

**SECURITIES AND EXCHANGE COMMISSION**  
**SEC FORM – ACGR**  
**ANNUAL CORPORATE GOVERNANCE REPORT**

1. Report is Filed for the Year **Consolidated Changes for the Calendar Year 2013**
2. Exact Name of Registrant as Specified in its Charter **RIZAL COMMERCIAL BANKING CORPORATION**  
**Yuchengco Tower, RCBC Plaza, 6819 Ayala Ave. cor.**  
**Gil Puyat Avenue, Makati City**
3. Address of Principal Office **0727**  
Postal Code
4. SEC Identification Number **17514**
5. (SEC Use Only)  
Industry Classification Code
6. BIR Tax Identification Number **320-000-599-760**  
**(02) 8949000**
7. Issuer's Telephone number, including area code  
**N/A**
8. Former name or former address, if changed from the last report

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**A. BOARD MATTERS**

**1) Board of Directors**

Number of Directors per Articles of Incorporation	15
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Actual number of Directors for the year	15
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**(a) Composition of the Board**

**Complete the table with information on the Board of Directors:**

Directors Name	Type (Executive (ED), Non-Executive (NED) or Independent Director (ID))	If nominee identify the principal	Nominator in the last election (if ID, state the relationship with the nominator)	Date first elected	Date last elected (if ID, state the number of years served as ID)	Elected when (Annual/Special Meeting)	No. of years served as director
Amb. Alfonso T. Yuchengco	NED	N/A	Corporate Governance Committee	Honorary Chairman (May 27, 2002-June 2004; June 2005)	June 24, 2013	Annual SH Meeting June 24, 2013	10 years
Helen Y. Dee	NED	N/A	Corporate Governance Committee	Board Chairperson (June 2005) Director (March 2005)	June 24, 2013	Annual SH Meeting June 24, 2013	8 years
Lorenzo V. Tan	ED	N/A	Corporate Governance Committee	Director / President and CEO (February 1 2007/April 1, 2007)	June 24, 2013	Annual SH Meeting June 24, 2013	6 years
Cesar E.A. Virata	NED	N/A	Corporate Governance Committee	Director (1995) Corporate Vice-Chairman (June 22, 2000)	June 24, 2013	Annual SH Meeting June 24, 2013	18 years
Atty. Teodoro D. Regala	NED	N/A	Corporate Governance Committee	June 28, 1999	June 24, 2013	Annual SH Meeting June 24, 2013	14 years
				Director			

<sup>1</sup> Reckoned from the election immediately following January 2, 2012.

Atty. Wilfrido E. Sanchez	NED	N/A	Corporate Governance Committee	March 27, 2006	June 24, 2013	Annual SH Meeting June 24, 2013	7 years
Atty. Ma. Celia H. Fernandez-Estavillo	ED	N/A	Corporate Governance Committee	Director (June 2005) Corporate Secretary (February 2005)	June 24, 2013	Annual SH Meeting June 24, 2013	8 years
Medel T. Nera	NED	N/A	Corporate Governance Committee	July 25, 2011	June 24, 2013	Annual SH Meeting June 24, 2013	2 years
Tim-Chiu R. Leung	NED	International Finance Corporation	Corporate Governance Committee	March 26, 2012	June 24, 2013	Annual SH Meeting June 24, 2013	1 year 3 mos.
Minki Brian Hong	NED	Hexagon Investments B.V.	Corporate Governance Committee	June 27, 2011	June 24, 2013	Annual SH Meeting June 24, 2013	2 years
Tze Ching I. Chan	NED	Hexagon Investments B.V.	Corporate Governance Committee	November 28, 2011	June 24, 2013	Annual SH Meeting June 24, 2013	2 years
Francis G. Estrada	NED	N/A	Corporate Governance Committee	December 17, 2012	June 24, 2013	Annual SH Meeting June 24, 2013	1/2 years
Armando M. Medina	ID	N/A	Eduardo S. Lopez / not related	Independent Director (February 26, 2003 to present)	June 24, 2013; 1 year	Annual SH Meeting June 24, 2013	10 years
Francisco C. Eizmendi, Jr.	ID	N/A	Eduardo S. Lopez / not related	Independent Director May 26, 2006	June 24, 2013; 1 year	Annual SH Meeting June 24, 2013	7 years

