Notice of ASM and/or SSM	Compliant	(Under 'Company Disclosures' Column of Investor Relations Tab.) <a href="http://pbb.com.ph/index.htm#cdasm">http://pbb.com.ph/index.htm#cdasm</a> (Notice of Annual or Special Stockholder's Meeting)	
e. Minutes of ASM and/or SSM	Compliant	(Under 'Company Disclosures' Column of Investor Relations Tab.) <a href="http://pbb.com.ph/index.htm#cdmin">http://pbb.com.ph/index.htm#cdmin</a> (Minutes of All General or Special Stockholder's Meetings) <a href="#">PBB ASM 2021 Notice of Meeting.pdf</a>	
f. Company's Articles of Incorporation and By-Laws	Compliant	(Under 'Our Business' Column of About Us Tab.) <a href="http://pbb.com.ph/index.htm#aoibl">http://pbb.com.ph/index.htm#aoibl</a> (Articles of Incorporation and By-Laws and all amendments)	
<b>Additional Recommendation to Principle 11</b>			
1. Company complies with SEC-prescribed website template.	Compliant	Please refer below for the link to the pbb website <a href="http://pbb.com.ph/">http://pbb.com.ph/</a>	
<b>Internal Control System and Risk Management Framework</b>			
<b>Principle 12:</b> To ensure the integrity, transparency and proper governance in the conduct of its affairs, the company should have a strong and effective internal control system and enterprise risk management framework.			
<b>Recommendation 12.1</b>			
1. Company has an adequate and	Compliant	The Bank has an adequate and effective internal control system	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

<b>Recommended CG Practice/Policy</b>	<b>Compliant/ Non- Compliant</b>	<b>Additional Information</b>	<b>Explanation</b>
<p>effective internal control system in the conduct of its business.</p>		<p>in the conduct of its business.</p> <p>The Bank’s internal audit function is equipped with the following quality service related activities/programs:</p> <ol style="list-style-type: none"> <li>1. The internal audit function is subjected to quality assurance review by the Bank’s Compliance Office, to determine compliance with the International Standards for Professional Practice on Internal Auditing, BSP’s Manual of Regulations for Banks and other regulatory circulars and policies.</li> <li>2. The internal audit function is guided by Circular No. 871, Series of 2015 issued by regulator, Bangko Sentral Ng Pilipinas (BSP) promoting strong control environment in its supervised financial institutions to sustain their safe and sound operations. In this connection, the internal audit function is also covered in the regular annual examination of the Bank by BSP, where their findings were satisfactorily justified by the Bank and accepted by BSP.</li> <li>3. The internal audit function is also included in the annual audit by the external auditor, Punongbayan &amp; Araullo, where no lapses were noted.</li> <li>4. Audit personnel are required to attend at least 2 days or 16 hours of relevant seminars/trainings/ workshops in a year.</li> </ol> <p>As to the internal control system of the Bank, the Internal Audit regularly assess/review the different branches and head office units on risk-based approach. The auditable entities, i.e., head office units and branches, are profiled from high to low through</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		<p>the assessment of the unit's business profile, management structure, previous audit rating, etc. For units profiled as high, these are given high priority during the current year while those profiled as low are given lower priority or audit is conducted the following year.</p> <p>For branches classified as low priority, other types of audit are conducted such as, spot and cash count. For branches with unsatisfactory audit rating, follow-up audits are also being conducted to determine their compliances to the noted audit findings/exceptions.</p> <p>For head office units, there are entities which audit are mandatory or conducted annually based on Bangko Sentral ng Pilipinas' requirements, such as the lending centers, treasury operations, trust operations, Compliance and Risk Management groups.</p>	
2. Company has an adequate and effective enterprise risk management framework in the conduct of its business	Compliant	Please refer to the link of the 2020 Annual Report containing the Bank's Risk Management Profile <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a>	
<b>Supplement to Recommendations 12.1</b>			
1. Company has a formal comprehensive enterprise-wide compliance program covering compliance with laws and relevant regulations that is annually reviewed. The program includes appropriate training and awareness initiatives to facilitate understanding, acceptance and compliance with the said issuances.	Compliant	<a href="http://pbb.com.ph/SEC/Corporate%20Governance/Others/Office%20of%20the%20Compliance/RCM_Main.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/Others/Office%20of%20the%20Compliance/RCM_Main.pdf</a>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
Optional: Recommendation 12.1			
<p>1. Company has a governance process on IT issues including disruption, cyber security, and disaster recovery, to ensure that all key risks are identified, managed and reported to the board.</p>	<p>Compliant</p>	<p>PBB exercises IT governance through the following departments/units within the organization:</p> <ol style="list-style-type: none"> <li>1. IT Steering Committee - the body which evaluates, approves and monitors significant IT projects;</li> <li>2. Project Management Group - the body which oversees the conduct of IT projects from inception to completion;</li> <li>3. Risk Management Group - the body which provides the risk guidelines which ITG needs to address in evaluating and implementing IT projects;</li> <li>4. Internal Audit Group - the body which evaluates IT projects vs compliance with internal policies and procedures;</li> <li>5. Compliance Group - the body which evaluates the compliance requirements for IT projects vs external regulations, e.g. Bangko Sentral, SEC, etc.</li> </ol> <p>One of the members of the IT Steering Committee is the Vice-Chairman of the Board of PBB. This presence ensures the knowledge of IT project proposals and progress at the Board level. The Project Management Group provides periodic reports to the IT Steering Committee relative to the status of IT projects.</p> <p>The Risk Management, Internal Audit and Compliance Groups report to their respective Board Committees on a periodic basis to apprise the Board in regard to their respective areas relative to addressing IT issues.</p> <p>As part of the risk assessment, management and monitoring process, the Information Technology Group ensures that all major application systems of the bank have a matching back-up system</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		<p>and processes which provides for recovery up to the end-of-business-day of the previous day. This is embodied in the Business Continuity Manual which PBB shall make available for viewing to authorize personnel of the regulators if/when necessary.</p> <p>Cyber-security is undertaken through the use of firewalls with severe access restrictions and which policies and restrictions are monitored and managed periodically. The network diagram may be made available for viewing to authorize personnel of the regulators if/when necessary.</p>	
Recommendation 12.2			
<p>1. Company has in place an independent internal audit function that provides an independent and objective assurance, and consulting services designed to add value and improve the company's operations.</p>	Compliant	<p>The Bank has in place an in-house independent internal audit function.</p>	
Recommendation 12.3			
<p>1. Company has a qualified Chief Audit Executive (CAE) appointed by the Board.</p>	Compliant	<p>Ms. Rapanut finished her BSBA Accounting degree at the University of the East and is a Certified Public Accountant.</p>	
<p>2. CAE oversees and is responsibilities for the internal audit activity of the organization, including that portion that is outsourced to a third party service provider.</p>		<p>With 36 years of banking experience, she had also attended seminars/trainings on the following: Seminar on Data Privacy Act, International Financing Reporting Standards 9 (IFRS 9) Corporate Governance Seminar, A Regulatory Prospective on Trust Activities &amp; Administration, Change Advocate Committee Session, AMLA Seminar for Board of Directors and Senior Officers, Related Party Transactions, Hedging Treasury Risk with Forward Foreign Exchange Contracts, Updated Guidelines on Sound Credit Risk Management, Update on BSP Trust Audit</p>	



