

BDO Private Bank

2024
ANNUAL
REPORT



THE WAY FORWARD

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Corporate Profile

Our Corporate Vision

We aim to be the Philippines' preferred bank for high-net-worth clients. By curating their financial portfolios and managing the transition of their assets, we pave the way for our clients to grow and protect their wealth in ways that are purposeful and meaningful to them.

Our Corporate Mission

We are here to:

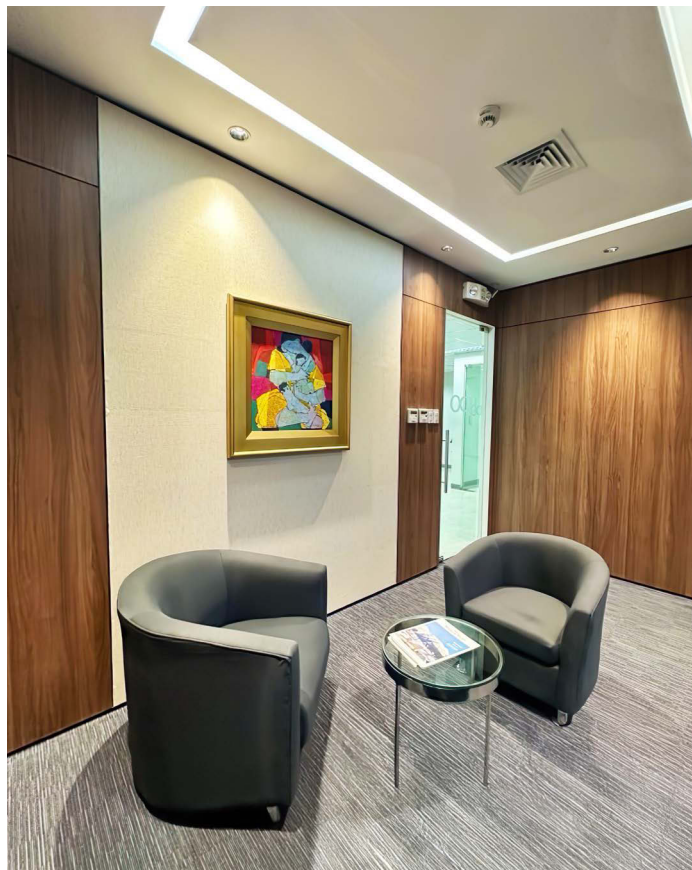
- Build long-term relationships with our clients that contribute to their sense of well-being and peace of mind.
- Provide innovative investment solutions that generate superior financial returns.
- Execute strategies aligned with the legacies our clients want to build.
- Find cost-effective ways to preserve and distribute our clients' wealth.

Our Core Values

Focus, attentiveness, and passion for service to our clients.

BDO's We Find Ways ethos is founded on these key principles.

Through our values, we navigate shifting markets, risk, and opportunities with agility. And as we build relationships rooted in the highest standards of discretion, fairness, and ethics, we earn our clients' trust.



Who We Are

BDO Private Bank is the Philippines' only bank dedicated to high-net-worth clients. We are licensed by the Bangko Sentral ng Pilipinas (BSP) as a commercial bank. We provide deposit and payment, asset management, lending, trust and estate planning, and asset administration services.

We operate a network of ten Private Banking Centers across Luzon, Visayas, and Mindanao.

We offer products on an open architecture model. Our clients have access to a wide range of securities and funds, in both Pesos and foreign currency, designed to match their investment needs and risk appetite.

BDO Private Bank has a strong balance sheet, and is a wholly-owned subsidiary of BDO Unibank, the Philippines' largest financial institution. As of December 31, 2024, BDO Private Bank had ₱637 billion of Assets Under Trust. The Bank also has a CET1 and CAR of 36.32% and 36.52%, respectively.

Message from the Chairperson

Teresita T. Sy
Chairperson



“Beyond managing wealth, I underscore the value we continue to place on earning your trust.”

Dear Clients and Shareholders,

We continue to be optimistic about the prospects for the Philippines, in terms of sustained GDP growth and the potential for increased business activity. Throughout ups and downs in market and economic sentiment, we are singularly focused on our high-net-worth relationships — and successfully capitalize on the quality of our investment strategies, family and succession planning solutions, and credit commitment to clients.

In 2024, we saw modest growth in Assets Under Management within BDO Private Bank, reflecting not only continued inflow of new funds but also solid portfolio performance. With this growth, we further expanded our presence with a bigger workforce and additional satellite locations in three new cities to complement our traditional centers in Manila, Cebu, and Davao. We will continue to make investments in our people, capabilities, and infrastructure to make our services more accessible to our clients.

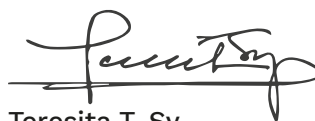
We are grateful that both BDO Private Bank and its clients enjoyed strong performance in 2024, despite the complex and volatile dynamic between global and local markets. Our gains last year did not come easily, yet we are pleased to see that clients who followed our strategies performed well, and are optimistic about sharing our new insights as we look forward to 2025. All this, despite a backdrop of heightened global uncertainty and geopolitical tensions buffeting financial markets.

Beyond managing wealth, I underscore the value we place on earning your trust. Trust that we will be present when we are needed. Trust that we always act in our clients' best interest, as we invest in your success and support your aspirations for the people and causes most important to you.

We also wish to extend our deepest gratitude to Albert S. Yeo, who steered BDO Private Bank for the last six years.

Also, we express our heartfelt appreciation for the contributions of Violeta O. LuYm, who served as a member of our Board of Directors for 17 years. Her invaluable service and commitment have left a lasting impact on BDO Private Bank. We are deeply grateful for her legacy.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Teresita T. Sy', with a stylized flourish at the end.

Teresita T. Sy
Chairperson

Message from the President

**Joseph Albert L.
Gotuaco**
President



“Our goal is to not only help our clients navigate challenges with confidence but also to redefine what is possible in wealth management.”

Dear Clients and Shareholders,

The year 2024 proved to be one of continued investment in our expansion. While Assets Under Management (AUM) rose 7.40% from ₱593.34 billion to ₱637.23 billion, the Bank grew its nationwide presence from 8 centers nationwide, recently adding 2 satellites in San Fernando and Iloilo and is poised to add another in Cagayan de Oro. Overall, headcount grew from 263 to 322 last year, enabling us to better serve our growing client base.

Given our growth in AUM, we increased spending as part of our multiyear buildout in workforce, new technologies, and new and refreshed facilities. We also increased loan-loss provisions on a one-time basis, to further strengthen our balance sheet. As a result of all these, our net profit in 2024 was ₱428.79 million. BDO Private Bank retains a capital adequacy ratio of 36.52%, and liquidity and net stable funding ratios of 136.37% and 148.08% — all well above minimum regulatory requirements and ranking us among the highest and most robust balance sheets in our industry.

For 2025, our clients can expect a continuation of our efforts in 2024: Staying close to them as we together confront the shifting sands of today's markets, especially for offshore investments. In 2024, we were at the forefront of helping clients to lock in interest rates as the U.S. Fed and BSP cut policy rates in the wake of easing inflation. Now, with the increased difficulty in predicting how interest rates will move, particularly in longer tenors, we are confident in our ability to help clients manage the volatility in their portfolios and reap the rewards of long-term growth. We will do this by adopting proven, disciplined, and focused strategies.

Furthermore, we expect a rebound in operating results in 2025 as AUM not only continues its strong growth, but also delivers better performance for our clients. We also anticipate continued fee growth and intermediation income as clients increasingly adopt our new solutions for investing and distributing their wealth.

BDO Private Bank shall remain steadfast in its commitment to superior service and pioneering wealth management solutions. Our goal is to not only help our clients navigate challenges with confidence, but also to redefine what is possible in wealth management. Together, we will help them achieve their aspirations, secure their financial legacies, and create lasting impact for future generations.

Sincerely yours,



Joseph Albert L. Gotuaco
President

Summary Financial Review

(Amounts in Philippine Pesos)

	2024	2023
Profitability		
Total Net Interest Income	1,076,372,154	1,103,565,915
Total Non-interest Income	1,914,330,977	1,679,556,111
Total Non-interest Expenses	2,206,963,666	1,683,986,244
Profit before Tax	694,530,897	1,093,559,346
Allowance for (Reversal of) Credit Losses	89,208,568	5,576,436
Net Income	428,790,521	787,047,151
Selected Balance Sheet Data		
Liquid Assets	30,524,488,054	26,442,064,864
Gross Loans and Other Receivables	2,333,088,985	3,676,528,850
Total Assets	33,208,718,742	30,543,646,815
Deposits	20,093,712,649	18,983,039,324
Total Equity	7,385,418,317	6,971,925,643
Selected Ratios		
Return on Average Equity	6.00%	12.14%
Return on Average Resources	1.20%	2.21%
CET 1 Capital Ratio	36.32%	32.62%
Tier 1 Capital Ratio	36.32%	32.62%
Capital Adequacy Ratio	36.52%	32.83%
Per common share data		
Net Income per share:		
Basic	198.06	363.53
Diluted	198.06	363.53
Book Value	3,411.28	3,220.29
Others		
Cash Dividends Declared	—	—
Headcount		
Officers	313	254
Staff	9	9

Risk Management

We manage risk prudently, within our capacity, capabilities and prescribed limits. BDO Private Bank (BDOPB) pursues its strategy and business plans to provide a consistent quality of service to its clients, to achieve its desired long-term target returns to shareholders, and to satisfy or abide by the needs of its other stakeholders, including its depositors, investors, and regulators.

Overall Risk Management Culture and Philosophy

The Bank recognizes that every opportunity has commensurate risks. Our objective is not to avoid risks totally, but to adequately and consistently evaluate, manage, control and monitor the risks. We also ensure that we are compensated for risks we take. Good risk management involves making informed and rational decisions about the level of risks the institution wants to take in the pursuit of its objectives, but with consideration to returns commensurate with such risk-taking activity.

Risk Appetite and Strategy

BDO Private Bank's goal is to remain a strong bank that is resilient to possible adverse events. Hence, it ensures a strong financial position by maintaining:

- Adequate capital ratios,
- Sound management of liquidity, and
- Sustainable earnings commensurate with the risks taken.

The Bank ensures that credit, market, interest rate, and liquidity risks are within Board-approved limits. Operational, legal, regulatory, and reputational risks are invariably underpinned by a strong "control culture" and an effective internal control system. We constantly monitor risk and update our risk control policies and procedures, as external conditions or the Bank's activities and transactions evolve.

Bank-Wide Risk Governance Structure

Risk management at BDOPB begins at the highest level of the organization. At the helm of the risk management infrastructure and governance is the Board of Directors, which is responsible for establishing and maintaining a sound risk management system. The Board assumes oversight over the entire risk management process and has the ultimate responsibility for all risks taken. It regularly reviews and approves the institution's tolerance for risks, as well as its business strategy and risk philosophy.

Risk Management Principles



Sustainability Report

BDO Private Bank (BDOPB) finds ways to maximize sustainability initiatives available to it, keeping in mind the nature of its products and services and the profile of its clients. In achieving its sustainability goals, the Bank ensures that it is fully aligned with its Parent Bank, BDO Unibank, in developing a system for managing its environmental and social (E&S) risks. As such, BDOPB follows the BDO Unibank Environmental and Social Risk Management System (ESRMS) that will help identify, assess, and manage E&S risks associated with its lending and investment activities, as well as its day-to-day operations.

Assessing E&S Risks Exposure

BDOPB and the Sustainability Office assessed BDOPB's loans and investment portfolio to determine its sector exposure to environmental and social risks inherent at the industry level. Sectors with potentially high E&S risks are Energy, Transportation and Storage, and Construction. For BDOPB, the total portfolio exposure in these sectors are relatively low, with 1.07% for the Energy sector and less than 0.5% for other high E&S risk sectors combined. The majority of BDOPB's portfolio exposure (79.11%) is concentrated in the Public Administration and Defense; Compulsory Social Security sector, which is characterized by low E&S risk.

BDO Private Bank Portfolio per Sector

As of December 31, 2024

Industry	Lending (8.53% of total)	Investment (91.47% of total)	Total Portfolio Exposure
Public Administration And Defense; Compulsory Social Security*		86.49%	79.11%
Financial And Insurance Activities	24.38%	3.62%	5.39%
Real Estate Activities	22.82%	2.95%	4.64%
Accommodation And Food Service Activities	0.00%	3.47%	3.17%
Information And Communication	4.33%	1.81%	2.03%
Activities Of Households As Employers; Undifferentiated Goods-And Services-Producing Activities Of Households For Own Use	21.40%		1.83%
Wholesale And Retail Trade; Repair Of Motor Vehicles And Motorcycles	15.97%		1.36%
Electricity, Gas, Steam And Air Conditioning Supply		1.17%	1.07%
Transportation And Storage		0.50%	0.46%
Manufacturing	5.13%		0.44%
Construction	4.77%		0.41%
Agriculture, Forestry And Fishing	0.64%		0.05%
Professional, Scientific And Technical Activities	0.54%		0.05%

* Includes investments in sovereign bonds

The Bank has also assessed its exposure to different physical risk hazards using the government's HazardHunterPH platform. BDOPB wealth centers are located in the metropolitan and emerging metropolitan areas and have varying susceptibility to flooding from storms and typhoons. It generally mitigates its risk through flood control systems of BDO-owned buildings where the wealth centers are located.

Integrating Sustainability Principles

In order to better integrate sustainability principles and achieve its E&S goals, BDOPB's approach is three-fold: through internal policies and processes; through products and services; and through clients.

Internally, BDOPB has embedded processes to manage and reduce the carbon footprint of the business and its operations, reduce its energy, water, and fuel consumption, minimize the production of all types of waste, especially paper, and drive the reuse and recycling of non-hazardous waste, and the safe and proper disposal of hazardous waste in all its offices. To this end, BDOPB has undertaken various measures, including tracking and reporting of its energy and water consumption to its Parent Bank. Employees are also encouraged to take part in sustainability activities through volunteerism and in-house recycling and waste segregation initiatives.

BDO Private Bank supports sustainable national development through its investments in sovereign bonds. According to BloombergNEF's report on the Philippine Sustainable Debt Issuance Market as of December 31, 2024, the Republic of the Philippines accounts for 40% of overall issuances in the country, having raised US\$5.9 billion to date, primarily through its Sustainable Finance Framework to finance the Government's green and social projects.

On the business side, through its open architecture platform, BDOPB is able to make green, social and sustainability-related financial instruments available to its clients. In 2024, clients' investments in various green and sustainability bonds increased to ₱20 billion, compared to ₱3 billion in 2023. BDOPB clients were among the retail investors in BDO's oversubscribed second and third ASEAN Sustainability Bond issuances in January and July of 2024. The ASEAN Sustainability Bond proceeds are earmarked for renewable energy, green buildings, energy distribution infrastructure, water management projects, employment generation, and food security projects, among others.

With its strategy, BDOPB will be in a better position to promote sustainable growth and achieve strategic resilience, anchored on good governance, and guided by the principles of accountability, transparency, integrity, and fairness.