Antonino L. Alindogan, Jr.	ID	N/A	Eduardo S. Lopez / not related	Independent Director September 24, 2007	June 24, 2013; 1 year	Annual SH Meeting June 24, 2013	6 years
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**(b) Provide a brief summary of the corporate governance policy that the board of directors has adopted. Please emphasize the policy/ies relative to the treatment of all shareholders, respect for the rights of minority shareholders and of other stakeholders, disclosure duties, and board responsibilities.**

The latest revised Corporate Governance Manual was approved by the Board of Directors last 28 January 2013, a copy of which is attached as Annex "A" hereto and made an integral part hereof. The revised Manual incorporates provisions from BSP Circular No. 749 as amended by Circular No. 757 re: *"Guidelines in Strengthening Corporate Governance in BSP Supervised Financial Institutions,"* SEC's Revised Code of Corporate Governance, as well as principles from the *"Principles for Enhancing Corporate Governance"* issued by the Basel Committee on Banking Supervision and the Maharlika Board listing and disclosure rules.

As a policy statement under the Bank's Corporate Governance Manual, the Bank has structured itself to ensure that men and women who comprise it adhere to the basic principles of good governance, namely:

- a. **Transparency** or the availability of information through expansion of public disclosure requirements;
- b. **Accountability** which involves providing adequate incentives and instilling in the business environment the discipline to act in the best interest of the company; and
- c. **Fairness/equity** which implies that the rights of all concerned parties are protected. Directors shall not only promote the interest of stockholders but also that of other stakeholders such as depositors, investors and borrowers.

As a policy, the Board of Directors shall insist on strict adherence to the Bank's Corporate Governance Manual, which shall guide all relations with the Bank's major and other stakeholders and with the general public.

The Manual provides for the powers and authority, general responsibility, duties and functions of the Board and the duties and responsibilities of the individual director which are based on regulations and international best practices.

Under Section II.A.2.2.5 of the Manual, it is the responsibility of the Board of Directors to identify the Bank's major and other stakeholders (i.e. shareholders, depositors, investors, borrowers, clients, other relevant stakeholders and market participants) and formulate a clear policy on communicating or relating with them through an effective investor relations program. The Board shall be adequately transparent to its shareholders, depositors, other relevant stakeholders and market participants. The objective of transparency in the area of corporate governance is to provide these parties, consistent with national law and supervisory practice, with key information necessary to enable them to assess the effectiveness of the Board and senior management governing the Bank. The Board shall ensure the disclosure of relevant and useful information that supports the following key areas of corporate governance:

- (1) Board practices
- (2) Senior management
- (3) Risk management and internal controls
- (4) Compensation
- (5) Complex or opaque corporate structures
- (6) Disclosure and transparency

Such disclosure should be proportionate to the size, complexity, structure, economic significance and risk profile of the Bank.

The Board's commitment to fully disclose material information dealings at all times and to cause the timely filing of all required information for the interest of the stakeholders is reiterated and spelled out further under Section III.G of the Manual.

Under Section III.H of the Manual, the Board shall respect the rights of the shareholders as provided for in the Corporation Code, namely:

1. Right to vote on all matters that require their consent or approval;
2. Right to inspect the books and records of the Bank;
3. Right to information;
4. Right to dividends; and
5. Appraisal right.

It is the duty of the Board to promote the rights of the stockholders, remove impediments to the exercise of those rights and provide an adequate avenue for them to seek timely redress for breach of their rights.

**(c) How often does the Board review and approve the vision and mission?**

The Vision and Mission statements are meant to guide the Bank over a long term period. The frequency of review and approval are dependent on changes in the environment and the over-all strategic view of the Board. Accordingly, the Vision is reviewed every time there is a presentation to the Board or Board Committee regarding strategic plans or proposals.

**(d) Directorship in Other Companies**

**(i) Directorship in the Company's Group<sup>2</sup>**

Identify, as and if applicable, the members of the company's Board of Directors who hold the office of director in other companies within its Group:

Director's Name	Corporate Name of the Group Company	Type of Directorship (Executive, Non-Executive, Independent). Indicate if director is also the Chairman.
Amb. Alfonso T. Yuchengco	<ul style="list-style-type: none"> <li>• Pan Malayan Management and Investment Corporation (PMMIC)</li> <li>• YGC Corporate Services, Inc.</li> <li>• Luisita Industrial Park Corporation</li> <li>• Y Realty Corporation</li> <li>• RCBC Land, Inc.</li> <li>• RCBC Realty Corporation</li> <li>• ET Yuchengco, Inc.</li> <li>• House of Investments, Inc.</li> <li>• EEI Corporation (EEI)</li> <li>• Honda Cars Kalookan Inc.</li> <li>• Malayan Colleges Inc.</li> <li>• Malayan Colleges Laguna</li> </ul>	<ul style="list-style-type: none"> <li>• Executive, Chairman and CEO</li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive</li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive</li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive, Chairman</li> </ul>

<sup>2</sup> The Group is composed of the parent, subsidiaries, associates and joint ventures of the company.