**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		Seminar, Best Process in Credit Risk Ratings for Banks, Orientation on the Security Features of Renminbi Currency, Briefing on the New Performance Management System, Risk Awareness Seminar, Value at Risk Market Risk Management, Certified Forensic Accounting Program, Triple Treat Seminar, Customer Risk Profiling Seminar, Recent Updates in the Anti-Money Laundering Law, Risk Management and Audit Seminar, The Trust Business, Establishing Your Quality Assessment and Improvement Program, Financial Statement Reporting, Financial Instruments Module 7, Spot Forward and FX Swaps, Interest Rate Swaps, Accounting for Bonds and Treasury Bills, Basics of Fixed Income Securities, Financial Math on Money Market and Bonds, RiskBased Audi Methodology, Tools & Techniques for the Internal Audit Staff, Information Security Beyond the Basics, Credit Risk Management Seminar, Basic Credit Analysis Seminar, 4th Special Real Estate Symposium, Taxation in Banking, Treasury Operations Seminar, Fraud Prevention Detection & Control, AMLA for Board of Directors and Senior Officers in March 5, 2020 and Economic Briefing in August 18, 2020 conducted by Philippine Business Bank..	
3. In case of a fully outsourced internal audit activity, a qualified independent executive or senior management personnel is assigned the responsibility for managing the fully outsourced internal audit activity.	Compliant	The Bank’s internal audit function is in place and not outsourced.	
<b>Recommendation 12.4</b>			
1. Company has a separate risk management function to identify, assess and monitor key risk exposures.	Compliant	Please refer to the link of the 2020 Annual Report containing the Bank’s Risk Management Profile <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
Supplement to Recommendation 12.4			
1. Company seeks external technical support in risk management when such competence is not available internally.	Compliant	The Banks does not seek external technical support in risk management.	
Recommendation 12.5			
1. In managing the company's Risk Management System, the company has a Chief Risk Officer (CRO), who is the ultimate champion of Enterprise Risk Management (ERM).	Compliant	Ms. Trinidad was appointed as Chief Risk Officer and Head of Enterprise Risk Management Group with the rank of First Vice President.	
2. CRO has adequate authority, stature, resources and support to fulfill his/her responsibilities.		<p>She has her 31 years of banking experience handling various functions such as Credit Review, Treasury Trading and Liquidity and Reserve Management, Correspondent Banking, Corporate Planning, Investor Relations, and Special Projects under Strategic Planning. She started her banking career with RCBC Unibank and was seconded to RCBC Savings as CRO in September 2007 up to 2019 when the merger of the savings and unibank happened. Her last post is as Head of Special Initiatives under the unibank's ERMG.</p> <p>As the CRO, and together with the bank's Risk Oversight Committee of the Board, she built RCBC Savings' risk and control infrastructure. She was the overall lead in identifying and measuring risks inherent in the bank's portfolio, and made sure that provisioning is kept to a minimum level by proactively working on the portfolio credit review, credit scoring and other initiatives to manage the bank's portfolio quality. She defined and disseminated the bank's risk philosophy and policies, and assisted risk-taking business and operating units in understanding, measuring and mitigating risk points. She put in place the bank's Risk Management Framework and Manual,</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation
		<p>Treasury Manual, Liquidity Contingency Funding Plan, and various risk operating policies and procedures. She also developed the strategic and operational framework for Business Continuity, including the enterprise Business Continuity Plan, Business Impact Analysis, Crisis Communication Plan, Pandemic Plan, Call Tree Testing, Table Top Discussion, and Disaster Recovery Plan testing.</p> <p>Ms. Trinidad has a Bachelor of Science degree in Mathematics from University of the Philippines – Diliman in 1988. She also earned academic credits for a Master of Science degree in Mathematics from the same school and attended Economic Briefing in August 18, 2020 conducted by Philippine Business Bank.</p>	
Additional Recommendation to Principle 12			
1. Company’s Chief Executive Officer and Chief Audit Executive attest in writing, at least annually, that a sound internal audit, control and compliance system is in place and working effectively.	Compliant	The Bank’s Chief Executive Officer and Chief Audit Executive have already attested in writing for 2019 that the company has a sound internal audit, control and compliance system is in place and working effectively. Moreover, we have included this provision in the Revised Audit Committee Charter.	
<b>Cultivating a Synergic Relationship with Shareholders</b>			
<b>Principle 13:</b> The company should treat all shareholders fairly and equitably, and also recognize, protect and facilitate the exercise of their rights.			
Recommendation 13.1			
1. Board ensures that basic shareholder rights are disclosed in the Manual on Corporate Governance.	Compliant	See item F on page 52 of the Manual on Corporate Governance and Compliance Program.	
2. Board ensures that basic shareholder rights are disclosed on	Compliant	Please refer below for the link to pbb website <a href="http://pbb.com.ph/">http://pbb.com.ph/</a>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