Report on Operations

Rate and FX Markets

In Peso interest rate markets, the beginning of 2024 saw 3-month government bills yielding 5.20%; 5-year notes, 6.01%. By year's end, those same securities yielded 5.89% and 6.10%, respectively. In short, early in 2024, clients had the opportunity to earn a 0.81% premium for taking more risk. That premium shrank to 0.21% by December 2024.

In U.S. rate markets, a similar, but more exaggerated, dynamic played out. 3-month U.S. Treasury bills began 2024 yielding 5.37%; 5-year notes, 3.91%. By year's end, they yielded 4.28% and 4.46%, respectively. Early in the year U.S. rate investors got paid less (1.46% less) to take more risk. As 2024 progressed, that inverse payoff corrected significantly but the premium for extending from 3 months to 5 years remained just 0.18%. Both domestic and international investors thus faced a challenge last year. Bondholders (of the same issuers) generally saw scant premiums in yield by extending maturities. Furthermore, the differential of Peso over U.S. rates remained tight throughout 2024, which likely pressured our currency. In 2024, the Peso fell 3.9% from ₱55.66 to ₱57.84, twice testing the oft-cited ₱59.00 level in Q2 and Q4.

Equity Markets

In equity markets, Philippine investors, in general, confronted more difficulties than those offshore. In 2024, we saw the PSE Index fall slightly, by 0.4% from 6,554 to 6,528 in nominal terms. In U.S. Dollar equivalent terms, the PSE Index fell 4.3%. In contrast, the Dow Jones Industrials Average rose 12.8%, from 38,519 to 42,544; the S&P 500, 24.0% from 4,742 to 5,881. Elsewhere internationally, the MSCI World Index returned 16.9%. Against this backdrop, BDO Private Bank Investment Strategists focused their efforts on helping clients optimize yields on their rates portfolios, by finding ways to increase returns despite flat yield curves in government bonds. We also helped navigate volatility in Peso FX markets. Finally, we executed successful strategies in enhancing portfolio performance for investors seeking growth and capital appreciation, by exploiting specific pockets of strong corporate earnings momentum in both local and global markets.

Operating Synergies, Resiliency and Productivity

In 2024, we continued to harness the power of increased integration with our Parent Bank. In tandem with BDO Unibank's growth outside Metro Manila areas, we grew our physical presence and headcount nationwide. In 2024, total personnel expanded to 322, from 263 the prior year. Facilities-wise, from 2024's complement of 8 centers across the Philippines we have added 2 satellites in San Fernando and Iloilo, and are soon to add another one in Cagayan de Oro. We also continue to increase seating capacity and refresh interiors of our existing facilities, taking delivery of our latest upgrade in Alabang.

Internationally, BDO Singapore (and soon, BDO Hong Kong) provide a compelling value proposition to our onshore clients looking for expanded access to non-Peso investments, wealth planning solutions, and seamless service from international money center-based relationship managers. We made significant progress in addressing clients' needs via our international centers in 2024 — and will continue to do so in the future.

Domestically, we also enhanced our service offerings by giving BDO Private Bank clients “one stop shop” fulfillment of their needs at our Parent Bank’s branch and consumer units, via our Relationship Managers, Customer Service Management desk, or dedicated hotline.

In 2024, increased integration with our Parent Bank also brought opportunities to harmonize processes, laying the foundation for lower unit transaction costs and even more robust operational resiliency. We deployed AI-enhanced and other engagement tools to increase the productivity of our relationship managers, empowering them to provide tailored advice to clients while automating administrative tasks.

Finally, in our drive to contribute positively to the overall well-being of our clients, we launched the inaugural issue of *Wealth Perspectives*, a new publication featuring curated articles focusing on the lifestyle of the Global Filipino. *Wealth Perspectives* also includes financial features selected from our seminars and engagements with clients.

Notwithstanding increased digitization of our service, we at BDO Private Bank will also enhance the frequency and quality of our personal interactions with clients. Our clients can expect us to ramp up our face-to-face meetings and events — across the entire country and not just Metro Manila.

2024 Financial Performance

BDO Private Bank delivered a net income of ₱428.79 million in 2024 from ₱787.0 million in 2023. This translated to a Return on Average Equity (ROAE) of 6.0%, down from 12.1% in the previous year.

Net Interest Income decreased to ₱1.076 billion in 2024 from ₱1.104 billion in 2023, primarily due to higher Interest Expense. Non-Interest Income grew to ₱1.914 billion in 2024 from ₱1.680 billion in 2023, as Assets Under Management (AUM) grew 7.4% to ₱637.2 billion in 2024 from ₱593.3 billion in 2023.

Pre-Provision Operating Profit recorded a 29% decline at ₱783.7 million. Revenues expanded at a slower pace than operating expenses, as we ramped up operating investments in facilities, personnel, and technology. We also increased credit provisions on a one-time basis to strengthen the balance sheet given anticipation of growth in lending and securities investment activities.

Total equity strengthened to ₱7.4 billion, with Capital Adequacy Ratio (CAR) at 36.52% and Common Equity Tier 1 (CET1) Ratio at 36.32%, well ahead of minimum regulatory levels.

What’s Ahead

In the face of more volatility in financial markets and regional geopolitics, we remain steadfast in our optimism for the Philippine economy in general, as well as the Philippine high-net-worth client segment specifically.

In 2025, we will continue the growth of our presence across the country; deliver increased choice and improved features in our investment-related products; provide impactful advice to help clients optimize retirement, estate, and other asset distribution plans; and improve overall service experience. In the latter half of the year, we plan to move our Cebu center into BDO’s new regional headquarters building in Fuente Osmeña, thereby paving the way for an even stronger presence in Visayas and Mindanao.

We will also focus on the development of our human capital, making BDO Private Bank a rewarding place for the intellectual, professional, and personal growth of its personnel. An investment in our people is also an investment in our partnership with and success of our clients.

Finally, we look forward to continued strong operating and financial metrics, underpinned by the trust and confidence that we will work hard to earn in the eyes of our clients and stakeholders.

Corporate Governance

Corporate governance in BDO Private Bank, Inc. (BDOPB) encompasses effective oversight, strict regulatory compliance and sustainable value creation. These core values are designed to safeguard and promote the best interest of all stakeholders, ensuring a balanced, ethical, and forward-looking approach to business operations and governance.

BDOPB's steadfast commitment to the highest standards of corporate governance is applied across the institution through consistent implementation of the principles of accountability, fairness, integrity, and transparency. This approach has built BDOPB's market reputation on the solid foundation of an upstanding corporate culture and responsible business conduct, underpinned by a well-structured and effective system of governance.

This report describes the highlights of our corporate governance practices throughout the financial year ending December 31, 2024.

Governance Structure

Board of Directors

The responsibility for good governance ultimately rests with the Board. It is tasked with providing effective leadership and overall direction to ensure the long-term success of the Bank. It oversees the business affairs of the Bank, including review of the strategic plans, performance targets, financial plans and budgets, key operational initiatives, capital expenditures, acquisitions and divestments, annual and interim financial statements, and corporate governance practices.

The Board periodically reviews the Bank’s strategic objectives ensuring their continuous alignment with the Bank’s corporate mission and vision. It is also responsible for overseeing management performance, enterprise risk management, internal control systems, financial reporting and compliance, related party transactions, and the continuing education of directors. Additionally, the Board manages the succession planning for itself, the President, and senior management.

In its commitment to sustainable banking practices, the Board considers sustainability issues related to the environment, social, and governance factors. This holistic approach ensures that the Bank not only achieves financial success but also contributes positively to society and the environment.

Board Composition

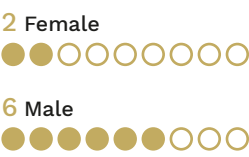
The Board is composed of nine (9) members and aided by five (5) advisors. It is led by a Non-Executive Chairperson with three (3) Independent Directors, four (4) Non-Executive Directors, and one (1) Executive Director who is the President.¹

With Independent and Non-Executive Directors of the Bank comprising 87.5% (7 of 8) of the Board, its current composition surpasses the minimum regulatory standards that independent and non-executive directors form the majority. As three (3) of the eight (8) Board seats are currently occupied by independent directors, the Bank meets the 1/3 minimum requirement of the Bangko Sentral ng Pilipinas (BSP) and the Securities and Exchange Commission (SEC). Independent, objective, and balanced judgment on significant corporate matters is attained and sustained as independent directors chair four (4) of seven (7) board-level committees, namely Board Audit, Corporate Governance, Risk Management, and Related Party Transactions. This ensures that key issues and strategies are objectively reviewed, constructively challenged, thoroughly discussed and rigorously examined.

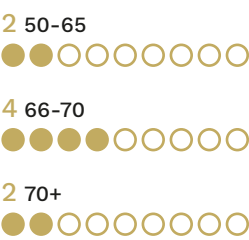
¹ The Bank is in the process of amending its constitutive documents to reduce its Board members from ten (10) to nine (9) members. As of October 24, 2024, there is one (1) vacant Non-Executive Director seat in the Board.

Board Snapshot

DIRECTOR DIVERSITY



DIRECTOR AGE



SKILLS, EXPERIENCE & BACKGROUND



2024 BOARD MEETINGS

Directors ¹	No. of Meetings Attended	Total No. of Meetings	% Attendance
Teresita T. Sy	5	6	83%
Nestor V. Tan	6	6	100%
Joseph Albert L. Gotuaco ²	4	4	100%
Luis Ma. G. Urazna	6	6	100%
Dioscoro I. Ramos	6	6	100%
Jose Victor C. Zalamea ³	3	3	100%
Gregory L. Domingo	6	6	100%
Elizabeth T. Sy	6	6	100%
Albert S. Yeo ⁴	3	3	100%

¹ Violeta O. LuYm¹, who passed away on October 24, 2024, attended four (4) of six (6) meetings of the Board of Directors.

² Newly-elected to the Board on May 1, 2024, hence, attendance count started on July 15, 2024.

³ Newly-elected to the Board on April 15, 2024, hence, attendance count started on July 15, 2024.

⁴ Director until April 30, 2024.

Board advisors are considered integral to the Board, with their opinions and recommendations highly valued by the Board members. The five (5) advisors are experts in their own fields and provide valuable insights and independent perspectives to the Board. The presence of three (3) female Board advisors complements the two (2) female Non-Executive Directors in the Board.

On April 15, 2024, Mr. Jose Victor C. Zalamea was appointed Independent Director providing more than 30 years' experience in global investment banking.¹

Screening of Directors

The Board, through the Corporate Governance Committee, is responsible for screening and evaluating new director nominees. In line with the Bank's Board Diversity Policy, it leads the process of identifying and assessing the potential candidates against determined roles and key attributes that would balance the skills, knowledge and experience of the existing Board membership and the requirements of the Bank. The Corporate Governance Committee also receives recommendations for potential candidates. The Corporate Governance Committee then recommends the most suitable candidate to the Board for appointment or election as director.

For re-election of incumbent directors, the Corporate Governance Committee also considers the results of the most recent annual evaluation of the performance of the Board and Board-level Committees, attendance record in meetings, participation in Board activities, and overall contribution to the function of the Board.

Board Diversity

BDO Private Bank views diversity as an essential element in maintaining strong corporate governance through a strong and effective Board. The Board Diversity Policy of the BDO Group reflects its recognition that diversity in skills, experience, gender, sexual orientation or preference, age, education, race, religion, business and other related expertise among its directors will foster critical discussion and promote balanced decision by the Board.

The Board is resolute in continuously promoting and observing diversity in its membership. As a whole, the Board, through its members, should possess all the necessary skills, experience and functional expertise to oversee the fulfillment of the strategic direction of the Bank. In determining the optimum composition of the Board and in filling its vacancies, the Corporate Governance Committee uses as primary reference the Diversity Policy of the BDO Group to maintain an appropriate balance of skills, background, gender, experience, and knowledge in the Board composition.

In line with maintaining diversity in the Board composition, suitability of each member as well compliance with new regulations, the Corporate Governance Committee annually reviews the Board and Board-level Committee composition. The Committee recommends to the Board of Directors the slate of candidates nominated by the stockholders for election to the Board of Directors during the Bank's annual stockholders' meeting. The Committee takes into account the relevant qualifications of every candidate nominated for election, with competence and integrity as the primary factors.

The present members of the Board have extensive experience in banking, credit management, investment management, finance, legal management, business management, and strategy formulation, bank regulations including anti-money laundering, information technology, and risk management, both globally and locally. More than half of the board members have significant international education and/or work experiences, which bring global perspectives to the Board.

¹ Awaiting confirmation of the Bangko Sentral ng Pilipinas.

The Board believes that its current size and composition provide sufficient diversity among its directors and enable it to bring about effective leadership and maintain strong corporate governance that is attuned with the Bank's growth, complexity and scope of business.

Selection and Appointment of Senior Executive Management

The Board is also responsible for approving the selection and appointment of a competent senior executive management led by the President, including the heads of units who exercise control functions i.e. Chief Compliance Officer, Chief Risk Officer, and Chief Audit Executive. Fit and proper standards are applied in the selection of key officers and utmost importance is considered on their integrity, technical expertise, and banking industry experience.

Review of Bank's Mission, Vision, and Strategic Plans

The Board, being the highest governance body, approves and updates the Bank's mission, vision, objectives and strategies on a continuing basis. It also oversees management's implementation thereof, taking into account the Bank's long-term financial interests, its level of risk tolerance, and ability to manage risks effectively. It is actively engaged in the affairs of the Bank and keeps up with material changes in the Bank's business and regulatory environment to ensure that the Bank has beneficial influence on the economy. The Board similarly governs the implementation of policies relating to major areas of the Bank's operations and holds special meetings to discuss strategic matters and critical concerns.

During the year, the Board approved, reviewed, and oversaw the Bank's financial budget and capital funding, business targets and strategies, and the release of the 2023 audited financial statements within 120 days from year end. Its oversight functions include the review of operational and financial performance of senior management and the work of the various committees in accordance with their Terms of Reference. The Board also discussed the macroeconomic outlook including the impact of global inflation, geo-political developments, de-carbonization, and continuing digitalization.

Improving Board Effectiveness

Board Performance

The Corporate Governance Committee oversees the conduct of a yearly Board self-assessment that focuses on the performance of the Board, directors, Committees and senior management. The performance evaluation process begins with sending out customized Board Evaluation Questionnaires to each director and advisor who are required to complete them and provide additional context, as applicable. The results are independently tabulated and assessed by the corporate governance officer and reported to the Board.

The results of the self-assessment indicate the Board's strong involvement in the formulation and review of the Bank's strategic plan and performance, and risk oversight. The Chairperson and President consistently demonstrate exceptional leadership and competence effectively implementing board decisions and fostering a culture of excellence and innovation. The Board-level Committees, on the other hand, were assessed to have generally strong performance of their mandates.

The Board-level Committees consistently demonstrate a high-level of engagement and oversight with senior management. This active involvement ensures that strategic objectives are met, and that the organization remains on course. Evaluation results also highlight the strong leadership exhibited by the Board-level Committee chairpersons, who effectively guide their respective committees, foster collaboration, and drive impactful decision-making. Their leadership is instrumental in maintaining the Board's overall effectiveness and ensuring robust governance practices.