	<ul style="list-style-type: none"> <li>Inc.</li> <li>• GPLHoldings, Inc.</li> <li>• Sun Life Grepa Financial, Inc.</li> <li>• MICO Equities Inc. (MEI)</li> <li>• Malayan Insurance Company, Inc. (MICO)</li> <li>• Malayan Insurance Co. (HK) Ltd.</li> <li>• Malayan Securities Corporation</li> <li>• <u>Philippine Integrated Advertising Agency, Inc.</u></li> <li>• <u>Yuchengco Museum, Inc.</u></li> <li>• <u>AY Foundation, Inc.</u></li> <li>• <u>Yuchengco Center, Inc.</u></li> </ul>	<ul style="list-style-type: none"> <li>• Non-Executive, Chairman</li> <li>• Non-Executive, Vice-Chairman</li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• <u>Non-Executive, Chairman</u></li> <li>• <u>Non-Executive, Chairman</u></li> <li>• <u>Non-Executive, Chairman</u></li> </ul>
Ms. Helen Y. Dee	<ul style="list-style-type: none"> <li>• Pan Malayan Management and Investment Corporation (PMMIC)</li> <li>• RCBC Forex Brokers Corporation</li> <li>• RCBC Savings Bank (RSB)</li> <li>• RCBC Leasing and Finance Corporation (RLFC)</li> <li>• YGC Corporate Services, Inc.</li> <li>• Isuzu Philippines Corporation</li> <li>• Honda Cars Phils. Inc.</li> <li>• Luisita Industrial Park Corporation</li> <li>• Y Realty Corporation</li> <li>• RCBC Realty Corporation</li> <li>• ET Yuchengco, Inc.</li> <li>• Seafront Resources Corporation</li> <li>• Philippine Integrated Advertising Agency, Inc.</li> <li>• Pan Malayan Express, Inc.</li> <li>• House of Investments, Inc. (HOI)</li> <li>• EEI Corporation (EEI)</li> <li>• Landev Corporation</li> <li>• Manila Memorial Park Cemetery, Inc.</li> <li>• La Funeraria Paz Sucat, Inc.</li> <li>• Honda Cars Kalookan Inc.</li> <li>• Xamdu Motors, Inc.</li> <li>• Hi-Esai Pharmaceutical, Inc.</li> </ul>	<ul style="list-style-type: none"> <li>• Non-Executive, Vice Chairperson</li> <li>• Non-Executive</li> <li>• Non-Executive, Chairperson</li> <li>• Non-Executive, Chairperson</li> <li>• Executive, President</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive, Co-Chairperson</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive, Chairperson</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive, Chairperson</li> <li>• Non-Executive, Vice Chairperson</li> <li>• Non-Executive, Chairperson</li> <li>• Non-Executive, <u>Chairperson</u></li> <li>• Non-Executive, Chairperson</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive, Chairperson</li> <li>• Non-Executive, Chairperson</li> </ul>