the company's website			
Supplement to Recommendation 13.1			
1. Company's common share has one vote for one share.	Compliant	Each share entitled to vote has an equivalent of one vote also pursuant to the provisions of the Corporation Code.	
2. Board ensures that all shareholders of the same class are treated equally with respect to voting rights, subscription rights and transfer rights.	Compliant	<u>As of 2020</u> <u>Common Shares</u> a. 643,750,094 total number of outstanding shares 643,750,094 b. With voting rights c. Transferable unless the bank holds unpaid claim on such share of stock <u>Preferred Shares</u> a. 62,000,000 total number of outstanding shares 407,453,922 b. Without voting rights except in those cases where the law allows them to vote c. Transferable unless the bank holds unpaid claim on such share of stock d. Perpetual and non-redeemable	
3. Board has an effective, secure, and efficient voting system.	Compliant	Voting procedure is via a viva-voce methodology	
4. Board has an effective shareholder voting mechanisms such as supermajority or "majority of minority" requirements to protect minority shareholders against actions of controlling shareholders.	Compliant	Each stockholder may vote.	
5. Board allows shareholders to call a special shareholders' meeting and submit a proposal for consideration or agenda item at the AGM or special meeting.	Compliant	See Section 2 under Article II (Meetings of Stockholders) under Amended By-Laws of the Bank  "The special meetings of stockholders, for any purpose or purposes, may at any time be called by any of the following: a)	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		the Board of Directors, at its own instance, or at the written request of stockholders representing a majority of the outstanding capital stock; b) the President.”	
6. Board clearly articulates and enforces policies with respect to treatment of minority shareholders.	Compliant	See Item F.1.a. on page 53 of the Manual on Corporate Governance and Compliance Program.	
7. Company has a transparent and specific dividend policy.	Compliant	Please refer below for the link to the publication of the dividend policy: <a href="https://edge.pse.com.ph/openDiscViewer.do?edge_no=7da7b7b5a9ef4a9c0de8473ceb6407">https://edge.pse.com.ph/openDiscViewer.do?edge_no=7da7b7b5a9ef4a9c0de8473ceb6407</a>	
Optional: Recommendation 13.1			
1. Company appoints an independent party to count and/or validate the votes at the Annual Shareholders' Meeting	Compliant	Stock Transfer Services, Inc. handles all the validation/verification of attendees of the Annual Stockholders' Meeting and percentage of attendance.	
Recommendation 13.2			
1. Board encourages active shareholder participation by sending the Notice of Annual and Special Shareholders' Meeting with sufficient and relevant information at least 28 days before the meeting.	Compliant	Notice of Annual or Special Stockholders' Meeting and Preliminary Information Statement was sent to all shareholders within the required period.  (Under 'SEC Reports' Column of Investor Relations Tab.) <a href="http://pbb.com.ph/#sec20is">http://pbb.com.ph/#sec20is</a>  Please refer below for the link to publication of notice: <a href="https://edge.pse.com.ph/keyword/form.do">https://edge.pse.com.ph/keyword/form.do</a>	
Supplemental to Recommendation 13.2			
1. Company's Notice of Annual Stockholders' Meeting contains the following information: a. The profiles of directors (i.e., age,	Compliant	[Amend-1]Notice of Annual or Special Stockholders' Meeting and Information Statement as disclosed in PSE (link: <a href="https://edge.pse.com.ph/keyword/form.do">https://edge.pse.com.ph/keyword/form.do</a> and <a href="http://edge.pse.com.ph/companyDisclosures/form.do?cmpy_id=6">http://edge.pse.com.ph/companyDisclosures/form.do?cmpy_id=6</a>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
academic qualifications, date of first appointment, experience, and directorships in other listed companies) b. Auditors seeking appointment/re-appointment c. Proxy documents		<a href="#">40#viewer</a> , respectively)	
Optional: Recommendation 13.2			
1. Company provides rationale for the agenda items for the annual stockholders meeting.	Compliant	The Notice of ASM contains the following information: (i) Profile of candidates to the board, i.e., age, work experience directorships in other listed companies, date of first appointment (at least month and year) and academic qualifications. (ii) Dividend policy. (iii) Proxy documents which shall be attached to the Notice of ASM or downloadable in the Bank website.	
Recommendation 13.3			
1. Board encourages active shareholder participation by making the result of the votes taken during the most recent Annual or Special Shareholders' Meeting publicly available the new working day.	Compliant	Form 17-C is immediately submitted/ uploaded to the PSE. Minutes of the Meeting are uploaded to the Bank's website within five (5) working days after the ASM. Please refer below for the publication to pse <a href="https://edge.pse.com.ph/keyword/form.do">https://edge.pse.com.ph/keyword/form.do</a>  Please refer below for the link to pbb website <a href="http://pbb.com.ph/">http://pbb.com.ph/</a>	
2. Minutes of the Annual and Special Shareholders' Meetings were available on the company website within five business days from the end of the meeting.	Compliant	Minutes of All General & Special Stockholders' Meetings ( <a href="http://pbb.com.ph/#cdmin">http://pbb.com.ph/#cdmin</a> )	
Supplement to Recommendation 13.3			