Senior Management and Employee Performance

The Board approves and monitors appropriate key performance indicators for senior management, which are aligned with the Bank's strategic plan, and oversees management's conduct of the Bank's business and intervenes as needed. Each employee has a Key Result Area Plan that specifies the standards of performance and expected results that are aligned with the overall goals and strategy of the Bank. This ensures that individual efforts contribute to the overall success of the Bank. In addition, performance is tracked, and actual results are measured versus standards set by the Management and Board, and this serves as the basis of the yearly appraisal of employees.

For the heads of control functions – Chief Audit Executive, Chief Risk Officer, and Chief Compliance Officer – their annual performance are assessed by the Board level Committees that oversee them. Their performance are measured against the regulatory expectations for their roles.

The assessment of Senior Management as a group is also part of the scope of the Board Effectiveness Evaluation by the Board. Using an approved set of questionnaires, the Board assessed Senior Management's effectiveness, structure, composition, and procedures based on its collective performance for 2023. The results of the assessment reveal that the Board generally perceives the Senior Management as strong, especially in areas of integrity (code of conduct), regulatory compliance, and corporate governance.

Continuing Education for Directors and Senior Management

To ensure the enhancement of directors' skills and knowledge, the Board undergoes a continuing education program. Each year, all directors and key officers are updated, briefed and required to attend a corporate governance seminar on relevant topics to ensure that they are attuned with the developments in the business and regulatory environments, including emerging opportunities and risks in the financial industry. All incumbent directors of the Bank complied with the annual corporate governance training requirement of four (4) hours in 2024. They attended the BDO Unibank Inc.'s governance seminar held on July 26, 2024 along with members of the Bank's senior management, directors and key officers of entities in the BDO Group. Global consulting and service partners of the Bank provided updates and insights on banking trends, emerging computer systems capabilities or intelligence and cyber threat landscape for banks and financial services, and insurance. The topic highlighted Resilience, Productivity and Synergies as the top strategic technology trends for 2024 and underscored how a collective governance approach may address the risks and concerns that come with these new developments and future proof the Bank. The seminar also highlighted the emerging major global cyber threats for financial industries, their impact on the business and provided insights on the available digital risk protection that can be considered in strengthening security measures that are already in place.

Apart from BDO Unibank Inc.'s governance training, some of the Bank's incumbent directors also attended external training programs, particularly updates on Anti-Money Laundering conducted by the AML Council of the Philippines.

Succession Planning

Succession planning for the Board and senior management is an important part of the governance process. BDOPB's Succession Planning Policy covers the steps involved in the (a) identification and development of talents, and (b) assessment and building of succession bench strength to ensure that potential successors are ready to transition to the next key leadership/position in the Bank.

As part of the succession planning and in promotion of dynamism, the Board adopts a policy on retirement for directors and officers. The Board has adopted and observes the nine-year term limit of independent directors as a way to orderly and progressively refresh the Board membership.

The Board, President and senior management's succession framework and leadership development plans are reviewed by the Board. The process of identifying and recommending to the Board the possible candidates for appointment as directors of the Bank as well as management positions which require Board appointments is led by the Corporate Governance Committee. In conducting this process, the Corporate Governance Committee considers succession planning and the leadership needs of the Bank.

It is always a conscious effort for the Bank to implement its succession planning at the Board level. Each year, the Board assesses the nominees for Board membership and the remaining term of independent directors to allow material time to scout for successors. The Board, through the Corporate Governance Committee, pre-screens and verifies the qualifications of the candidates.

At the management level, the Board also affirms in their annual Organizational Board Meeting the designations of the corporate officers of the Bank including the President. In its Parent Bank, BDO Unibank, Inc., succession planning is implemented at group/enterprise level in each business unit, driven by the BDO President for Group Head positions and the heads of the Subsidiaries, and by the Group Heads in partnership with Human Resources Group (HRG) for their respective one to two levels successors. It covers critical leadership or individual contributor roles to ensure business continuity which is achieved through a systematic and integrated process of identification, assessment, development and retention of talents. This process is likewise implemented across different entities in the BDO Group, including BDOPB, with close collaboration with the Office of the President of BDO Unibank, Inc.

Remuneration of Directors and Senior Management

BDO Group's remuneration policy is designed to attract, retain, and motivate employees and members of the Board, ensuring that it has the best talent to drive the Group's success.

The remuneration framework for senior management includes fixed pay, performance-based bonuses and the Employee Stock Option Plan (ESOP) as a long-term incentive program. A claw back mechanism is in place where the benefits and rights accruing from the ESOP can be forfeited, if an eligible employee is terminated from service for cause or in the event of imposition of an administrative or disciplinary sanction or penalty against the employee at any time during and after the vesting period prior to exercise. This conditional eligibility mechanism underscores accountability and alignment of employee interest with the Bank's long-term goals.

This remuneration framework is closely linked to corporate and individual performance, based on an objective appraisal of senior management. The same framework equally applies to the President, as well as to the other most highly paid senior officers of BDOPB. Annually, all qualified employees may be entitled to an increase in salary based on merits of their demonstrated performance for the immediately preceding year. The resulting merit increase has a long-term and compounding effect on the fixed pay, which serves as basis for their retirement benefit. By rewarding performance and fostering a culture of excellence, this remuneration policy supports the Bank's strategic objectives and ensures its sustained growth and success.

Non-Executive Directors (NEDs) receive per diem for attending board and committee meetings. There is no distinction on the director's fee for a committee chairman or member. In accordance with law, the Bank grants additional director's fees on top of meeting per diems to ensure that the remuneration is commensurate with the effort, time spent, and responsibilities of NEDs.

Dividends

The Bank recognizes the importance of providing a stable and sustainable dividend stream consistent with its commitment to shareholders.

The Bank's declaration and payment of dividends is in line with the BSP and SEC rules thereon and takes into consideration Management recommendations. The payment of dividends entails prior board approval of the amount, record and payment dates as recommended by Management based on the BSP and SEC rules on declaration of cash dividends. The full dividend policy statement is published on the corporate website.

Related Party Transactions

The Bank has established policies and procedures on related party transactions (RPT) in accordance with the BSP and SEC regulations. These include definition of related parties, coverage of RPT policy, guidelines in ensuring arm's-length terms, identification and prevention or management of perceived, potential or actual conflicts of interest which arise from RPTs, adoption of materiality thresholds, internal limits for individual and aggregate exposures, whistleblowing mechanisms, and restitution of losses and other remedies for abusive RPTs. The RPT Committee reviews, approves and endorses all material RPTs for the Board's final approval.

The Related Party Transactions policy applies to BDO, its subsidiaries and affiliates, as appropriate, to ensure that every related party transaction is conducted in a manner that will protect the Bank from any conflict of interest which may arise between the Bank and its related parties. The policy also covers the proper review, approval, ratification and disclosure of transactions between the Bank and any of its related parties in compliance with legal and regulatory requirements. The policy requires any member of the RPT Committee who has a potential interest in any related party transaction to abstain from the discussion and endorsement of the related party transaction. Similarly, any member of the Board who has an interest in the transaction must abstain from the deliberation and approval of the related party transaction.

BDOPB adapts the RPT Policy of its Parent Bank, BDO Unibank, Inc. The full version of the Related Party Transactions Policy is published on the corporate website of BDO Unibank, Inc.

Chairperson of the Board

The Chairperson holds the pivotal role of guiding the Board, ensuring its optimal performance through visionary leadership, cultivating productive relationships among directors, and fostering an environment conducive to open, critical discussions and constructive debates on key issues and strategic matters. The Chairperson also ensures that the Board of Directors maintains a robust oversight of the Bank's operations and the performance of senior management. Additionally, the Chairperson spearheads efforts to uphold the Board's high standards of governance and independence, with unwavering support from all directors.

Independent and Non-Executive Directors' Meeting

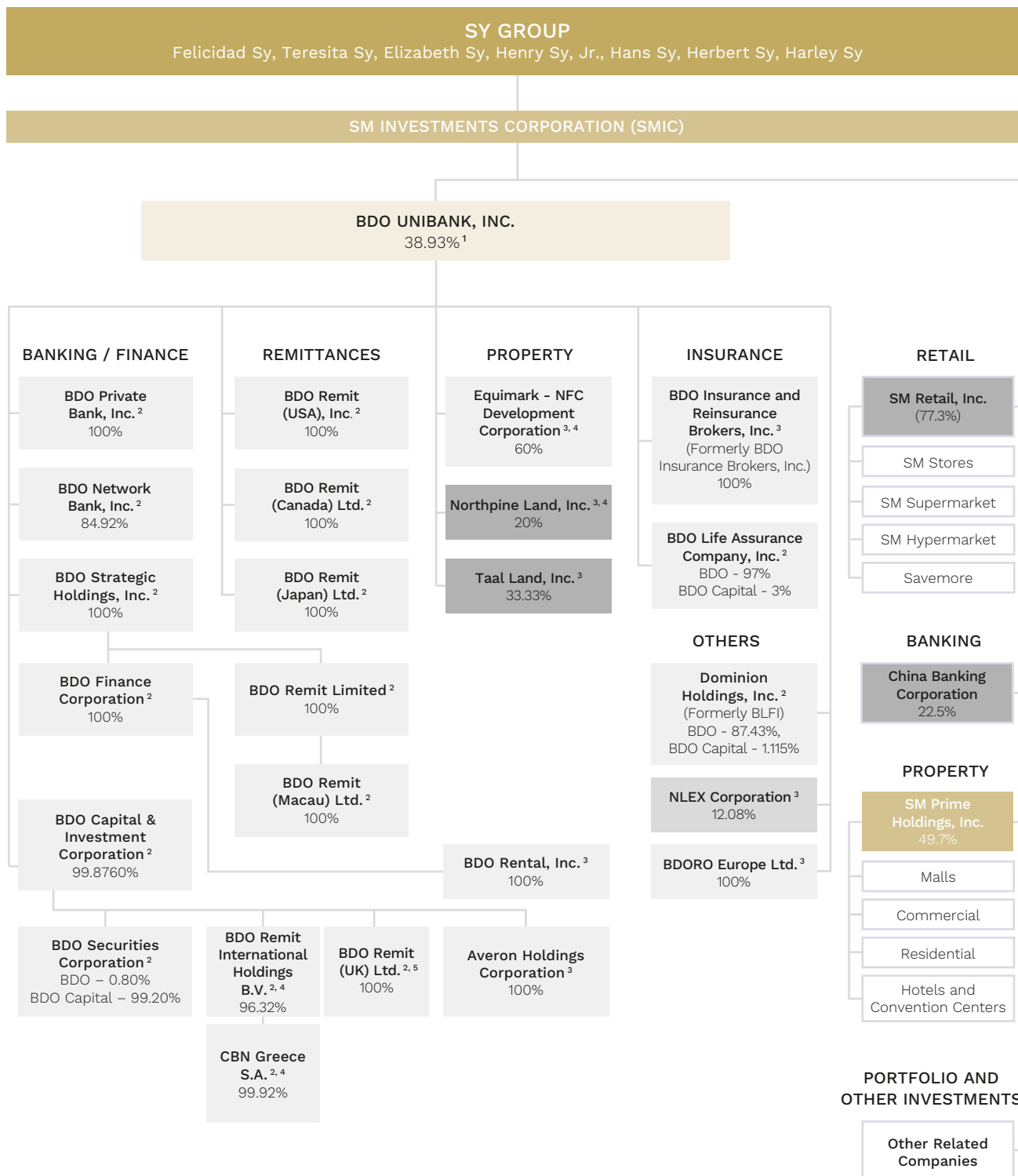
Independent and Non-Executive Directors (INED) regularly convene annual meetings with the heads of the control functions (i.e. Chief Risk Officer, Chief Compliance Officer, and Chief Audit Executive) as well as the external auditor. These meetings are held without the presence of management or any bank executive, allowing for candid discussions on various matters outside the formal Board Audit Committee and Risk Management Committee meetings. These meetings are chaired by the Lead Independent Director, ensuring structured and effective dialogue.

In 2024, the INED conducted one (1) session, and the results of these sessions were discussed with the Bank's Executive Directors in a separate session.

BDO Conglomerate Structure

BDO Unibank, Inc. Group Map

As of December 31, 2024



- 1/ SMIC's ownership as of 31 December 2024 per Office of the Corporate Secretary's record on file
- 2/ Financial Entities
- 3/ Non-Financial Entities
- 4/ Under Liquidation
- 5/ For Liquidation

- Stockholder of BDO
- Subsidiary
- Affiliate
- Other Related Party

Major Stockholders

As of December 31, 2024, the following are known to BDO Private Bank, Inc. (BDOPB) to be directly or indirectly the record and/or beneficial owners of more than 5% of BDOPB voting securities:

Title of Class	Name	Citizenship	Percentage
Common	BDO Unibank, Inc.	Filipino	99.99%

Every stockholder shall be entitled to one (1) vote for each share of stock standing in his/her/its name on the books of BDOPB, unless the law otherwise provides.

Security Ownership of Directors

As of December 31, 2024, the following are known to BDOPB to be directly/indirectly the record and/or beneficial owners of BDOPB voting securities:

Name of Director	Position/Type of Directorship	Nationality	No. of Years as Director	Total No. of Direct (D) and Indirect (I) Shares as of December 31, 2024	Percent to Total Outstanding Shares
Teresita T. Sy	Chairperson/ Non-Executive Director	Filipino	17	1 (D)	0.0000%
Nestor V. Tan	Vice Chairman/ Non-Executive Director	Filipino	21	1 (D)	0.0000%
Joseph Albert L. Gotuaco	President/ Executive Director	Filipino	7 months	1 (D)	0.0000%
Luis Ma. G. Uianza	Lead Independent Director	Filipino	3	1 (D)	0.0000%
Dioscoro I. Ramos	Independent Director	Filipino	2	1 (D)	0.0000%
Jose Victor C. Zalamea	Independent Director	Filipino	8 months	1 (D)	0.0000%
Gregory L. Domingo	Non-Executive Director	Filipino	1 st Term: 2 2 nd Term: 8	1 (D)	0.0000%
Elizabeth T. Sy	Non-Executive Director	Filipino	17	1 (D)	0.0000%

Board of Directors



Teresita T. Sy

Chairperson

Filipino, 74 years old

Teresita T. Sy was elected to the Board of Directors of BDO Private Bank, Inc. on August 6, 2007 and presently serves as Chairperson of the Board. Concurrently, she serves as the Chairperson of BDO Unibank, Inc., and sits as Chairperson and/or Director of various subsidiaries and affiliates of BDO: BDO Capital & Investment Corporation, BDO Finance Corporation, BDO Foundation, Inc., and BDO Life Assurance Company, Inc. Ms. Sy also serves as Advisor to the Board of BDO Network Bank, Inc.