	<ul style="list-style-type: none"> <li>• iPeople Inc.</li> <li>• Pan Pacific Computer Center Inc.</li> <li>• Malayan Colleges Inc.</li> <li>• Mapua Information Technology Center Inc.</li> <li>• Malayan High School of Science Inc. (formerly Pandacan Properties Inc.)</li> <li>• GPLHoldings, Inc.</li> <li>• Sun Life Grepa Financial, Inc. ("Sun Life Grepa"; formerly Grepalife Financial, Inc.)</li> <li>• Grepa Realty Holdings Corporation</li> <li>• PetroEnergy Resources Corporation</li> <li>• MICO Equities Inc. (MEI)</li> <li>• Malayan Insurance Company, Inc. (MICO)</li> </ul>	<ul style="list-style-type: none"> <li>• Non-Executive</li> <li>• Non-Executive, Chairperson</li> <li>• Non-Executive</li> <li>• Non-Executive, Chairperson</li> <li>• Non-Executive, Chairperson</li> <li>• Executive, President</li> <li>• Non-Executive</li> <li>• Executive, President &amp; Chairperson</li> <li>• Non-Executive, Chairperson</li> <li>• Non-Executive</li> <li>• Non-Executive, Chairperson</li> </ul>
Mr. Lorenzo V. Tan	<ul style="list-style-type: none"> <li>• RCBC Capital Corporation (RCAP)</li> <li>• RCBC Forex Brokers Corporation</li> <li>• RCBC Savings Bank (RSB)</li> <li>• Merchants Savings and Loan Association, Inc./Rizal Microbank</li> <li>• RCBC Leasing and Finance Corporation (RLFC)</li> <li>• RCBC Rental Corporation</li> <li>• RCBC Telemoney Europe SpA</li> <li>• RCBC International Finance, Ltd. (RIFL)</li> <li>• RCBC Investment, Ltd.</li> <li>• Niyog Property Holdings, Inc.</li> <li>• YGC Corporate Services, Inc.</li> </ul>	<ul style="list-style-type: none"> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive, Vice Chairman</li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive, Vice Chairman</li> <li>• Non-Executive</li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive</li> <li>• Non-Executive</li> </ul>
Mr. Cesar E.A. Virata	<ul style="list-style-type: none"> <li>• <u>RCBC Bankard Services Corporation</u></li> <li>• RCBC Forex Brokers Corporation</li> <li>• RCBC Savings Bank (RSB)</li> <li>• RCBC International Finance, Ltd. (RIFL)</li> <li>• RCBC Investment, Ltd.</li> <li>• Niyog Property Holdings, Inc.</li> <li>• YGC Corporate Services, Inc.</li> <li>• Luisita Industrial Park Corporation</li> <li>• RCBC Land, Inc.</li> <li>• RCBC Realty Corporation</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Non-Executive, Chairman</u></li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive, Vice Chairman</li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive</li> </ul>

	<ul style="list-style-type: none"> <li>• Malayan Colleges Inc.</li> <li>• Malayan Insurance Company, Inc. (MICO)</li> <li>• AY Foundation, Inc.</li> </ul>	<ul style="list-style-type: none"> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• <u>Non-Executive, Director</u></li> </ul>
Atty. Teodoro D. Regala	<ul style="list-style-type: none"> <li>• MICO Equities Inc. (MEI)</li> <li>• Malayan Insurance Company, Inc. (MICO)</li> </ul>	<ul style="list-style-type: none"> <li>• Non-Executive</li> <li>• Non-Executive</li> </ul>
Atty. Wilfrido E. Sanchez	<ul style="list-style-type: none"> <li>• House of Investments, Inc.</li> <li>• EEI Corporation</li> </ul>	<ul style="list-style-type: none"> <li>• Non-Executive</li> <li>• Non-Executive</li> </ul>
Atty. Ma. Celia H. Fernandez-Estavillo	<ul style="list-style-type: none"> <li>• YGC Corporate Services, Inc.</li> <li>• Philippine Integrated Advertising Agency, Inc.</li> <li>• Malayan Colleges Inc.</li> <li>• <u>Yuchengco Center</u></li> </ul>	<ul style="list-style-type: none"> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• <u>Trustee</u></li> </ul>
Mr. Medel T. Nera	<ul style="list-style-type: none"> <li>• RCBC Forex Brokers Corporation</li> <li>• YGC Corporate Services, Inc.</li> <li>• RCBC Realty Corporation</li> <li>• Seafront Resources Corporation</li> <li>• House of Investments, Inc.</li> <li>• EEI Corporation (EEI)</li> <li>• EEI Realty Corporation</li> <li>• Al Rushaid Construction Corporation</li> <li>• Landev Corporation</li> <li>• Greyhounds Security and Investigation Corporation</li> <li>• Zamboanga Industrial Finance Corp.</li> <li>• Honda Cars Kalookan Inc.</li> <li>• Xamdu Motors, Inc.</li> <li>• Hi-Esai Pharmaceutical, Inc.</li> <li>• iPeople Inc.</li> <li>• Malayan Colleges Laguna Inc.</li> <li>• Investment Managers, Inc.</li> <li>• Hexagon Lounge, Inc.</li> <li>• <u>Manila Memorial Park Cemetery, Inc.</u></li> </ul>	<ul style="list-style-type: none"> <li>• Executive, Treasurer</li> <li>• Non-Executive</li> <li>• Executive, President</li> <li>• Non-Executive</li> <li>• Executive, President and CEO</li> <li>• Non-Executive</li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive, Chairman</li> <li>• Non-Executive, Chairman</li> <li>• Executive, President</li> <li>• Executive, President</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive</li> <li>• Non-Executive, Chairman</li> <li>• <u>Non-Executive</u></li> </ul>
Mr. Francis G. Estrada	<ul style="list-style-type: none"> <li>• RCBC Savings Bank</li> <li>• <u>EEI Corporation</u></li> </ul>	<ul style="list-style-type: none"> <li>• Non-Executive</li> <li>• <u>Non-Executive</u></li> </ul>
Mr. Armando M. Medina	<ul style="list-style-type: none"> <li>• RCBC Savings Bank</li> <li>• RCBC Capital Corporation</li> <li>• Malayan Insurance Company, Inc.</li> <li>• Malayan Colleges, Inc.</li> </ul>	<ul style="list-style-type: none"> <li>• Independent</li> <li>• Independent</li> <li>• Independent</li> <li>• Independent</li> </ul>
Mr. Antonino L. Alindogan, Jr.	<ul style="list-style-type: none"> <li>• <u>RCBC Bankard Services Corporation</u></li> <li>• RCBC Forex Brokers Corporation</li> <li>• House of Investments, Inc.</li> <li>• Great Life Financial Assurance Corporation</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Independent</u></li> <li>• Independent</li> <li>• Independent</li> <li>• Independent</li> </ul>