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

<b>Recommended CG Practice/Policy</b>	<b>Compliant/ Non- Compliant</b>	<b>Additional Information</b>		<b>Explanation</b>
1. Board ensures the attendance of the external auditor and other relevant individuals to answer shareholders questions during the ASM and SSM.	Compliant	Representatives of the external auditor, Punongbayan and Araullo, were present during the ASM for August 07, 2020.		
<b>Recommendation 13.4</b>				
1. Board makes available, at the option of a shareholder, an alternative dispute mechanism to resolve intra-corporate disputes in an amicable and effective manner.	Compliant	<b>Corporation &amp; Stockholders</b>	<p align="center"><b>Alternative Dispute Resolution System</b></p> <p>There had been no issues or conflicts yet that the Bank experienced with its stockholders. If ever there will be one in the future, it will be resolved by the BOD through a resolution, which may be implemented by the Board itself or in the Management.</p> <p>Dealings of the Bank with its related parties are covered by the RPT Policy.</p>	
2. The alternative dispute mechanism is included in the company's Manual on Corporate Governance.			<b>Corporation &amp; Third Parties</b>	
		<b>Corporation &amp; Regulatory Authorities</b>	The Bank designated its Chief Compliance Officer as its link to its regulators, such as the BangkoSentral Ng Pilipinas, Philippine Deposit Insurance Corporation and Securities and Insurance Commission. As such, the CCO maintains a constructive working relationship with the regulators wherein he may consult, whenever necessary, such regulators for clarification of specific provisions of laws and regulations.	
<b>Recommendation 13.5</b>				
1. Board establishes an Investor	Compliant	1. Name of the person – John David D. Sison		

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
Relations Office (IRO) to ensure constant engagement with its shareholders.		2. Telephone number – 8363-3333 loc. 4017 3. Fax number – 8363-3333 4. E-mail address –sison_jdd@pbb.ocm.ph	
2. IRO is present at every shareholder’s meeting.	Compliant	IRO and/or his representative is present at all ASM.	
<b>Supplemental Recommendation to Principle 13</b>			
1. Board avoids anti-takeover measures or similar devices that may entrench ineffective management or the existing controlling shareholder	Compliant	The Board has existing Independent Directors that can effectively implement avoidance of anti-takeover measures.	
2. Company has at least thirty percent (30%) public float to increase liquidity in the market.	Compliant	Public float is set at 30% as per IPO in 2013	
<b>Optional: Principle 13</b>			
1. Company has policies and practices to encourage shareholders to engage with the company beyond the Annual Stockholders’ Meeting.	Compliant	The Banks’ Investor Relations Program provides a mechanism for stakeholders to raise issues and/or concerns directly to the Board of Directors thru the Investor Relations Office.	
2. Company practices secure electronic voting in absentia at the Annual Shareholders’ Meeting.	Compliant	Please refer to the link for the published notice of ASM <a href="https://edge.pse.com.ph/keyword/form.do">https://edge.pse.com.ph/keyword/form.do</a>	
<b>Duties to Stakeholders</b>			
<b>Principle 14:</b> The rights of stakeholders established by law, by contractual relations and through voluntary commitments must be respected. Where stakeholders’ rights and/or interests are at stake, stakeholders should have the opportunity to obtain prompt effective redress for the violation of their rights.			
<b>Recommendation 14.1</b>			
1. Board identifies the company’s various stakeholders and promotes cooperation between them and the	Compliant	Stakeholders in corporate governance include, but are not limited to customers, employees, suppliers, shareholders, investors, creditors, the community the Bank operates in society, the	