Ms. Sy is the Vice Chairperson of SM Investments Corporation and Advisor to the Board of SM Prime Holdings, Inc. She also sits as Chairperson of the Board and President of SM Retail, Inc. A graduate of Assumption College with a degree in Bachelor of Arts and Science in Commerce major in Management, she brings to the board her diverse expertise in banking and finance, retail merchandising, mall and real estate development.



Nestor V. Tan

Vice Chairman

Filipino, 66 years old

Nestor V. Tan was elected to the Board of Directors and named Vice Chairman of BDO Private Bank, Inc. on December 3, 2003. He is concurrently the President and CEO of BDO Unibank, Inc. In addition to these roles, he also holds the following positions in the BDO Group: Chairmanship of BDO Strategic Holdings, Inc. and BDO Network Bank, Inc.; Vice chairmanships and/or directorships in BDO Capital & Investment Corporation, BDO Finance Corporation, BDO Life Assurance Company, Inc. and SM Keppel Land, Inc., and; Trusteeship of BDO Foundation, Inc.

In addition, he is currently the Chairman of Bancnet, the operator of the electronic payment system, InstaPay, and the ATM switching utility for Philippine banks, and; Chairman of Mastercard Asia Pacific Advisory Board. He is the past president and chairman, and Director of the Bankers Association of the Philippines. He is currently a Trustee of the De La Salle Medical & Health Science Institute, and the former Chairman of the De La Salle University Board of Trustees.

Prior to joining BDO Unibank, Mr. Tan was Chief Operating Officer of the Financial Institutions Services Group of BZW, the investment-banking subsidiary of the Barclays Group. His banking career spans nearly four decades and includes posts at global financial institutions, among them Mellon Bank in Pittsburgh, PA; Bankers Trust Company in New York, NY; and the Barclays Group in New York and London. He holds a bachelor's degree in Commerce from De La Salle University and an MBA from the Wharton School, University of Pennsylvania.



Joseph Albert L. Gotuaco

President/Director
Filipino, 59 years old

Joseph Albert Lim Gotuaco was elected to the Board of Directors of BDO Private Bank, Inc. on May 1, 2024. He is concurrently the President of the Bank and serves on its Risk Management and Trust Committees. Prior to this, since February 2019, he was Senior Executive Vice President and Head of BDO Unibank's Central Operations Group.

Mr. Gotuaco began his career in 1986 as a fixed income trader for Chemical Bank in New York. In 1994, he re-based to Hong Kong, where he was an investment banker covering corporate, financial institution, and sovereign clients in the Philippines and in Southeast Asia. Between 1994 and 2002, he worked at J.P. Morgan and then, in 2002, for Credit Suisse First Boston. In 2005, he served as a Managing Director at Merrill Lynch's Fixed Income, Currencies & Commodities (FICC) division and as a member of the firm's Asia Pacific Operating Committee. In 2009, Mr. Gotuaco moved to Singapore as a Partner and Managing Director in an investment company of the Brunei government, where he helped manage investments in the U.S. Mr. Gotuaco returned to the Philippines in 2013, when he joined Bank of the Philippine Islands (BPI). Since 2011, Mr. Gotuaco has been a Non-Executive Director of Airfleet Capital, Inc., a significant provider of general aviation financing in the US. Airfleet is based in Arizona. From 2013 to 2016, he served as BPI's Chief Financial Officer; and from 2016 to 2018, as Head of Retail Banking. He obtained a BS Economics degree, summa cum laude, from the Wharton School of the University of Pennsylvania in 1986; and an MBA from Harvard Business School in 1994.



Luis Ma. G. Uranza

Independent Director
Filipino, 66 years old

Atty. Luis Ma. G. Uranza was elected to the Board of Directors of BDO Private Bank, Inc. on May 31, 2021. He serves as Chairman of the Corporate Governance and Related Party Transactions (RPT) Committees of the Bank. He is also a member of the Trust Committee. Atty. Uranza is concurrently an independent director of BDO Capital & Investment Corporation, BDO Finance Corporation, and Dominion Holdings, Inc.

As a member of the Philippine Bar, Atty. Uranza has been engaged in the practice of law for almost 40 years. He is currently the Rehabilitation Receiver appointed by the Securities and Exchange Commission to oversee the financial recovery of Victorias Milling Co., Inc. which is one of the major sugar millers and refiners in the country whose shares are listed and traded in the Philippine Stock Exchange. Atty. Uranza has also been given similar appointments by the commercial courts of Makati City and the City of Cagayan de Oro to oversee the financial rehabilitation of several other companies. In the course of his law practice, Atty. Uranza gained proficiency in oil and gas exploration laws and regulations as a result of his membership in the Board of Directors of PNOC-Exploration Corporation which is a government-owned and controlled corporation created for the primary purpose of exploring and developing the fossil fuel and natural gas resources of the country. Moreover, the Philippine Government (through its various agencies) has also engaged the professional services of Atty. Uranza as: (a) Special Legal Counsel of the Presidential Commission on Good Government, (b) Legal Consultant to the Special Presidential Task Force created by Executive Order No. 156, and (c) Legal Consultant to the Office of the General Manager of the Manila International Airport Authority.

In the private sector, Atty. Uranza has previously served as the Corporate Secretary of various banks, financial institutions and listed companies. His professional services have also been engaged as litigation counsel in civil, criminal and administrative cases.

Atty. Uranza earned his academic degrees in Business (B.S.B.A.) and in Law (LL.B.) from the University of the Philippines.



Dioscoro I. Ramos

Independent Director
Filipino, 66 years old

Dioscoro I. Ramos was appointed to the Board of Directors of BDO Private Bank, Inc. on February 21, 2022 to fill up a vacancy, and subsequently elected on April 18, 2022. He serves as Chairman of the Risk Management Committee and is a member of the Board Audit Committee of the Bank.

Mr. Ramos also sits in the Board of BDO Unibank, Inc. as its Lead Independent Director. He is concurrently an Independent Director of BDO Securities Corporation. Since 2011, Mr. Ramos has been the Chief Executive Officer and Chief Investment Officer of RY&S Investments Ltd., Hong Kong. He was Head of Asia Financials Investment Research of Goldman Sachs Asia, LLC, Hong Kong from 1994 to 2011, and appointed Managing Director in 1998 and Partner in 2006. Prior to that, he was with Mellon Bank, N.A. with postings in Pittsburgh, Philadelphia, New York, and Hong Kong. Mr. Ramos is a Certified Public Accountant. He holds a Bachelor of Science degree in Business Administration and Accountancy, cum laude, from the University of the Philippines; and a master's degree in Business from Wharton School, University of Pennsylvania.



Jose Victor C. Zalamea

Independent Director
Filipino, 59 years old

Jose Victor C. Zalamea was elected to the Board of Directors of BDO Private Bank, Inc. on April 15, 2024. He serves as Chairman of the Board Audit Committee of the Bank. He is also a member of the Corporate Governance, Related Party Transactions, and Risk Management Committees. Mr. Zalamea is concurrently an independent director of BDO Capital & Investment Corporation and BDO Securities Corporation.

Mr. Zalamea has more than 36 years' experience in Philippine and global banking and investment banking. He spent more than 24 years at Goldman Sachs Group where he was most recently Country Head for Philippines and Vietnam within its South East Asia Investment Banking unit. Prior to this, he held various roles including Head of Southeast Asia Corporate Solutions (Hong Kong), Head of Debt Capital Markets and Derivatives Origination for Hong Kong and Southeast Asia (Hong Kong) and Head of Latin America Currency and Derivatives Structuring and Sales (New York). He was named Inaugural Public Service Fellow by the Goldman Sachs Group Board in 2005. Prior to Goldman Sachs Group, Mr. Zalamea was at Merrill Lynch & Co. (New York), Citibank Global Investment Bank (New York) and Bank of the Philippines Islands (Manila). He graduated with a Bachelor of Arts in Economics & Mathematics, magna cum laude, at the University of the Philippines and holds a Masters in Management degree from Kellogg Graduate School of Management at Northwestern University.

Mr. Zalamea is currently Managing Director of PrimeMovers Equity (Singapore) Pte, a private equity manager regulated by the Monetary Authority of Singapore.



Gregory L. Domingo

Non-Executive Director
Filipino, 70 years old

Gregory L. Domingo was elected to the Board of Directors of BDO Private Bank Inc. on April 18, 2016, and he serves as Chairman of the Trust Committee and Adviser to the Risk Management Committee of the Bank. Prior to his election as Director, he was the Secretary of the Department of Trade and Industry (DTI) from July 2010 to December 2015. He also served as Undersecretary of DTI – Industry and Investments Group (IIG) and concurrently as the Managing Head of the Board of Investments from 2001 to 2004. During his tenure in government, he served in various government entities including as Chairman of the National Development Council (NDC), Chairman of the Philippine Economic Zone Authority (PEZA) and Board Member of numerous others government corporations. In international fora, Mr. Domingo served as Chairman of the APEC Trade Ministers in 2015 and as a Vice Chairman of the 10th WTO Ministerial Conference in Nairobi, Kenya in 2015.

He currently is a Board Adviser of SM Investments Corporation, an Independent Director of Alternergy Holdings Inc. and Oceana Gold Philippines Inc., and a Board Director of Belle Corp., Premium Leisure Corp. and a few other corporations. In the past, he served as Director of several private companies, among them SM Investments Corporation, Cal-Comp Philippines Inc., and Manila Electric Company (MERALCO). In his earlier career, he became Managing Director in the Treasury area of Chase Manhattan Bank/Chemical Bank (New York); President of Carmelray-JTCI Corporation. Mr. Domingo has worked for other financial institutions in New York and Pennsylvania, including First Boston, Drexel Burnham Lambert, and Mellon Bank/Girard Bank. Mr. Domingo holds a Bachelor of Science degree in Management Engineering from Ateneo de Manila University, a Master in Business Management from the Asian Institute of Management where he graduated with distinction, and a Master in Science Operations Research from the Wharton School of the University of Pennsylvania.



Elizabeth T. Sy

Non-Executive Director
Filipino, 72 years old

Elizabeth Sy was elected to the Board of BDO Private Bank, Inc. on August 6, 2007. She is a member of the Executive Committee and Trust Committee of the Bank.

Ms. Sy is a Chairman/President of SM Hotels and Conventions Corporation (formerly SM Hotels and Entertainment Corp.) where she steers SM's continuous growth in the tourism, leisure, and hospitality industry. She is also the Chairman of the Board of Trustees of Nazareth School of National University. Ms. Sy likewise serves as Adviser to the Board of SM Investments Corporation and SM Prime Holdings Inc. Is also a Member of the Executive Committee for SM Prime Holdings, Inc. Ms. Elizabeth is also the Chairperson of Pico De Loro Beach and Country Club. She holds a degree in Business Administration from Maryknoll College.

CORPORATE SECRETARY



Edmundo L. Tan

Corporate Secretary
Filipino, 78 years old

Edmundo L. Tan has been serving as Corporate Secretary of BDO Private Bank, Inc. since February 2012. He has also been serving as Corporate Secretary of BDO Unibank, Inc. since July 2007. He was formerly Director of BDO Leasing and Finance, Inc. and subsequently served as an Advisor to the Board. Atty. Tan sits on the Board of Directors of the following companies: APC Group, Inc. (Director from 2000 to present, Corporate Secretary from 2000 to 2016); Philippine Global Communications, Inc. (Director from 2000 to present, Corporate Secretary from 2000 to 2010); and Aragorn Power and Energy Corporation (Director from 2005 to present, Corporate Secretary from 2005 to 2012).

Atty. Tan is also currently a Director of PRC MAGMA Resources, Inc. (2010 to present) and of OCLP Holdings, Inc. (July 2012 to present). He was elected Director of Sagittarius Mines, Inc. in March 2016, and Director of Concrete Aggregates Corporation (2019 to present). He is a Director and President of Indophil Resources Philippines, Inc. (2021 to present). He was a co-founder and was elected President of the Philippine Dispute Resolution Center, Inc. (PDRCI) in July 2017 until 2023.

Atty. Tan is the Managing Partner of Tan Acut Lopez & Pison Law Offices (1993 to present). Formerly, he was a Senior Partner in Ponce Enrile Cayetano Reyes & Manalastas Law Offices; a Partner in Angara Abello Concepcion Regala & Cruz Law Offices; and an Associate in Cruz Villarin Ongkiko Academia & Durian Law Offices. Atty. Tan holds a Bachelor of Arts degree from De La Salle College, Bacolod, and a bachelor's degree in Law from the University of the Philippines.

ADVISORS TO THE BOARD



**Stella L.
Cabalatungan**



**Raissa
Hechanova-
Posadas**



Harley T. Sy



Josefina N. Tan



Albert S. Yeo

Board-level Committees

The Board, in aid of discharging its duties and responsibilities, has established seven (7) committees. These committees derive their authority from and report directly to the Board. Their mandates and scopes of responsibility are set forth in their respective Terms of Reference, which are subjected to annual review and may be updated or changed in order to meet the Board’s needs or for regulatory compliance. The number and membership composition of committees may be increased or decreased by the Board as it deems appropriate, consistent with applicable laws or regulations specifically on the majority membership and chairmanship of independent directors in various committees. As of December 31, 2024, four (4) of seven (7) board-level committees are chaired by Independent Directors.

The standing committees of the Board are as follows:

Executive Committee

FUNCTIONS:

- Exercises the power of the Board in the management and direction of the affairs of the Bank.
- Responsible for the approval process of the Bank’s loans and investments as well as other exposures and credit proposals involving DOSRI or related party accounts, subject to Board-imposed limitations.
- Reviews and recommends for Board approval major credit policies and credit and investment proposals beyond its authority.
- Approves Board items of an urgent nature which may be referred to it by Management in between regular quarterly board meetings.

During the year, it approved loans and credit facilities, leases and sales of acquired assets, credit policies, write-offs, resolutions of remedial or problem accounts, leases a within its Board-delegated authority.

Chairperson:

Teresita T. Sy

Members:

Nestor V. Tan
Elizabeth T. Sy
Joseph Albert L. Gotuaco

Executive Committee	No. of Meetings Attended	Total No. of Meetings	% Attendance
Teresita T. Sy	26	26	100%
Nestor V. Tan	26	26	100%
Joseph Albert L. Gotuaco ¹	19	19	100%
Elizabeth T. Sy	26	26	100%

¹ Newly-elected to the Committee on May 1, 2024, hence, attendance count started on May 1, 2024.

Board Audit Committee

FUNCTIONS:

- Empowered by the Board to oversee the financial reporting process, internal control and risk management systems, internal and external audit functions, and compliance with applicable laws and regulations.