Mr. Francisco C. Eizmendi, Jr.	<ul style="list-style-type: none"> <li>• Sun Life Grepa Financial, Inc.</li> <li>• Great Life Financial Assurance Corporation</li> </ul>	<ul style="list-style-type: none"> <li>• Independent</li> <li>• Independent</li> </ul>
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**(ii) Directorship in Other Listed Companies**

Identify, as and if applicable, the members of the company's Board of Directors who are also directors of publicly-listed companies outside of its Group:

Director's Name	Name of Listed Company	Type of Directorship (Executive, Non-Executive, Independent). Indicate if director is also the Chairman.
Helen Y. Dee	Philippine Long Distance Telephone Company	Non-Executive Director
	National Reinsurance Corporation of the Philippines	Non-Executive Director
Cesar E.A. Virata	Lopez Holdings Corporation	Independent Director
	Belle Corporation	Independent Director
Wilfrido E. Sanchez	LT Group, Inc.	Non-Executive Director
	Universal Robina Corporation	Non-Executive Director
Medel T. Nera	National Reinsurance Corporation of the Philippines	Non-Executive Director
	Ayala Land Inc.	Independent Director
Francisco C. Eizmendi, Jr.	Makati Finance Corporation	Independent Director
Antonino L. Alindogan, Jr.	PAL Holdings, Inc.	Independent Director
	LT Group, Inc.	Independent Director

**(iii) Relationship within the Company and its Group**

Provide details, as and if applicable, of any relation among the members of the Board of Directors, which links them to significant shareholders in the company and/or in its group:

Director's Name	Name of the Significant Shareholder	Description of the relationship
Amb. Alfonso T. Yuchengco	Pan Malayan Management and Investment Corporation	Chairman and Chief Executive
Ms. Helen Y. Dee	Pan Malayan Investment and Management Corporation	Vice Chairperson

**(iv) Has the company set a limit on the number of board seats in other companies (publicly listed, ordinary and companies with secondary license) that an individual director or CEO may hold simultaneously? In particular, is the limit of five board seats in other publicly listed companies imposed and observed? If yes, briefly describe other guidelines:**

	Guidelines	Maximum Number of Directorships in other companies
<b>Executive Director</b>	Section II.A.2.4 of the Corporate Governance Manual provides that the Chief Executive Officer and other	Section II.A.2.4 of the Corporate Governance Manual provides that directors shall limit their outside board