**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

<b>Recommended CG Practice/Policy</b>	<b>Compliant/ Non- Compliant</b>	<b>Additional Information</b>	<b>Explanation</b>
company in creating wealth, growth and sustainability.		government, regulators, competitors, external auditors, etc. In formulating the Bank's strategic and operational decisions affecting its wealth, growth and sustainability due consideration is given to those who have an interest in the Bank and are directly affected by its operations.	
<b>Recommendation 14.2</b>			
1. Board establishes clear policies and programs to provide a mechanism on the fair treatment and protection of stakeholders.	Compliant	In instances when stakeholders' interests are not legislated, companies' voluntary commitments ensure the protection of the stakeholders' rights. The Bank's Code of Conduct ideally includes provisions on the Bank's policies and procedures on dealing with various stakeholders. The Bank's stakeholders include its customers resource providers, creditors and the community in which it operates. Fair, professional and objective dealings as well as clear, timely and regular communication with the various stakeholders ensure their fair treatment and better protection of their rights.	
<b>Recommendation 14.3</b>			
1. Board adopts a transparent framework and process that allow stakeholders to communicate with the company and to obtain redress for the violation of their rights.	Compliant	<p>The Bank's stakeholders play a role in its growth and long-term viability. As such, it is crucial for the Bank to maintain open and easy communication with its stakeholders. This can be done through stakeholder engagement touch points in the Bank, such as the Investor Relations Office, Office of the Corporate Secretary, Customer Relations Office, and Corporate Communications Group.</p> <p>Name: Mr. John David Sison                      Position: Vice President &amp; Investor Relations Officer                      Tel. No. 8363-3333                      Email: sison_jdd@pbb.com.ph</p> <p>Name: Atty. Roberto S. Santos</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		Position: Corporate Secretary Tel. No. 8363-3333 Email: santos_rs@pbb.com.ph  Please refer below for the published whistleblowing policy <a href="http://pbb.com.ph/SEC/Corporate%20Governance/Policies/PBB_WhistleBlowingGuidelines.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/Policies/PBB_WhistleBlowingGuidelines.pdf</a>	
Supplement to Recommendation 14.3			
1. Company establishes an alternative dispute resolution system so that conflicts and differences with key stakeholders are settled in a fair and expeditious manner.	Compliant	It is important for the shareholders to be well-informed of the bank's processes and procedures when seeking to redress the violation of their rights. Putting in place proper safeguards ensures suitable remedies for the infringement of shareholders' rights and prevents excessive litigation. The Bank may also consider adopting in its Manual on Corporate Governance established Alternative Dispute Resolution (ADR) procedures.  <u><i>On Corporation and Stockholders</i></u> There had been no issues or conflicts yet that the Bank experienced with its stockholders. If ever there will be one in the future, it will be resolved by the BOD through a resolution, which may be implemented by the Board itself or Management.  Dealings of the Bank with its related parties are covered by the RPT Policy.  <u><i>On Corporation and third parties</i></u> The Bank set up a help/complaint desk for the purpose of receiving and expeditiously addressing customer/third party complaints.  To address the needs and concerns of our clients, we have	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		<p>established a Consumer Assistance Management System with different channels suited to them at their convenience. The Bank ensures that its customers are afforded quality, innovative and responsive products. It nurtures long-term customer relationship founded on mutual trust and confidence. It also ensures that customers are provided with quality service aimed at improving customer satisfaction, retain clients, increase customer base and uphold and preserve Bank's reputation.</p> <p>The Bank is committed to continuously serve its customers with utmost respect and high esteem, recognizing their individualities and qualities as it provide service distinctive to each of them. It likewise continues to strive hard to attain growth to be able to expand its branch network and improve its information technology and serve its customers wherever they are.</p>	
<b>Additional Recommendations to Principle 14</b>			
1. Company does not seek any exemption from the application of a law, rule or regulation especially when it refers to a corporate governance issue. If an exemption was sought, the company discloses the reason for such action, as well as presents the specific steps being taken to finally comply with the applicable law, rule or regulation.	Compliant	The Bank does not seek any exemption from the application of a law, rule or regulation especially when it refers to a corporate governance issue.	
2. Company respects intellectual property rights.	Compliant	The Bank has not violated any intellectual property rights.	
<b>Optional: Principle 14</b>			
1. Company discloses its policies and practices that address customers'	Compliant	It is the policy of the Bank to be transparent in all its dealings. Thus, any changes in its policies that may affect customer	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
welfare.		<p>relationship are immediately and fully disclosed.</p> <p>To address the needs and concerns of our clients, we have established a Consumer Assistance Management System with different channels suited to them at their convenience. The Bank ensures that its customers are afforded quality, innovative and responsive products. It nurtures long-term customer relationship founded on mutual trust and confidence. It also ensures that customers are provided with quality service aimed at improving customer satisfaction, retain clients, increase customer base and uphold and preserve Bank's reputation.</p> <p>The Bank is committed to continuously serve its customers with utmost respect and high esteem, recognizing their individualities and qualities as it provide service distinctive to each of them. It likewise continues to strive hard to attain growth to be able to expand its branch network and improve its information technology and serve its customers wherever they are.</p>	
2. Company discloses its policies and practices that address supplier/contractor selection procedures.	Compliant	<p>The Bank has procurement policies on fixed assets; furniture, fixture and equipment; supplies; IT software and hardware; security, janitorial and messengerial services and other similar contractual services, such that procurement of the same, if the amount warrants, will undergo the bidding process wherein the required number of pre-qualified bidders should be at least three (3).</p> <p>Only accredited suppliers, contractors and other similar service providers can participate in the bidding process mentioned above.</p>	