Their oversight function covers the following areas:

- On financial reporting, the committee reviews the integrity of the reporting process to ensure the accuracy and reliability of financial statements and compliance with financial reporting standards and disclosure requirements set for publicly listed companies.
- On internal control and risk management, it monitors and evaluates the adequacy, soundness and effectiveness of the Bank's established internal control and risk management systems, policies and procedures including implementation across all units of the Bank to provide reasonable assurance against fraud or other irregularities and material misstatement or loss.
- On internal and external audit, it recommends the appointment, reappointment, and removal of the internal and external auditors, remuneration, approval of terms of audit engagement and payment of fees. It reviews non-audit work of external auditors, if any, ensuring that it would not conflict with their duties or may pose a threat to their independence. It approves the annual audit plan and reviews audit results focusing on significant findings with financial impact and its resolution. It reviews the implementation of corrective actions to ensure that these are done in a timely manner to address deficiencies, non-compliance with policies, laws and regulations. Annually, it evaluates the performance of the Chief Internal Auditor and internal and external audit functions.
- On compliance, it recommends the approval of the Compliance Charter and reviews annually the performance of the Chief Compliance Officer and the compliance function. It also reviews the annual plans of the Compliance Group including the Anti-Money Laundering Unit (AMLU), and evaluates the effectiveness of the regulatory compliance framework of the Bank to ensure that these are consistently applied and observed throughout the institution. It reviews the report of examination of the Bangko Sentral ng Pilipinas and other regulators including replies to such reports for endorsement to the Board for approval.

Chairman:

Jose Victor C. Zalamea
(Independent Director)

Members:

Dioscoro I. Ramos
(Independent Director)

Violeta O. LuYm[†]
(Non-Executive Director)
Member until October 24, 2024

Board Audit Committee ¹	No. of Meetings Attended	Total No. of Meetings	% Attendance
Jose Victor C. Zalamea ²	3	3	100%
Dioscoro I. Ramos	5	5	100%

¹ Violeta O. LuYm[†], who passed away on October 24, 2024, attended three (3) of five (5) meetings of the Board Audit Committee.

² Newly-elected to the Committee on April 15, 2024, hence, attendance count started on July 8, 2024.

In 2024, the BAC accomplished the following:

■ **Financial Reporting**

The Board Audit Committee (BAC) reviewed the Bank's quarterly unaudited and annual audited financial statements ensuring compliance with accounting standards and tax regulations. On February 15, 2024, it endorsed for Board approval the 2023 Audited Financial Statements, after assuring that appropriate internal controls related to the financial reporting process and compliance with accounting standards were observed. Based on its assessment, the BAC believes that the financial statements are fairly presented in conformity with the relevant financial reporting standards in all material aspects. The Board approved the Bank's audited financial statement on February 19, 2024 based on the BAC endorsement, and the financial statements were publicly disclosed on April 11, 2024, 101 days after the financial year-end. This demonstrates the Bank's commitment to transparency, accuracy, and adherence to the highest standards of corporate governance and financial reporting.

■ **Internal Audit Function**

The Board Audit Committee (BAC) reviewed and approved the 2024 Internal Audit Policy Statement and the risk-based audit plans for the various business units. This process included a thorough examination of the scope, changes to the plan, audit methodology, manpower resources, and key audit officer appointments. The BAC scrutinized the results of audits, focusing on high and moderate risk findings related to operational, financial, and compliance controls, as well as risk assessment systems and processes impacting financial, reputational, and information security.

The BAC regularly tracked the timely resolution of audit findings and assessed the appropriateness and adequacy of Management's action plans to address key issues. It ensured the Internal Audit function's independence and unfettered access to all records, properties, and information.

The Committee assessed the performance of the Chief Audit Executive and the internal audit function and concluded that both carried out their mandates effectively as provided in the Internal Audit Charter and that the internal audit function possesses adequate resources to perform its duties effectively.

■ **External Audit**

On April 5, 2024, the BAC approved and endorsed to the Board for approval, the renewal of the appointment of the external auditor, Punongbayan & Araullo, Grant Thornton (P&A). The BAC ensured the adequacy and appropriateness of P&A's scope of engagement, audit plans, composition of the engagement team and timelines of its 2024 audit activities and milestones.

The BAC comprehensively reviewed and discussed the external audit reports, focusing on internal controls, risk management, governance, and financial impact, particularly changes in accounting and reporting standards. The Committee also reviewed thoroughly Management's responses to the external auditor's findings and recommendations.

■ **Compliance Function**

The BAC reviewed and approved updates to the Compliance and Anti-Money Laundering (AML) Departments' manuals, institutional risk assessment, annual compliance plans, and independent compliance testing roadmaps. They closely monitored the progress on the annual compliance plans, results of independent compliance and AML testing, Bank's compliance with regulatory limits/ratios, regulatory report submissions, and continuous improvement of compliance and AML methodologies and systems.

The BAC thoroughly discussed the results of regulatory examinations on BDO Private Bank and vetted Management's responses to the findings and recommendations. The BAC also assessed the appropriateness of the Bank's periodic updates to the regulators' findings and recommendations to ensure implementation of corrective actions. The Committee likewise devoted time to understanding the emerging money laundering risks and tracked the progress on high-profile cases involving clients of the Bank and ensured that appropriate controls are in place and/or instituted to prevent the Bank from being a channel for money laundering activities. The BAC also tracked the progress until launch to production of a major compliance system that enhances AML risk management on AML alerts review and disposition.

The BAC assessed the performance of the Chief Compliance Officer and the compliance function, confirming that they effectively carried out their plans and programs and met their mandate as provided in their Charter.

The BAC reviewed reports on operational cases, whistleblower accounts, and non-loan related cases impacting financial, internal controls, information systems, and reputation. The Committee ensured that Management placed adequate internal controls with focus on risk mitigation, legal handling, and fraud prevention to prevent recurrence.

As part of its unwavering commitment to uphold the highest standards of corporate governance, the BAC conducted a comprehensive self-assessment of its performance for the year 2023. This assessment was meticulously carried out in accordance with its Terms of Reference, ensuring that all aspects of its mandate were evaluated.

The BAC's assessment of the Bank's internal controls, financial reporting process, and risk management systems considered several critical inputs:

- External Auditor's Report and Unqualified Opinion: An essential component that provided independent assurance of the Bank's financial health.
- Regulatory Report of Examinations: An essential component that provided independent assurance of the robustness of the Bank's risk management, capital adequacy, asset quality, earnings and liquidity.
- Chief Internal Auditor's Overall Assurance: Offering an internal perspective on the efficiency and effectiveness of the Bank's operations and controls.
- Senior Management's Reports and Additional Information: Ensuring comprehensive oversight and informed decision-making.

Corporate Governance

FUNCTIONS:

- Primarily tasked to assist the Board in formulating the governance policies and overseeing the implementation of the governance practices of the Bank as well as its subsidiaries and affiliates.
- Annually, it also oversees the performance evaluation of the Board of Directors, its committees, executive management, peer evaluation of directors, and conducts a self-evaluation of its performance. It provides an assessment of the outcome and reports to the Board the final results of the evaluation including recommendations for improvement and areas to focus on to enhance effectiveness.
- Functions as the Bank's Nomination Committee; leads the process of identifying candidates for election and appointment of Directors and all other positions requiring appointment of the Board of Directors, giving full consideration to succession planning and the leadership needs of the group. In particular, this process includes the profiling of the skills and competencies of the currently serving directors, the gaps in skills and competencies identified and the search for candidates who are aligned with the Bank's directions to fill the gaps. It then makes appropriate recommendations to the Board.
- Makes recommendations to the Board on the composition and chairmanship of the various committees.
- Keeps under review the structure, size and composition of the Board, including the balance of skills, knowledge and experience and the independence of the Non-Executive Directors, and makes recommendations to the Board with regard to any changes.
- Reviews and assesses the adequacy of the Bank's policies and practices on corporate governance including the Corporate Governance Manual and Interlocking Policy and recommends changes for approval of the Board.
- Oversees the continuing education program for directors and key officers and proposes relevant training for them.
- Oversees the Sustainability initiatives of the Bank, particularly key processes, standards and strategies designed to manage environmental and social impact and governance.

Chairman:

Luis Ma. G. Uranza
(Lead Independent Director)

Members:

Jose Victor C. Zalamea
(Independent Director)

Violeta O. LuYm[†]
(Non-Executive Director)
Member until October 24, 2024

Corporate Governance Committee ¹	No. of Meetings Attended	Total No. of Meetings	% Attendance
Luis Ma. G. Uranza	5	5	100%
Jose Victor C. Zalamea ²	3	3	100%

¹ Violeta O. LuYm[†], who passed away in on October 24, 2024, attended three (3) of five (5) meetings of the Corporate Governance Committee.

² Newly-elected to the Committee on April 15, 2024, hence, attendance count started on July 8, 2024.

During the year, the Corporate Governance Committee achieved the following:

a. Annual Continuing Education of Directors

The Corporate Governance Committee played a pivotal role in ensuring that directors adhered to the regulatory requirement for an annual corporate governance seminar, integral to their ongoing education. It ensured that all incumbent Board members successfully met the SEC's mandatory 4-hour requirement for the 2024 Annual Corporate Governance Seminar. Furthermore, the seminar was well-attended by the respective directors and key officers of BDO Unibank and its subsidiaries, reflecting the bank's commitment to inclusive and comprehensive governance education across its entire corporate structure. The seminar received from participants an above-average rating of 4.82 (5 as highest) indicating its effectiveness. Topics discussed generative AI concerns in banking, major cyber threats and evolution of ransom ware and its impact to the Bank. Presenters highlighted collective governance for efficient and effective risk mitigation.

b. Adherence to Corporate Governance Standards

The Committee continuously monitored the Bank's compliance with local and international corporate governance standards.

c. Revision of key governance documents

The CG Committee approved and endorsed several revisions to key governance documents. This included amendments to the:

■ **Interlocking Positions Policy**

The interlocking policy was fully referenced to the BSP's Manual of Regulations for Banks (MORB), including the definition of a substantial shareholder. The term conflict of interest on the other hand was aligned with BDOPB's Code of Conduct. The annual performance metrics for head of control functions have been standardized.

These updates ensure that BDOPB's policies are consistent with regulatory standards, enhancing transparency and accountability in managing interlocking positions. It further helps mitigate risks associated with conflicts of interest and ensures that performance evaluations are uniformly applied.

■ **Terms of Reference**

The Committee incorporated in its Terms of Reference the definition and the extent of the role of Board Advisors that may be appointed to provide independent or expert advice on relevant matters. This strategic decision underscores the Committee's proactive approach to continuously improving corporate governance practices. It reflects a commitment to ensuring robust oversight, fostering a culture of accountability, and adapting to evolving governance standards. This move will enhance the quality of evaluations and drive better governance outcomes across the organization.

d. Sustainability Oversight

The Corporate Governance Committee was apprised of the Bank's Sustainability Framework. The framework will enable the Bank to formulate its approach to achieving sustainability through its lending and investment activities as well as in its day-to-day operations. The Committee noted the milestones of its Parent Bank in terms of its sustainability progress and initiatives and the several local and regional awards and recognitions that BDO received, including The Retail Banker International Asia Trailblazer Award 2024, the Euromoney Excellence Awards 2024, Asia Corporate Excellence & Sustainability (ACES) Awards 2024, The Asset ESG Corporate Awards 2024, and the 5 Golden Arrows from the ASEAN Corporate Governance Scorecard Awards, among several regional recognitions for the BDO's ESG practices.

e. Board Effectiveness Evaluation

The Corporate Governance Committee spearheaded the annual Board evaluation self-assessment by Board members and advisors covering the performance in 2023-2024 of the Board of Directors, Board Committees, senior management, each director, and board advisors. The results were discussed by the Board of Directors in its April 5, 2024 meeting.

Trust Committee

FUNCTIONS:

- Reviews and recommends for the approval of the Board the Trust Group's overall budget, strategies, and plans to meet its assets under management and income targets.
- Regularly reviews the Group's overall business performance, profile of funds and assets under its management, industry position, and risk management reports.
- Approves offering of new products and services, establishment and renewal of lines and limits with financial institutions, and investment outlets and counterparties.
- Reviews and approves transactions between trust and fiduciary accounts, accepts and closes trust and other fiduciary accounts, and approves the investment, reinvestment and disposition of funds or property.
- Evaluates trust and other fiduciary accounts at least once every 3 years.
- Evaluates the performance of the Trust Officer annually.

Significant matters taken up by the Committee in 2024 include, among others, the Trust Group's external audit examination results, BSP's Report of Examination, trust system replacement update, changes in the Trust's Terms of Reference, and other process improvements such as the handling of investment instructions, validation of qualified buyers and accounts review.

Chairman:

Gregory L. Domingo
(Non-Executive Director)

Members:

Joseph Albert L. Gotuaco
(President)

Luis Ma. G. Uranza
(Lead Independent Director)

Elizabeth T. Sy
(Non-Executive Director)

Aires Michaela A. Yacat
(Trust Officer)

Trust Committee	No. of Meetings Attended	Total No. of Meetings	% Attendance
Gregory L. Domingo	4	4	100%
Joseph Albert L. Gotuaco ¹	1	3	33%
Luis Ma. G. Uranza	4	4	100%
Elizabeth T. Sy	3	4	75%
Aires Michaela A. Yacat	4	4	100%

¹ Newly-elected to the Committee on May 1, 2024, hence, attendance count started on June 27, 2024.

Risk Management Committee

FUNCTIONS:

- Responsible for the oversight of the enterprise risk management program of the Bank.
- Responsible for approving risk appetite levels, policies, and risk tolerance limits related to credit portfolio risk, market risk, liquidity risk, interest rate risk, operational risk (including business continuity risk, IT risk, information security risk, data privacy risk and social media risk), consumer protection risk, and environmental and social risk management, to ensure that current and emerging risk exposures are consistent with the Bank's strategic direction and overall risk appetite.
- Oversees the implementation and review of the risk management plan, including the system of limits of discretionary authority delegated by the Board of Directors to management under its purview and ensures that immediate corrective actions are taken whenever limits are breached.
- Responsible for approving the enterprise risk management framework and written risk management plan developed by management, defining the policies, limits, and strategies for managing and controlling the major risks of BDOPB, including Trust.
- Responsible for ensuring that there is periodic review of the effectiveness of the risk management systems and recovery plans, and that corrective actions are promptly implemented to address risk management concerns.
- Responsible for conducting regular discussions with management on current and emerging risk exposures, based on regular management reports, and direct concerned units on how to reduce these risks.
- Responsible for the appointment/selection, remuneration, approval and assessment of interlocking positions held, performance evaluation, and dismissal of the Chief Risk Officer, for ensuring that the risk management function has adequate resources and for effectively overseeing the risk-taking activities of the Bank.

In accordance with its mandate, the Committee conducted regular discussions on the Bank's exposures to various risks, i.e., credit portfolio risk, liquidity risk, market risk, interest rate risk in the banking book, operational risk (including business continuity risk, IT risk, information security risk, data privacy risk and social media risk), as well as consumer protection risk and environmental & social risks, including mitigation strategies, where necessary and applicable.

Chairman:

Dioscoro I. Ramos
(Independent Director)

Members:

Joseph Albert L. Gotuaco
(President)

Jose Victor C. Zalamea
(Independent Director)

Luis Ma. G. Uianza
(Lead Independent Director)
Member until April 15, 2024

Advisors:

Nestor V. Tan

Gregory L. Domingo

Risk Management Committee	No. of Meetings Attended	Total No. of Meetings	% Attendance
Dioscoro I. Ramos	11	11	100%
Joseph Albert L. Gotuaco ¹	5	7	71%
Luis Ma. G. Uianza	3	3	100%
Jose Victor C. Zalamea ²	8	8	100%

¹ Newly-elected to the Committee on May 1, 2024, hence, attendance count started on June 27, 2024.