	<p>executive directors may submit themselves to an indicative limit on membership in other corporate Boards. The same limit may apply to independent, non-executive directors who serve as full-time executives in other corporations. In any case, the capacity of directors to serve with diligence and efficiency shall not be compromised.</p> <p>Section 5.9.c of the Bank's Corporate Governance Committee Charter provides:</p> <p>The Committee shall consider the following guidelines in the determination of the number of directorships of a nominee for the Board:</p> <p>c.1 The nature of the business of the Corporations which he is a director;</p> <p>c.2 Age of the Director;</p> <p>c.3 Number of directorships/active memberships and officerships in other corporations or organizations; and</p> <p>c.4 Possible conflict of interest.</p> <p>The optimum number shall be related to the capacity of a director to perform his duties diligently in general.</p>	<p>seats to six (6), unless there is good justification for a greater number of outside board seats and these do not interfere with the amount and quality of time and attention of the director to the bank.</p>
<b>Non-Executive Director</b>	<p>See discussion under Executive Director.</p> <p>For independent directors, the limits prescribed under SEC Memorandum No. 9, s. 2011 shall apply. See discussion under A.4.</p>	<p>See discussion under Executive Director.</p>
<b>CEO</b>	<p>See discussion under Executive Director.</p>	<p>See discussion under Executive Director.</p>

(c) Shareholding in the Company

Complete the following table on the members of the company's Board of Directors who directly and indirectly own shares in the company:

Name of Director	Number of Direct shares	Number of Indirect shares / Through (name of record owner)	% of Capital Stock
Alfonso T. Yuchengo	3,997	72,108 –RCBC Sec.	0.006%%
Helen Y. Dee	438	212,731-RCBC Trust /PMMIC	0.02%
Cesar E. A. Virata	167	50,000-RCBC Trust	0.00%
Lorenzo V. Tan	5	-	0.00%
Teodoro D. Regala	1	-	0.00%
Antonino L. Alindogan Jr.	1	-	0.00%
Minki Brian Hong	1	-	0.00%
Ma. Celia Fernandez- Estavillo	14	379,200 – RCBC Trust	0.03%
Francisco Eizmendi	1	-	0.00%
Armando M. Medina	195	-	0.00%
Wilfrido E. Sanchez	1	30,000- RCBC Sec.	0.00%
Medel T. Nera	1	-	0.00%
Francis G. Estrada	3	-	0.00%
Tim Chiu R. Leung	1	-	0.00%
Tze Ching Chan	1	-	0.00%

\*As of 31 December 2013

2) Chairman and CEO

(a) Do different persons assume the role of Chairman of the Board of Directors and CEO? If no, describe the checks and balances laid down to ensure that the Board gets the benefit of independent views.

Yes  No  (v)

Identify the Chair and CEO:

Chairman of the Board	Ms. Helen Y. Dee
CEO/President	Mr. Lorenzo V. Tan

(b) Roles, Accountabilities and Deliverables

Define and clarify the roles, accountabilities and deliverables of the Chairman and CEO.

	Chairman	Chief Executive Officer
Role	Article IV, Section 1.d. of the Bank's By-Laws provides that the Chairman, and in his absence or ability, the Corporate Vice Chairman of the Board of Directors, shall preside at all meetings of the stockholders.  Article V, Section 9 of the Bank's By-	Article VIII, Section 1 of the Bank's By-Laws provides that the President shall be the Chief Executive Officer of the Bank and shall execute and administer the policies approved by the Board. He shall have direct and immediate supervision over the