**Principle 15:** A mechanism for employee participation should be developed to create a symbiotic environment, realize the company's

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information	Explanation
goals and participate in its corporate governance processes.			
Recommendation 15.1			
1. Board establishes policies, programs and procedures that encourage employees to actively participate in the realization of the company's goals and in its governance.	Compliant	<p>The Bank has an existing business process improvement mechanism implemented and embedded in the personnel performance appraisal that encourage employees to actively participate in the attainment of goals of the company.</p> <p>Performance appraisal policies and monitoring are also in place.</p>	
Supplement to Recommendation 15.1			
1. Company has a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures.	Compliant	The Bank has a Performance Management System that includes both short term and long term metrics to ensure the long term sustainability of the bank. The compensation policy is rooted on the performance appraisal ratings based on measurable metrics, and where ratings are weighted based on bell curve.	
2. Company has policies and practices on health, safety and welfare of its employees.	Compliant	<p>The Bank has a policy on Annual Physical Exam and Executive Check-up to ensure that all employees are fit in the performance of their duty. Likewise, The Health and Safety Committee has been approved by the EXCom which;</p> <ul style="list-style-type: none"> <li>(i) Plans and develops accident prevention programs for the establishment.</li> <li>(ii) Directs the accident prevention efforts of the establishment in accordance with the safety programs safety performance and government regulations in order to prevent accidents from occurring in the workplace.</li> <li>(iii) Conducts safety meetings at least once a month.</li> <li>(iv) Review reports of inspection, accident investigations and implementation of programs.</li> <li>(v) Submits reports to the manager on its meetings and activities.</li> <li>(vi) Provides necessary assistance to government inspecting authorities in the proper conduct of their activities such as the</li> </ul>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation														
		<p>enforcement of the provisions of this Standard.</p> <p><b>(vii)</b> Initiates and supervises safety training for employees.</p> <p>Develops and maintain a disaster contingency plan and organizes such emergency service units as may be necessary to handle disaster situations pursuant to the emergency preparedness manual for establishment of the Office of Civil Defense.</p>															
<p>3. Company has policies and practices on training and development of its employees.</p>	<p>Compliant</p>	<p>The internal training curriculum of Philippine Business Bank is based on the identified training needs as well as on the requirements of various regulatory bodies/government offices. Employees are scheduled to undergo the appropriate and necessary training courses to enable them to perform their respective job responsibilities more efficiently and effectively. Furthermore, all training courses under the said curriculum are evaluated by the participants to allow HRG to monitor and ensure that the quality of training being delivered remains consistent. For certain competencies that are specialized, employees are sent to external trainings. Examples of external trainings are trainings on Trust, Treasury, Risk, HR etc. Below is the list of training programs offered internally by the bank.</p> <table border="1" data-bbox="884 1081 1824 1412"> <thead> <tr> <th data-bbox="884 1081 1003 1122">CTR</th> <th data-bbox="1003 1081 1824 1122">TITLE OF SEMINAR</th> </tr> </thead> <tbody> <tr> <td data-bbox="884 1122 1003 1166">1</td> <td data-bbox="1003 1122 1824 1166">AMLA Refresher via E-Learning System</td> </tr> <tr> <td data-bbox="884 1166 1003 1209">2</td> <td data-bbox="1003 1166 1824 1209">AMLA Orientation</td> </tr> <tr> <td data-bbox="884 1209 1003 1289">3</td> <td data-bbox="1003 1209 1824 1289">Basic Motor Car, Commercial Fire Insurance &amp; Claims Process Seminar</td> </tr> <tr> <td data-bbox="884 1289 1003 1333">4</td> <td data-bbox="1003 1289 1824 1333">Basic Supervisory Program</td> </tr> <tr> <td data-bbox="884 1333 1003 1377">5</td> <td data-bbox="1003 1333 1824 1377">Branch Officers' Development Program (BODP)</td> </tr> <tr> <td data-bbox="884 1377 1003 1412">6</td> <td data-bbox="1003 1377 1824 1412">Branch Based Marketing Program</td> </tr> </tbody> </table>	CTR	TITLE OF SEMINAR	1	AMLA Refresher via E-Learning System	2	AMLA Orientation	3	Basic Motor Car, Commercial Fire Insurance & Claims Process Seminar	4	Basic Supervisory Program	5	Branch Officers' Development Program (BODP)	6	Branch Based Marketing Program	
CTR	TITLE OF SEMINAR																
1	AMLA Refresher via E-Learning System																
2	AMLA Orientation																
3	Basic Motor Car, Commercial Fire Insurance & Claims Process Seminar																
4	Basic Supervisory Program																
5	Branch Officers' Development Program (BODP)																
6	Branch Based Marketing Program																