² Newly-elected to the Committee on April 15, 2024, hence, attendance count started on June 27, 2024.

Regular discussions of the Committee covered large exposures and credit risk concentrations, asset quality, results of credit stress tests and its impact on capital adequacy, results of the BSP-mandated stress tests (i.e. BSP Uniform Stress Test and Real Estate Stress Test); updates on compliance to BSP Circulars 1159 and 1174 on the implementing rules and regulations and prudential reports relative to the mandatory Agriculture, Fisheries & Rural Development (AFRD) Financing Enhancement Act of 2022; environmental & social risk management system (ESRMS) exposures; country risk exposures; liquidity gaps and results of liquidity stress tests; regulatory reports on Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR); macroeconomic and market updates and forecasts; mark-to-market of the investment portfolio, Value-at-Risk (VAR), Earnings-at-Risk (EAR), results of market risk and interest rate risk stress tests and impact on capital adequacy; results of performance monitoring of all implemented risk management models; operational risk profile of the Bank, significant operational risk incidents, operational losses and impact on capital adequacy, results of Business Continuity Plan (BCP) testing, any information on security breaches, cybersecurity updates, and any data privacy incidents in relation to Republic Act No. 10173, otherwise known as the Data Privacy Act (DPA); Trust risk management reports; general profile of client inquiries/requests/complaints and resolutions/actions taken in compliance with BSP Circular 857 on Consumer Protection; and social media risk report in compliance with BSP Circular 949 on the Guidelines on Social Media Risk Management.

In 2024, the Committee approved and/or noted the following: the Bank's Recovery Plan; annual review of risk limits, policies and manuals; appointment of a new Chief Risk Officer (CRO); and the results of the annual performance appraisal of the Chief Risk Officer.

Credit Committee

FUNCTIONS:

- Reviews the viability of credit and investment proposals in general but more particularly on the appropriateness of the credit extension and risks involved.
- Approves credit and investment proposals, except those involving DOSRI or related party accounts, and subject to such limitations that may be imposed by the Board of Directors.
- Endorses for the approval of the Executive Committee, or for the further endorsement by the Executive Committee to the Board of Directors credit and investment proposals that are beyond its approving authority.
- Causes the conduct of regular credit reviews on a per account and portfolio basis.
- Reviews and assesses credit policies and procedures, measurements, as well as other credit risk standards, including their amendments, and cause the dissemination of the same.

Chairperson:

Teresita T. Sy

Members:

Nestor V. Tan

Joseph Albert L. Gotuaco

Credit Committee	No. of Meetings Attended	Total No. of Meetings	% Attendance
Teresita T. Sy	19	22	86%
Nestor V. Tan	22	22	100%
Joseph Albert L. Gotuaco ¹	15	15	100%

¹ Newly-elected to the Committee on May 1, 2024, hence, attendance count started on May 3, 2024.

- Endorses for the approval of the Board of Directors such credit manuals containing the credit policies and procedures of the Bank, whenever such is required by regulatory authorities.

The Credit Committee acts as the main approving body for Bank exposures, loans and investments as well as other credit-related issues. It approves credit and investment proposals, except those involving DOSRI or related party accounts, and subject to such limitations that may be imposed by the Board of Directors. The Committee also approves, reviews and revises credit-related policies, procedures, and other credit risk standards.

Related Party Transactions Committee

FUNCTIONS:

- Assists the Board in its oversight of the conduct of all Related Party Transactions (RPTs) to protect the interests of the Bank and its stakeholders.
- Ensures proper disclosure of all approved RPTs in accordance with applicable legal and regulatory requirements and confirmation by majority vote at the Annual Stockholders' meeting of the Bank's significant transactions with related parties.

Throughout 2024, the Related Party Transactions Committee (RPTC) conducted a meticulous review and approval process for various material credit and non-credit related party transactions, endorsing them for Board approval. This rigorous oversight ensured that all transactions were thoroughly evaluated, maintaining arms-length transactions with related parties, transparency and compliance with regulatory standards. The Committee also reviewed all non-material related party transactions annually before Board confirmation, ensuring that even minor transactions met the necessary governance standards.

In addition to transaction approvals, the RPTC closely monitored the bank's outstanding loan exposures to related parties, providing a comprehensive oversight of the bank's engagements with related parties. Quarterly reviews of the conglomerate structure were conducted to ensure alignment with regulatory requirements and to maintain a robust governance framework. The Committee also assessed the results of independent compliance testing, ensuring adherence to related party transaction regulations and identifying areas for improvement.

Chairman:

Luis Ma. G. Uianza
(Lead Independent Director)

Members:

Jose Victor C. Zalamea
(Independent Director)
Violeta O. LuYm[†]
(Non-Executive Director)
Member until October 24, 2024

Related Party Transactions Committee ¹	No. of Meetings Attended	Total No. of Meetings	% Attendance
Luis Ma. G. Uianza	5	5	100%
Jose Victor C. Zalamea ²	3	3	100%

¹ Violeta O. LuYm[†], who passed away on October 24, 2024, attended three (3) of five (5) meetings of the Related Party Transactions Committee.

² Newly-elected to the Committee on April 15, 2024, hence, attendance count started on July 8, 2024.

Independent Control Functions

Compliance

BDOPB Compliance Group, led by the Chief Compliance Officer (CCO), oversees the design and implementation of the Bank's compliance system and framework through a comprehensive compliance program, and promotes their effective implementation. Reporting directly to Board Audit Committee, the Compliance Group ensures the Bank adheres to all relevant laws, rules, and regulations, as mandated by the BSP and other regulatory bodies. This includes managing compliance risk, fulfilling prudential reporting obligations and providing compliance training.

The compliance system integrates processes, people and policies to ensure that the Bank's operations align with industry standards, regulatory and legal requirements. This commitment to compliance safeguards the Bank and its stakeholders. As outlined in its Charter, the Compliance Group conducts independent compliance tests and reports any significant issues or breaches to the Board Audit Committee.

The Anti-Money Laundering Unit (AMLU) under the Compliance Group, together with the Anti-Money Laundering Committee (AMLCOM), focuses on the enforcement of the Bank's Anti-Money Laundering (AML), Counter-Terrorist Financing (CTF) and Combating Proliferation Financing (CPF) program, in accordance with the Anti-Money Laundering Law as amended, Terrorism Financing Prevention and Suppression Act, and Anti-Terrorism Act (ATA) and their respective Implementing Rules and Regulations (IRRs).

The Bank also adheres to BSP and Anti-Money Laundering Council (AMLC) rules, regulations and directives. The AML Program of the Bank is articulated and carried out through its Board-approved Money Laundering, Terrorist Financing and Proliferation Financing Prevention Program (MTPP) Manual, which covers AML/CTF/CPF policies, giving special focus on the five (5) pillars of AML/CTF/CPF compliance namely: (i) customer onboarding, risk assessment and due diligence, (ii) customer/transaction monitoring, (iii) regulatory reporting such as Covered and Suspicious Transaction Reporting, (iv) record-keeping, and (v) AML/CTF/CPF training.

The Bank's Board Audit Committee receives monthly reports on AML compliance and monitoring from the AML Unit (AMLU), and all material AML concerns are escalated to the AML Committee, a management group comprised of select key senior officers of the Bank whose main duty is to oversee the Bank and its affiliates' effectiveness in complying with anti-money laundering laws, regulations and the Bank's AML/CTF/CPF program.

The Compliance Group, through its comprehensive compliance program, strives to protect the Bank's franchise, and manage compliance risks. Simultaneously, it supports the Bank's business goals and growth by offering valuable compliance insights and regulatory guidance. This dual focus ensures safeguarding of the Bank and its stakeholders, fostering a secure and compliant operational environment.

Internal Audit

The Internal Audit Group reports functionally to the Board Audit Committee (BAC) of the Parent Bank and respective subsidiaries. It provides independent, objective, reliable and valued assurance and consulting services, over the effectiveness of governance, risk management and control processes of the BDO Group. It operates under the Internal Audit Policy Statement (Internal Audit Charter) that is reviewed and approved annually by the BAC of the Parent Bank. It seeks BAC approval for the annual audit plan and any changes thereto, provides updates on accomplishments, reports results of audits conducted and tracks resolution of audit findings. In its year-end closing report, Internal Audit attests to the fulfillment of its mandated responsibilities and provides overall assurance on the effectiveness of internal control, risk management and governance processes. Internal Audit generally conforms to standards such as the ISPIA (International Standards for the

Professional Practice of Internal Auditing) and the Code of Ethics, as confirmed by the results of its External Quality Assessment Review (EQAR). Internal Audit also adheres to the principles under the COSO Internal Control Integrated Framework, COBIT (Control Objectives for Information and Related Technologies), and other governing regulations. It is independent of the activities audited, and from the day-to-day internal control processes. With free access to all records, properties and personnel, it is able to report audit results, findings, opinions, and other information through a clear reporting line.

It promotes continuous professional development of its auditors, especially in areas requiring specialized knowledge and technical expertise, auditing techniques, and relevant changes in regulations.

Consumer Protection Practices

BDOPB adopts and adheres to the consumer protection practices of its Parent Bank. BDO's financial consumer protection framework is anchored on disclosure and transparency, protection of client information, equitable and fair treatment and integrity in dealings, effective recourse and redress of complaints, protection of consumer assets against fraud, loss and misuse, and data privacy and protection. The framework ensures that consumer protection practices are embedded in BDO's operations and considered in the development and implementation of the Bank's products and services.

Customer Experience Philosophy

At BDOPB, we are committed to embodying a We Find Ways mindset as an integral part of our Customer Experience Philosophy. This principle underscores our dedication to creating a banking experience that extends beyond basic transactions by offering a diverse range of products and providing personalized services. We achieve this through a comprehensive understanding of our customers' financial objectives and life circumstances.

Board and Management Oversight on Customer Concerns

The Board is primarily responsible in maintaining an effective oversight of the Bank's consumer protection policies and programs. Senior management is tasked with implementing strategies approved by the Board and ensuring that appropriate control mechanisms are in place. Governance and oversight functions are further reinforced through the various roles that involve ownership, management, or provision of independent assurance regarding Consumer Protection activities, such as:

- **Senior Management:** Senior Management ensures that the approved Consumer Protection policies and procedures are clearly documented, properly understood, and consistently implemented across all levels and business units.
- **Compliance and Internal Audit:** The Compliance Office and Internal Audit, both of which take their authority from the Board's Audit Committee, support the BOD in overseeing the Bank's adherence to the Consumer Protection policies as well as in ensuring the effectiveness of its application/ implementation across all financial product and service offerings.
- **Operational Risk Management Unit (ORMU):** ORMU is responsible for assisting management in embedding the operational risk culture, awareness, framework, and implementation throughout the Bank. Top complaint drivers, along with the corresponding corrective and preventive measures, are reported to the Board on a quarterly basis. This ensures that Consumer Protection-related risks and concerns are mitigated, compliance with Consumer Protection standards and requirements is maintained, and any other significant developments affecting the Bank's consumers are disclosed.

Consumer Assistance Management System (CAMS)

BDOPB enforces and monitors the Consumer Assistance Management System or CAMS through a combination of established policies, streamlined processes, and dedicated teams. This system aims to deliver customer satisfaction through compliance with regulations.

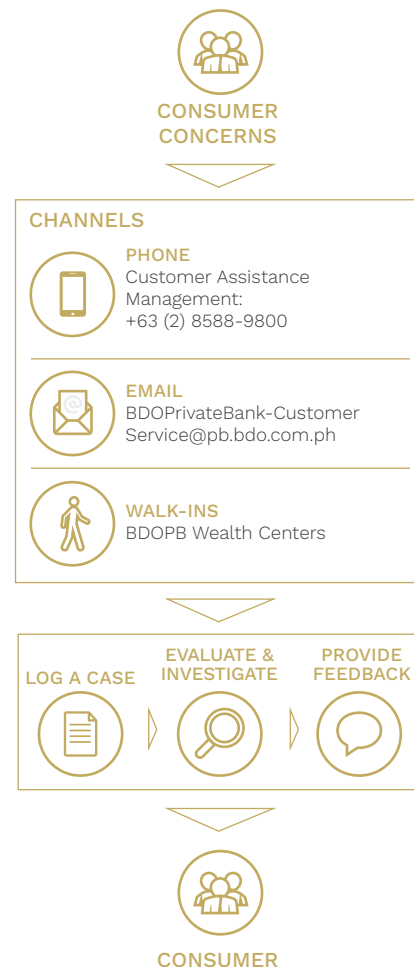
- **Internal policies:** Consumer Protection policies are outlined in the CAMS Manual. These policies define how consumer assistance is managed, including complaint resolution procedures, escalation protocols, and customer communication standards.
- **Dedicated Teams:** The Bank has established specialized teams, including Customer Service, complaint resolution or service fulfillment teams, tasked with implementing and supervising CAMS. These dedicated teams manage consumer inquiries, requests, and complaints, collaborating to address issues accurately, promptly, and efficiently.
- **Monitoring and Reporting:** A tracking system is established to record and oversee client interactions, complaints, and resolutions. This enables the Bank to identify trends, evaluate service level performance, and address emerging issues. Regular reports provide management with insights to assess the effectiveness of CAMS.
- **Continuous Improvement:** BDOPB regularly reviews and enhances the CAMS, incorporating feedback, adapting to regulatory changes, and aligning with industry best practices. This commitment to ongoing improvement ensures that the system remains relevant and effective in addressing customer needs and concerns.

In 2024, CAMS logged 2,502 customer cases of which only 0.16% were problem-related in nature. The majority of the cases were inquiries at 1,406 or 56.20% and requests at 1,092 or 43.65%.

Process for Handling of Customer Concerns

BDOPB prioritizes efficient customer concern resolution. Upon receipt of a complaint, the Bank's frontliners acknowledge and record the concern. If the issue can be addressed at point of contact, immediate resolution is provided to the client. Otherwise, the concern is endorsed to the appropriate unit for investigation. Once the root of the problem is identified, the team works to find a suitable resolution. Clear communication and transparency are crucial throughout the process, ensuring customers feel heard and satisfied with the resolution.

CONSUMER ASSISTANCE MANAGEMENT SYSTEM



Training for Customer Assistance

BDOPB employees are required to complete the Financial Consumer Protection eLearning course. This training is designed to acquaint them with the concept of CAMS, its procedures, customer service standards, and applicable regulatory requirements. The training is based on the Consumer Protection Standards of Conduct, which outlines the expected behavior of Bank employees when interacting with customers.

Listening to Customer Needs

To deliver exceptional banking services, we collect and utilize valuable input from customers, understanding their needs, and continuously improving their overall experience. We have a robust and comprehensive engagement and feedback mechanism, employing multiple channels to ensure that the voice of the customer resonates throughout our operations.