	<p>Laws provides that the Chairman, and in his absence or ability, the Corporate Vice Chairman, shall be the Presiding Officer of the Board of Directors and shall decide on all matters to be included in the Agenda.</p>	<p>operations and management of the Bank, and in general perform all duties incident to the office of the President and Chief Executive Officer. He shall be a member of the Executive Committee and of all major management committees. He shall also exercise such other powers as may be vested upon him by the Board not incompatible with law or the By-Laws.</p>
<p>Accountabilities</p>	<p>Section II.A.3.1.1 of the Bank's Corporate Governance Manual provides that the Chairperson shall assist in ensuring compliance with and performance of the corporate governance policies and practices.</p> <p>Section II.A.3.2 of the Bank's Manual provides that the Chairperson shall have the following duties and responsibilities:</p> <p>3.2.1 Mainly responsible for the proper governance of the Bank through the Board of Directors.</p> <p>3.2.2. Provide leadership in the Board of directors. The Chairperson shall be responsible for the efficient functioning of the Board including maintaining a relationship of trust with the members of the Board. The Chairperson will decide on all matters to be included in the agenda and preside at meetings of the stockholders and Board of Directors.</p> <p>3.2.3. Ensure that the Board takes an informed decision.</p> <p>(a) Ensure active participation and sufficiently deep professional involvement of all members of the Board of Directors.</p> <p>(b) Encourage and actively solicit views and opinions of other members of the Board in the process of arriving at a decision.</p> <p>(c) Ensure that all members of the Board are given sufficient information and time to enable them to study carefully and responsibly</p>	<p>Section II.A.3.4 of the Bank's Corporate Governance Manual provides that the Chief Executive Officer (CEO) will be in-charge of and will exercise general management responsibilities over management development, public relations and advertising relations with the BSP and other offices, agencies and instrumentalities on the Philippine government, relations with the Bankers' Association of the Philippines and other industry associations, and relations with other ASEAN countries. He will be a member of the Executive Committee and of all major management committees, and will exercise such other powers and perform such other duties as the Board of Directors may prescribe from time to time.</p> <p>He shall ensure that, and be accountable for, the business and affairs of the Bank are managed in a sound and prudent manner and that operational, financial and internal control are adequate and effective to ensure reliability and integrity of financial and operational information, effectiveness and efficiency of operations, safeguarding of assets and compliance with laws, rules, regulations and contracts.</p> <p>The CEO shall provide leadership for Management in developing and implementing business strategies, plans and budgets to the extent approved by the Board. He shall provide the Board with a balanced and understandable account of the Bank's performance, financial</p>

	<p>issues that come up to the Board.</p> <p>(d) Allow for, and even encourage, the expression of independent views that may be different from those proposed by top management.</p> <p>3.2.4. Ensure that the meetings of the Board are held in accordance with the By-laws and annual schedule approved by the Board or as the Chairperson may deem necessary.</p> <p>3.2.5. Supervise the preparation of the agenda of the meeting in coordination with the Corporate Secretary, taking into consideration the suggestions of the CEO, Management and the directors.</p> <p>3.2.6. Ensure and maintain quality and timely lines of communication and flow of information between the Board and Management.</p> <p>3.2.7. Ensure that the Board has free access to people who can answer their questions, preventing the need for back channels.</p>	<p>condition, results of operations prospects on a regular basis.</p>
Deliverables	As discussed above.	As discussed above.

**3) Explain how the board of directors plan for the succession of the CEO/Managing Director/President and the top key management positions?**

Under Section 5.4 of the Bank's Corporate Governance Committee Charter, it is the Corporate Governance Committee that makes recommendations to the Board regarding the succession plan for the Board members and senior officers, and their remuneration commensurate with corporate and individual performance.

**4) Other Executive, Non-Executive and Independent Directors**

**Does the company have a policy of ensuring diversity of experience and background of directors in the board? Please explain.**

Yes. Under Section II.A.2.3.1 of the Bank's Corporate Governance Manual, one of the duties and functions of the Board of Directors is to implement a process of selection from a broad pool of qualified candidates to ensure a mix of competent directors who can add value and contribute independent judgment to the formulation of sound corporate strategies and policies. The selection process shall ensure that a sufficient number of qualified non-executive members are elected to promote the independence of the board from the views of senior management.

**Does it ensure that at least one non-executive director has an experience in the sector or industry the company belongs to? Please explain.**

Yes. Section II.A.1.3 of the Bank's Corporate Governance Manual provides that non-executive directors shall possess such qualifications and stature that would enable them to effectively participate in the deliberations of the Board.

**Define and clarify the roles, accountabilities and deliverables of the Executive, Non-Executive and Independent Directors:**

	Executive	Non-Executive	Independent Director
Role	The Bank's Corporate Governance Manual defines executive directors as those who are part of the day to day management of banking operations.	The Bank's Corporate Governance Manual defines non-executive directors as those who are not part of the day to day management of banking operations and includes independent directors.	The Bank's Corporate Governance Manual defines independent directors as directors who, apart from their fees and shareholdings, are independent of management and free from any business or other relationship which could, or could reasonably be perceived to materially interfere with the exercise of independent judgment in carrying out their responsibilities as directors.
Accountabilities	The general responsibilities, duties and functions of the Board and the duties and responsibilities of the individual directors under the Bank's Corporate Governance Manual attached as Annex "A" hereto apply.	The general responsibilities, duties and functions of the Board and the duties and responsibilities of the individual directors under the Bank's Corporate Governance Manual attached as Annex "A" hereto apply.	The general responsibilities, duties and functions of the Board and the duties and responsibilities of the individual directors under the Bank's Corporate Governance Manual attached as Annex "A" hereto apply.
Deliverables	-do-	-do-	-do-

**Provide the company's definition of "independence" and describe the company's compliance to the definition.**

Independence is defined as independence from management and freedom from any business or other relationship which could, or could reasonably be perceived to materially interfere with the exercise of independent judgment in carrying out responsibilities as executive directors.