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non-Compliant	Additional Information		Explanation
		7	Bomb Threat Management and Fire Prevention Seminar	
		8	CNY Counterfeit Detection	
		9	Corporate Governance Seminar	
		10	Corporate Image Styling Workshop	
		11	Counterfeit Detection Seminar	
		12	Credit Investigation Seminar	
		13	Credit Roundtable for Business Managers & Relationship Managers	
		14	Effective Business Writing Workshop	
		15	First Aid & Basic Life Support Training	
		16	Fraud Detection and Prevention Seminar	
		17	Orientation on Pesonet&Instapay via E-Learning System	
		18	Product Awareness and Competency Training (PROACT)	
		19	Professional Image Enhancement Workshop	
		20	Reinforcement Session on Credit Curriculum	
		21	Relationship Managers' Development Program (RMDP)	
		22	RMB Education Session	
		23	Service First is L.O.V.E.	
		24	Signature Verification & Forgery Detection Seminar	
		25	Sales Officers' Development Program (SODP)	
		26	UITF Certification Program	
<b>Recommendation 15.2</b>				
1. Board sets the tone and makes a stand against corrupt practices by	Compliant	The Bank is committed and dedicated to adhere to the highest standards of good corporate governance in the conduct of its		

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

<b>Recommended CG Practice/Policy</b>	<b>Compliant/ Non- Compliant</b>	<b>Additional Information</b>	<b>Explanation</b>
adopting an anti-corruption policy and program in its Code of Conduct.		business with clients, vendors, suppliers, co-employees and regulator. To continuously uphold the trust and confidence of its clients and the general public, the Directors, Senior Management, officers and employees are expected to espouse the highest degree of integrity, honesty and professionalism. The CODE of Conduct ensures that employees will always act on what is best for the company. It provides for sanctions for acts detrimental to the interest of the bank. The policy on Conflict of interest aims to raise awareness of and clarify what may constitute a conflict of interest and provide guidelines on how to deal with situations that may give rise to a conflict of interest.	
2. Board disseminates the policy and program to employees across the organization through trainings to embed them in the company's culture.	Compliant	The board approves all the policies and programs of the bank and disseminates through the Systems and Methods Center for proper circularization. These policies are boarded on an internal website for ready access of all employees. The President and CEO calls a Management Committee meeting to inform senior officers of critical policies and programs that will impact employees. The Group Heads are expected to cascade to their employees.	
<b>Supplement to Recommendation 15.2</b>			
1. Company has clear and stringent policies and procedures on curbing and penalizing employee involvement in offering, paying and receiving bribes.	Compliant	<p>The CODE of Conduct is clear that any instance of dishonesty is punishable by suspension or termination. In the pursuit of employee discipline and affirmation of honesty and integrity values, the bank puts control as well as checks and balance process to discourage any form of fraud and deceit; and conducts value formation programs to institutionalize honesty and integrity.</p> <p>The Code of Conduct applies to all employees who committed infraction. The Bank provides due process to all employees in cases of possible violation of the provisions of the Code of Conduct. Should it be established after due process that the</p>	



**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		employee has committed any provision of the Code, Management shall impose the necessary disciplinary action against the erring employee.	
<b>Recommendation 15.3</b>			
<p>1. Board establishes a suitable framework for whistleblowing that allows employees to freely communicate their concerns about illegal or unethical practices, without fear of retaliation.</p>	Compliant	<p>The Bank’s Policy on Disposition of Administrative Case defines the offenses covered in the policy, penalties to be imposed, members of the committee and its responsibilities and policy guidelines. Offenses or irregularities upon discovery either through Audit Findings or outright behavioural misdemeanour should be reported to the Center Head and Group Head copy furnished Human resources and shall be subject to investigation. The members of the committee are responsible to:</p> <ul style="list-style-type: none"> <li>(i) review and evaluate the complete facts of the case, the exact nature of the infraction and extent of the effect of the infraction;</li> <li>(ii) consider all aggravating and/or mitigating factors;</li> <li>(iii) call all those involved in the case for investigation when necessary</li> <li>(iv) prepare a written report stating the facts of the case, the violation/ infraction and the corresponding disciplinary action after the proper investigation;</li> <li>(v) submit the report to Executive Committee</li> </ul> <p>The Bank’s Policy on Grievance and Employee Complaints define the actions and responsibilities of all concerned personnel in the proper handling of employee complaints and grievance. The policy is designed to address legitimate grievance and complaints by the employees and not for the purpose of supporting baseless allegations and complaints. The Management provides a venue for employees to seek redress for alleged unfairness or dissatisfaction through the grievance</p>	