- **Customer Service:** Our dedicated customer service team, which may be reached via call and email, has been pivotal in addressing any product, process, or system-related inquiries and providing timely resolutions to concerns. The direct communication channels allow us to promptly respond to concerns and offer personalized support.
- **Physical Interaction:** Wealth Centers serve as touchpoints for direct engagement. This brick-and-mortar approach allows us to establish deeper relations with the clients and strengthens our understanding of clients' wants, needs, and concerns.
- **Website:** The Bank's web page offers a secure messaging system where clients can provide feedback, report issues, and seek customer service support.

Customer Support

In accordance with BSP Circular 1160, particularly under the Protection of Client Information standard, and in alignment with the Bank's Data Privacy policy, BDOPB's Customer Service Management ensures that all customer-related data are collected, stored, and utilized solely for the purpose of effectively assisting customers with timely responses and appropriate solutions to their inquiries or concerns.

Frontline representatives in the Wealth Centers and the Customer Service Management unit serve as initial points of contact for all complaints. These channels are responsible for gathering adequate information to classify complaints accordingly and aid in the conduct of investigation and resolution.

Escalation Pathways

Simple issues are resolved at the frontline while more complex scenarios are escalated to business units.

Resolution Confirmation

BDOPB communicates resolution outcomes to customers and seeks feedback in order to continuously enhance its processes.

Executive Oversight

Review of aggregated complaints data at the executive level ensures that the complaint handling process aligns with BDO's organizational goal and customer satisfaction objectives.

Whistleblowing

BDOPB firmly believes that long-term sustainability and success are deeply rooted in maintaining a strong reputation and good name in the marketplace. To achieve this, the Bank is dedicated to upholding the highest standards of ethical values, integrity, honesty, accountability and transparency in all business operations.

The Bank's Policy on Disclosure of Sensitive/Confidential Matters to Management ensures that any incident, situation, circumstance or problem involving fraud and/or policy violation is promptly reported for further investigation. This policy aims to prevent or mitigate monetary loss and protect the Bank's image.

Reports can be made through various channels, including SMS, letter, email or phone call directly to the Office of the President (OP) or the appropriate Head of the Unit concerned. If the concern involves the President and the other Executive Directors, the report should be directed to the Board of Directors thru the Office of the Chairperson. For issues on Related Party Transactions (RPT), the report should be addressed to the Chairman of Related Party Transactions Committee.

Data Privacy

The Data Privacy Management Program (DPMP) serves as the framework for protecting the data privacy rights of the Bank's data subjects and ensuring compliance to Republic Act No. 10173, otherwise known as the Data Privacy Act (DPA) of 2012. This framework is based on the National Privacy Commission's (NPC) Five Pillars of Data Privacy Accountability and Compliance as follows:

- 1. Appointment of Data Protection Officer (DPO).** The Bank has a Data Protection Officer (DPO) who is registered with the NPC.
- 2. Conduct of Privacy Impact Assessment (PIA).** PIA is conducted for all new and existing programs, projects, or processes that have privacy impact. All business and support units of the Bank are required to perform and update their PIAs at least on an annual basis.
- 3. Privacy Management Program and Privacy Manual.** The Bank's DPMP is contained in the Bank's Data Privacy Manual which serves as a reference manual for all units of the Bank in complying with the DPA.
- 4. Implementation of Data Privacy and Protection Measures.** BDOPB, in its commitment to data privacy and protection, adheres to the general principles of Transparency, Legitimate Purpose, and Proportionality, in processing personal and sensitive personal information of its customers in all phases of the data life cycle as follows:
 - **Transparency.** The Bank provides its customers clear and concise privacy provisions as incorporated in its bank forms/documents, such as the BDO Group Data Privacy Statement and the BDO Group Data Privacy Consent, to ensure that customers are well-informed of the purposes of data processing, the parties involved, and the rights of individuals.
 - **Legitimate Purpose.** The Bank's data processing activities are aligned with the declared purposes communicated to its customers for services or transactions requested, allowed, or authorized by them.
 - **Proportionality.** The Bank only processes personal data that is relevant, adequate, and commensurate with the declared and specified purposes, consistent with its commitment and dedication to respecting the rights of individuals and limiting data processing to what is only essential. Each business and support unit has its own Compliance Officer for Privacy (COP) which coordinates with the DPO to ensure the proper implementation of the Bank's DPMP across the BDO Group.

5. Data Privacy Breach Reporting Procedures. The Bank has a data privacy breach reporting procedure in place. The DPO conducts training on a regular basis to enhance the Bank's awareness on data privacy risks, which includes breach reporting procedures consistent with regulatory requirement of NPC.

The Risk Management Committee (RMC) has oversight over data privacy risk. The DPO updates the RMC with respect to the Bank's compliance to the Data Privacy Management Program on a regular basis.

Engagement with Stakeholders

The Bank employs a comprehensive approach to actively engage with its various stakeholders and promote transparency and awareness about financial or operating developments in the Bank.

Engagement with the various stakeholders is handled by the following:

- Investor Relations and Corporate Planning (IR and Corplan) for institutional investors, analysts, credit rating agencies, and other external stakeholders. The Bank joins conferences and roadshows in key global financial markets, as well as conducts one-on-one meetings, conference calls and briefings to communicate to the investment community its strategic direction, financial results and material events. The Bank also participates in corporate access events organized by local brokers;
- Corporate Secretary's office (CorSec) for retail investors, other shareholders and regulatory disclosures through the Philippine Stock Exchange; and
- IR, CorSec and Marketing Communications Group for both internal and external or public communications, through various media platforms, including the Bank's website.

Compliance with the SEC Code of Corporate Governance

We confirm that as of December 31, 2024, the Bank, in step with its Parent Bank, has substantially complied with the recommendations of the Code of Corporate Governance, with two exceptions: 1) Policy on retirement age of directors and 2) Disclosure of executive remuneration on an individual basis.

On the retirement age of directors, the Board acknowledges that chronological age is not the primary determinant of a director's effectiveness in fulfilling their duties and responsibilities. The wisdom and experience of senior directors are invaluable assets. The Board greatly benefits from their advice and opinions and will continue to leverage their expertise for the benefit of all its stakeholders. Age discrimination is not only discouraged but also prohibited by law. Once a director has been elected, any attempt to remove them based solely on their age is not appropriate and goes against legal standards.

The Board reviews each director's contribution to the Bank and its stakeholders on an individual basis. This approach ensures that directors are evaluated based on their performance, merits and contributions, rather than their age. By doing so, the Board can continue to benefit from the wisdom and experience of senior directors while adhering to the legal standards that prohibit age discrimination. This balanced approach allows the Board to leverage the expertise of all its members, ensuring effective governance and compliance with anti-discrimination laws.

On the disclosure of executive remuneration on an individual basis, the Bank presents the figures for key executives in aggregate. This approach is being taken to address potential security and competition issues that may arise from disclosing individual remuneration details.

By adhering to these principles, the Bank ensures that it maintains a balance between transparency and the protection of its directors and executives, while continuing to uphold the highest standards of corporate governance.

Looking Ahead

As a financial institution, the Bank recognizes the critical aspect of addressing climate change and supporting the country's transition towards a low-carbon economy. Through its Board and Senior Management, BDOPB is unwavering in its commitment to advancing sustainability commitments and achieving strategic resilience by consistently incorporating sustainability into its business practices.

The Board, being the highest governance body, plays a pivotal role in embedding sustainability within the Bank's compliance, corporate governance, and risk management frameworks. By setting the tone at the top, the Board promotes an enterprise-wide culture that continually fosters environmentally and socially responsible business decisions.

The Bank is dedicated to contributing to the country's sustained growth by financing economic activities that nurture the environment, empower Filipino consumers, and promote the best interest of the Bank's various stakeholders. In alignment with the UN Sustainable Development Goals (SDGs), UN Global Compact, and the government's Sustainable Finance Roadmap, the Bank strives to create a lasting, net positive impact. This is achieved through delivery of various banking products and services that are sustainable, inclusive, equitable, environment-friendly, and socially relevant.

BDOPB remains steadfast in its commitment to sustainability, ensuring that all business operations reflect its dedication to ethical values, integrity, and transparency. By maintaining this commitment, the Bank not only supports the global sustainability agenda but also secures a prosperous future for its stakeholders and broader community.

Senior Management

Joseph Albert L. Gotuaco
President

Noel L. Andrada
Senior Vice President
Head, Wealth Management

Richard Emil R. Grau
Senior Vice President
Head, Investment Strategy

Joseph Rhoderick B. Lledo
Senior Vice President
Head, Wealth Structuring

Gerardo Clemente C. Rivera
Senior Vice President
Treasurer

Maria Judith L. Castillo
First Vice President
Chief Compliance Officer

Aires Michaela A. Yacat
First Vice President
Trust Officer

Pauline L. Clarin
Vice President
Head, Wealth Product Development
and Governance

Marie Cherise P. Coronel
Vice President
Head, Client & Transaction Services

Rowena Remedios I. Estrella
Vice President
Head, Bank Operations

Anson L. Villaluz
Vice President
Head, Corporate Planning
Effective January 2025

Reyda B. Ibarrientos
Senior Assistant Vice President
Chief Risk Officer

Eileen Rizza C. Lim
Assistant Vice President
Head, Family Office
Effective January 2025

All members of the Bank's Senior Management are Filipino, between the ages of 38 to 62. The relevant qualifications/ experience of senior management officers may be found on our corporate website.

Financial Statements

Statement of Management’s Responsibility for Financial Statements

The management of **BDO Private Bank, Inc.** (the Bank), is responsible for the preparation and fair presentation of the financial statements including the schedules attached therein, for the years ended December 31, 2024 and 2023, in accordance with the prescribed financial reporting framework indicated therein, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

The Board of Directors is responsible for overseeing the Bank’s financial reporting process.

The Board of Directors reviews and approves the financial statements, and the additional supplementary information, and submits the same to the stockholders.

Punongbayan & Araullo, the independent auditor appointed by the stockholders, have audited the financial statements of the Bank in accordance with the Philippine Standards on Auditing, and in their report to the Board of Directors and stockholders, has expressed their opinion on the fairness of presentation upon completion of such audit



Teresita T. Sy
Chairman of the Board



Joseph Albert L. Gotuaco
President



Neil O. Pagkatipunan
Senior Assistant Vice President
Head — Financial Control Department

SUBSCRIBED and SWORN to me before this 27th day of February 2025 affiant exhibiting to me their Competent Evidence of Identity (CEI), as follows:

Name	CEI Number
Teresita T. Sy	SSS No. – 03-2832705-4
Joseph Albert L. Gotuaco	SSS No. – 03-9640449-1
Neil O. Pagkatipunan	SSS No. – 33-0964680-3

WITNESS BY HAND AND SEAL on the day first above - mentioned in Makati City.

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Book No. IX
Series of 2025

ATTY. GERVACIO B. ORTIZ JR.
Notary Public City of Makati
Until December 31, 2026
IBP No. 655155-Lifetime Member
MCLE Compliance No. VII-0022734
Appointment No. M-007 (2025-2026)
PTR No. 0466005 Jan. 2, 2025
Makati City Roll No. 40091
101 Urban Ave. Campos Rueda Bldg.
Brgy. Pio Del Pilar, Makati City

Statements of Financial Position

BDO PRIVATE BANK, INC.
(A Wholly Owned Subsidiary of BDO Unibank, Inc.)

DECEMBER 31, 2024 AND 2023

(Amounts in Philippine Pesos)

	Notes	2024	2023
<u>RESOURCES</u>			
DUE FROM BANGKO SENTRAL NG PILIPINAS	6	P 2,655,951,311	P 1,446,215,836
DUE FROM OTHER BANKS - Net	6	3,988,997,224	2,267,482,944
TRADING AND INVESTMENT SECURITIES			
Financial assets at fair value through profit or loss	7	4,596,076,971	4,544,010,458
Financial assets at fair value through other comprehensive income	8	4,480,955,520	3,842,969,180
Held-to-collect investments - net	9	14,802,507,028	14,341,386,446
LOANS AND RECEIVABLES - Net	10	2,205,527,748	3,647,342,172
BANK PREMISES, FURNITURE, FIXTURES AND EQUIPMENT - Net	11	227,495,170	208,430,706
OTHER RESOURCES - Net	13	251,207,770	245,809,073
TOTAL RESOURCES		P 33,208,718,742	P 30,543,646,815
<u>LIABILITIES AND EQUITY</u>			
DEPOSIT LIABILITIES	14		
Demand		P 18,910,949,284	P 16,906,078,859
Time		1,182,763,365	2,076,960,465
Total Deposit Liabilities		20,093,712,649	18,983,039,324
BILLS PAYABLE	15	1,146,666,289	589,767,441
DERIVATIVE FINANCIAL LIABILITIES	16	3,325,020,025	3,451,165,667
ACCRUED EXPENSES AND OTHER LIABILITIES	17	1,257,901,462	547,748,740
Total Liabilities		25,823,300,425	23,571,721,172
EQUITY	18	7,385,418,317	6,971,925,643
TOTAL LIABILITIES AND EQUITY		P 33,208,718,742	P 30,543,646,815

See Notes to Financial Statements.

Statements of Income

BDO PRIVATE BANK, INC.
(A Wholly Owned Subsidiary of BDO Unibank, Inc.)

FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

(Amounts in Philippine Pesos)

	Notes	2024	2023
INTEREST INCOME			
Held-to-collect investments	9	P 651,369,215	P 604,138,610
Financial assets at fair value through other comprehensive income	8	243,231,134	174,129,971
Due from Bangko Sentral ng Pilipinas and other banks	6	199,194,043	204,153,733
Loans and receivables	10	177,545,135	253,568,261
Financial assets at fair value through profit or loss	7	14,203,612	24,681,258
		1,285,543,139	1,260,671,833
INTEREST EXPENSE			
Deposit liabilities	14	134,927,127	121,486,145
Bills payable	15	65,004,515	35,179,916
Others - net	12, 17, 22	9,239,343	439,857
		209,170,985	157,105,918
NET INTEREST INCOME		1,076,372,154	1,103,565,915
IMPAIRMENT LOSSES - Net	6, 8, 9, 10	89,208,568	5,576,436
NET INTEREST INCOME AFTER IMPAIRMENT LOSSES		987,163,586	1,097,989,479
OTHER INCOME			
Service charges, fees and commissions	19	1,652,093,842	1,388,903,477
Trading and securities gain - net	7, 8, 9	193,279,691	135,357,937
Foreign exchange gain - net		67,947,770	152,635,990
Others	11	1,009,674	2,658,707
		1,914,330,977	1,679,556,111
OTHER EXPENSES			
Employee benefits	22	907,382,669	626,727,635
Third party information	20	328,454,698	206,999,828
Taxes and licenses		214,527,803	191,938,779
Supervision		214,124,078	210,841,340
Depreciation and amortization	11, 13	121,335,822	105,145,048
Service, management and professional fees	23	99,144,488	59,390,895
Representation and entertainment		67,578,100	62,177,927
Insurance	23	41,189,694	48,343,213
Transportation and travel		28,505,313	22,905,512
Occupancy	12, 23	9,314,416	7,696,217
Others	21	175,406,585	141,819,850
		2,206,963,666	1,683,986,244
PROFIT BEFORE TAX		694,530,897	1,093,559,346
TAX EXPENSE	24	265,740,376	306,512,195
NET PROFIT		P 428,790,521	P 787,047,151

See Notes to Financial Statements.

Products and Specialized Services

Our Clients

Our clients are families, heirs, business owners, executives and professionals who have accumulated wealth for themselves and their loved ones.

Our Products and Services

Our aim is to provide comprehensive solutions to help our clients achieve their goals of growing assets and, if appropriate, eventually distributing them according to their wishes. We offer investments that have strong returns suitable for their risk profile. We also hope to manage these assets cost efficiently as they are held and distributed over time.

While we are a Philippine bank, we provide access to investment opportunities from across the globe. Our offshore offices provide a competitive advantage. We also have teams of experienced strategists and advisors who our clients can rely for ideas and expertise to build wealth.

Financial Products

Deposit Accounts

We offer demand deposit accounts that are specially developed for investment-related activities: buying, collecting income from, and selling or redeeming securities and unit investments. Our deposit accounts may be denominated in both Philippine Pesos, U.S. Dollars, and select major currencies.

Foreign Exchange

Our clients can convert Philippine Pesos to U.S. Dollars and other major currencies (and vice versa) at competitive prices, subject to requisite regulations and documentation.

Derivatives

We have the capability to help clients manage the currency and interest rate profiles of their investments, using both currency and interest rate swaps.

Government Debt Securities

We are a Government Securities Eligible Dealer (GSED, or primary dealer) of Philippine government securities. We actively trade other USD denominated sovereign bonds.

Peso Corporate Debt and Equity Securities

Our affiliate, BDO Capital & Investment Corporation (BDO Capital) is one of the largest debt and equity capital market arrangers in the Philippines. We offer access to primary issues arranged by BDO Capital, as well as that of other leading Philippine investment banks. We also provide secondary markets for locally traded equity and debt securities.

International Corporate Debt and Equity Securities

We provide access to non-Peso corporate debt and equity securities, particularly, but not limited to, U.S. Dollar-denominated fixed and floating rate bonds, and equity securities.

Peso and International Mutual Funds

We provide open architecture access to a wide range of local and international fund managers. We also curate engagements with such managers to offer our clients insight into political, economic, market, industrial, and other trends, both local and international, relevant to their investment decisions.

Loans

We provide credit facilities to our customers, secured by selected eligible assets held with us. These facilities offer competitive terms and conditions and can be arranged via a straightforward application process.

Offshore Banking

We provide access to our international Private Banking offices, where our clients will have dedicated relationship managers, and experience an even wider range of investment products, credit facilities, and other advisory services available in global money centers.

Our Investment Services

Investment Advisory

We help clients manage investment portfolios that are allocated across different asset classes, based on our client's unique investment goals and risk appetite.

We conduct regular portfolio reviews with specific recommendations on:

- **Asset Allocation** We help clients proportion their portfolios across money market instruments, fixed income and equity securities, as well as single and multi-asset collective investments or funds, to address return targets, risk tolerance, time horizon, and other factors;
- **Portfolio Construction** We help clients optimize their selection of securities to achieve returns within their asset allocation parameters;
- **Investment Selection** We provide clients specific data and, where available, investment research that support their choices of investments.

Our Trust Services

Retirement or Succession Planning

We assess clients' prospective financial needs, and design bespoke solutions for personal retirement goals, as well as for family support, medical or educational expenses, charities, and other special purposes. Our approach considers applicable laws in the Philippines and other jurisdictions important to global Filipino families, such as that of the U.S. and Commonwealth countries.

Investment Management Accounts

Investment Management Accounts ("IMAs") provide clients an ability to invest in local and international debt, equity, mutual funds, and unit investment trust funds ("UITFs") according to objectives, strategies, and guidelines set by the investor. IMAs offer clients the flexibility of centrally managing a large portfolio, without having to open multiple accounts at various institutions.

Personal Management Trust

We safeguard and manage clients' funds and assets through a living trust, or Personal Management Trust (PMT), for their intended beneficiaries. PMTs can be revocable or irrevocable, based on the goals of the client settling the trust (the "Trustor"). Our Trust and Legal Advisors assist clients in achieving their goals by considering the Trustor's unique circumstances, their desired beneficiaries, manner of wealth distribution, as well as gift, estate and other taxes.

Investment Mandates

We can design investment mandates that suit the requirements of our clients. For self-directed investors, we enter into IMAs or PMTs with directional mandates that allow clients to make decisions with respect to investments in the account. For clients seeking a higher level of service, we offer discretionary portfolio management mandates where we are given the authority to execute investments, subject to parameters and guidelines pre-agreed with clients.

Our Asset Administration Services

Safe Deposit Boxes

We offer exclusive safe deposit box services that allow clients to secure documents, small form valuables, and other important articles within the security of our facilities and vaults.

Professional Services

To complement our Investment and Trust Services, our in-house team of specialists assist clients on statutory filings, taxes, fees, and the necessary requirements to maintain passive investment properties or corporate investment vehicles. Our specialists also provide access to a list of accredited legal, accounting, and property management service providers, who may be retained by clients at their discretion.

Awards and Recognition

BDO Private Bank has been consistently recognized as the Best Private Bank in the Philippines by distinguished international publications.

Best Private Bank in the Philippines

(2024)

Euromoney Global Private Banking Awards 2024

Best Private Bank in the Philippines

(2017–2020, 2022, 2024)

Asian Private Banker

14th Awards for Distinction 2024

Private Bank of the Year, Philippines

(2023–2024)

Asian Banking & Finance

Retail Banking Awards 2024

**Best Wealth Management
Bank in the Philippines**

(2008–2024)

Alpha Southeast Asia

17th Annual Private

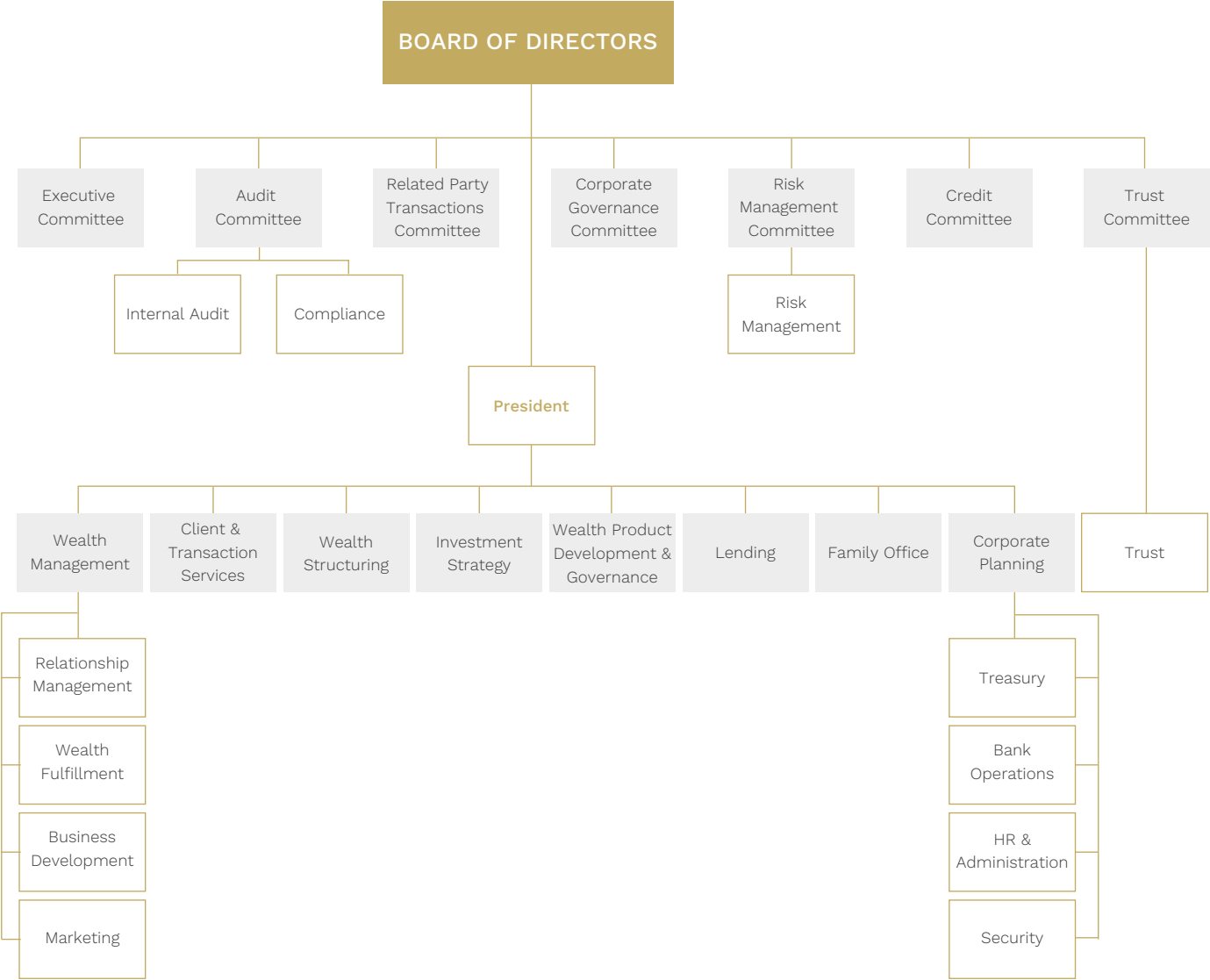
Wealth Awards 2024

Best Private Bank in the Philippines

(2008–2021, 2024)

FinanceAsia Awards 2024

Organizational Structure



Management Directory

As of December 31, 2024

President & Director

Joseph Albert L. Gotuaco

WEALTH MANAGEMENT

Senior Vice Presidents

Noel L. Andrada
Cheryll B. Gaviño
Juan Sabino P. Lizares
Francis Jay F. Nacino
Sharon Mae S. Vicente

First Vice Presidents

Anna Patricia A. Dee
Marie Francesca C. Diaz
Christopher S. Lao
Christy K. Ortega
Yolanda A. Pilapil
Edlyn L. Quiroz
Avery U. Yu
Beatriz Y. Zalazar

Vice Presidents

Luis R. Buenaventura III
Rosanna C. Chan
Catherine S. Choa
Roanna Joy Y. Chua
Joy Kerwin U. Dela Cruz
Candy U. Dy
Patricia Ann F. Gonzalez
Christopher John S. Jorge
Michele Y. Lao
Nanny G. Lee
Selene Bernice L. Lim
Mariflor A. Quirim
Donna Isabelle H. Santiago
Kurt Derrick H. Santos
Jonalyn T. See
Belinda Rose S. Yap

CLIENT & TRANSACTION SERVICES

Vice President

Marie Cherise P. Coronel

WEALTH STRUCTURING

Senior Vice President

Joseph Rhoderick B. Lledo

FAMILY OFFICE

Assistant Vice President

Eileen Rizza C. Lim
Effective January 2025

INVESTMENT STRATEGY

Senior Vice President

Richard Emil R. Grau

Vice Presidents

Martin Antonio L. Español
Julian Raphael B. Favila

WEALTH PRODUCT DEVELOPMENT & GOVERNANCE

First Vice President

Pauline L. Clarin

TRUST

First Vice President/Trust Officer

Aires Michaela A. Yacat

First Vice President

Evelyn K. Sy

Vice Presidents

Norberto Robert S. Cabañero
Ma. Ricci Madge Y. Cangsu
Lyn L. De Guzman
Rodrigo Albert D. Maddatu
Michael Geronimo G. Martin
Francis Rhed M. Santiago
Eric B. Victoria
Marie Noelle U. Ynares

LENDING

Senior Manager

Len Andrew B. Liwanag

TREASURY

Senior Vice President/Treasurer

Gerardo Clemente C. Rivera

Vice President

Christopher Mari M. Topacio

CORPORATE PLANNING

Vice President

Anson L. Villaluz
Effective January 2025

BANK OPERATIONS

Vice President

Anthony V. Cabuyadao
Rowena Remedios I. Estrella

HUMAN RESOURCES & ADMINISTRATION

Assistant Vice President

Annaliza G. Valmonte

COMPLIANCE

First Vice President/Chief Compliance Officer

Maria Judith L. Castillo

RISK MANAGEMENT

Senior Assistant Vice President/Chief Risk Officer

Reyda B. Ibarrientos

SECURITY OFFICE

Senior Manager

Robert B. Boquiren

In Memoriam

Violeta O. LuYm[†]

Non-Executive Director
from 2007 to 2024



Private Banking Centers

ALABANG

14/F Tower 2 Insular Life Corporate Center
Insular Drive, Alabang
Muntinlupa City
Telephone: (+632) 8702-6336

BINONDO

9/F BDO Tower
Dasmariñas Street corner Marquina Street
Binondo, Manila
Telephone: (+632) 8243-3844, (+632) 8702-6287

GREENHILLS

Mezzanine Floor BDO Ortigas Building
209 Ortigas Avenue
Greenhills, San Juan City
Telephone: (+632) 8721-0042

MAKATI (Head Office)

Mezzanine Floor BDO Equitable Tower
8751 Paseo de Roxas
Makati City
Telephone: (+632) 8848-6300

ORTIGAS

46/F BDO Corporate Center Ortigas
12 ADB Avenue, Ortigas Center
Mandaluyong City
Telephone: (+632) 8588-9806

QUEZON CITY

4/F BDO Delta Quezon Avenue Building
Quezon Avenue Extension
West Triangle, Quezon City
Telephone: (+632) 8588-9812

CEBU

G/F Cebu Tower
Cebu Business Park
Mindanao corner Bohol Avenue
Cebu City
Telephone: (+6332) 236-6780

DAVAO

2/F BDO C.M. Recto Building
383 C.M. Recto Street
Davao City
Telephone: (+6382) 222-5235

ILOILO

Southpoint 1, Unit A, SM City Iloilo
Benigno Aquino Avenue
Mandurriao, Iloilo City
Telephone: (+6333) 329-4814

PAMPANGA

4/F BDO Angeles-Balibago Building
Ramon Tang Avenue
Balibago, Angeles City
Telephone: (+632) 8848-6300 local 36334

To make an appointment, please contact the Customer Service Management hotline at +63 (2) 8588-9800 or bdoprivatebank-customerservice@pb.bdo.com.ph.



The 2024 Annual Report and the Financial Supplements can be viewed and downloaded online at <https://www.bdo.com.ph/wealth/private-banking/about-us/corporate-governance/annual-report>.

BDO Private Bank, Inc. is regulated by the Bangko Sentral ng Pilipinas (<https://www.bsp.gov.ph>). For concerns and feedback, you may contact BDO Private Bank's Customer Service Management Hotline at (+632) 8588-9800 or email bdoprivatebank-customerservice@pb.bdo.com.ph; the BDO Customer Contact Center at (+632) 8888-0000. Deposits are insured by PDIC up to ₱1 Million* per depositor. The BDO Private Bank, BDO Unibank and other BDO-related trademarks are owned by BDO. All rights reserved.

* Effective March 15, 2025.

BDO Private Bank