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

Recommended CG Practice/Policy	Compliant/ Non- Compliant	Additional Information	Explanation
		<p>procedure. It also gives fair and due process where the accused employee is given the opportunity to refute allegations against her/him, and explain his/her side through written explanations and hearings. There is validation of facts and immediate response and corrective action are made to provide a closure to the issue. Retribution by Supervising Officer or Retaliation for Employee complaints shall be subject to corresponding disciplinary action in accordance with the Code of Conduct.</p> <p>Please refer below for the link to the publication in pbb website  <a href="http://pbb.com.ph/SEC/Corporate%20Governance/Policies/PBB_WhistleBlowingGuidelines.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/Policies/PBB_WhistleBlowingGuidelines.pdf</a></p>	
<p>2. Board establishes a suitable framework for whistleblowing that allows employees to have direct access to an independent member of the Board or a unit created to handle whistleblowing concerns.</p> <p>3. Board supervises and ensures the enforcement of the whistleblowing framework.</p>	Compliant	<p>Please refer below for the link to the publication in pbb website  <a href="http://pbb.com.ph/SEC/Corporate%20Governance/Policies/PBB_WhistleBlowingGuidelines.pdf">http://pbb.com.ph/SEC/Corporate%20Governance/Policies/PBB_WhistleBlowingGuidelines.pdf</a></p>	

**Principle 16:** The company should be socially responsible in all its dealings with the communities where it operates, it should ensure that its interactions serve its environment and stakeholders in a positive and progressive manner that is fully supportive of its comprehensive and balanced development.

**Recommendation 16.1**

<p>1. Company recognizes and places importance on the interdependence between business and society and promotes a mutually beneficial relationship that allows the company</p>	Compliant	<p>Please refer to the link of the 2020 Annual Report containing the corporate social responsibility write-up as well as the sustainability reporting  <a href="https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html">https://www.pbb.com.ph/Investor%20Relations/17A%20-%20Annual%20Report.html</a></p>	.
--	-----------	--	---

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

<b>Recommended CG Practice/Policy</b>	<b>Compliant/ Non- Compliant</b>	<b>Additional Information</b>	<b>Explanation</b>
to grow its business, while contributing to the advancement of the society where it operates.			
Optional: Principle 16			
1. Company ensures that its value chain is environmentally friendly or is consistent with promoting sustainable development	Compliant	The Bank acknowledges its responsibility to the country, particularly on its contribution to the growth of the nation's economy, adherence to various government policies on the preservation of environment, respect to the efforts of local government units and various non-governmental organizations to protect the natural resources; the communities and customers it serves, as fundamentals to its long-term sustainability.	
2. Company exerts effort to interact positively with the communities in which it operates	Compliant	See Recommendation 16.1 above.	

Pursuant to the requirement of the Securities and Exchange Commission (SEC), this Integrated Annual Corporate Governance Report (I-ACGR) is signed on behalf of the registrant by the undersigned, thereunto duly authorized, in the City of Caloocan on 30 JUL 2021 2021.

**SIGNATURES**

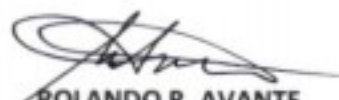
  
**JEFFREY S. YAO**  
Chairman of the Board  
TIN 121-076-085

(retired 4/2021)  
**PATERNO H. DIZON\***  
Independent Director  
TIN 118-192-581

  
**ATTY. ROBERTO S. SANTOS**  
Corporate Secretary  
TIN 123-467-623

  
**BENJAMIN B. STA. CATALINA, JR.**  
Independent Director  
TIN 106-906-404

  
**ATTY. ROBERTO C. UYQUIENGCO**  
Independent Director  
TIN 122-402-624

  
**ROLANDO R. AVANTE**  
Vice-Chairman and President/CEO  
TIN 106-968-623

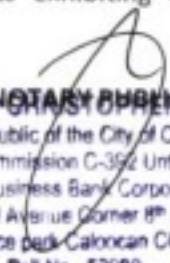
  
**NARCISO D. ERANA**  
Independent Director  
TIN 108-099-974

  
**BELINDA B. DELA CRUZ**  
Acting Chief Compliance Officer  
TIN 129-211-959

**30 JUL 2021**

**SUBSCRIBED AND SWORN** to before me this \_\_\_\_\_ day of \_\_\_\_\_ 2021, affiants exhibiting to me their tax identification numbers (TIN) as indicated above.

Doc. No. 299  
Page No. 61  
Book No. 11  
Series of 2021

  
**ATTY. NINO CHASTANO R. PURA**  
Notary Public of the City of Caloocan  
Notarial Commission C-392 Until Dec. 2021  
Philippine Business Bank Corporate Center  
350 Rizal Avenue Corner 8th Avenue  
Grace Park Caloocan City  
Roll No. 53988  
PTR No. 0153046/01-04-21 Caloocan City  
IBP No. 142657, /01-06-21/ CALMANA  
MCLE Certificate No. VI-0025737 /04-10-19