The Bank's independent directors possess all the qualifications and none of the disqualifications provided under SEC and BSP issuances.

**Does the company have a term limit of five consecutive years for independent directors? If after two years, the company wishes to bring back an independent director who had served for five years, does it limit the term for no more than four additional years? Please explain.**



Independent directors serve as such in accordance with the term limits prescribed in SEC Memorandum Circular No. 9. Series of 2011 re: Term Limits for Independent Directors. Under the said circular, ID's can serve as such for five (5) consecutive years, after which the ID shall be ineligible for election in the same company as such unless he has undergone a two (2) year cooling off period. An ID re-elected as such in the same company after the two (2) year cooling off period can serve for another five (5) consecutive years. After serving as ID for ten (10) years, the ID shall be perpetually barred from being elected as such in the same company.

**5) Changes in the Board of Directors (Executive, Non-Executive and Independent Directors)**

**(a) Resignation/Death/Removal**

Indicate any changes in the composition of the Board of Directors that happened during the period:

None

Name	Position	Date of Cessation	Reason

**(b) Selection/Appointment, Re-election, Disqualification, Removal, Reinstatement and Suspension**

Describe the procedures for the selection/appointment, re-election, disqualification, removal, reinstatement and suspension of the members of the Board of Directors. Provide details of the processes adopted (including the frequency of election) and the criteria employed in each procedure:

Procedure	Process Adopted	Criteria
<b>a. Selection/Appointment</b>		
(i) Executive Directors	<p>In accordance with Section 5.9.a. of the Bank's Corporate Governance Committee Charter, to the extent practicable, the members of the Board are selected from a broad pool of qualified candidates. The Committee pre-screens and shortlists all candidates nominated to become a member of the Board in accordance with the qualifications and disqualifications enumerated in the Bank's Corporate Governance Manual.</p> <p>The nominees for directors are reported to the shareholders in the Information Statement.</p> <p>Under Section 2, Article V of the By-Laws, directors shall be elected at the annual meeting of the</p>	<p>In accordance with Section II.A.2.3.1 of the Corporate Governance Manual, the members of the Board must be chosen from broad pool of qualified candidates to ensure a mix of competent directors who can add value and contribute independent judgment to the formulation of sound corporate strategies and policies.</p> <p>Under Section 2, Article V of the By-Laws, no person shall be qualified or be eligible for nomination or election to the Board of Directors if he is engaged in any business that competes with or is antagonistic to that of the corporation, its subsidiaries or affiliates, as may be determined by the Board of Directors, in the exercise of its judgment in good faith,</p>

	stockholders, each of whom shall hold office for a term of one (1) year or until his successor shall have been chosen and qualified. The fifteen candidates receiving the highest number of votes shall be elected.	by at least a majority vote. A person is deemed to be so engaged based on the qualifications provided in the By-Laws.
(ii) Non-Executive Directors	See discussion above.	Section II.A.2.3.1 of the Corporate Governance Manual, the selection process shall ensure that a sufficient number of qualified non-executive members are elected to promote the independence of the board from the views of senior management.
(iii) Independent Directors	The Bank complies with the procedure set forth under Rule 38 of the Amended Implementing Rules and Regulations of the Securities Regulation Code.	In addition to the discussion above, the independent directors shall possess all of the qualifications and none of the disqualifications provided for under applicable laws and regulations as well as the Bank's Corporate Governance Manual.
<b>b. Re-appointment</b>		
(i) Executive Directors	See discussion above.	See discussion above.
(ii) Non-Executive Directors	See discussion above.	See discussion above.
(iii) Independent Directors	See discussion above.	See discussion above.
<b>c. Permanent Disqualification</b>		
(i) Executive Directors	<p>The Bank complies with Section X143.3 of the BSP Manual of Regulations for Banks (MORB) as amended by BSP Circular No. 758, s. of 2012 which provides that directors of the Bank are subject to Monetary Board confirmation. A director who possesses any disqualification as provided for in the MORB shall not be confirmed and shall be removed from office even if he/she has assumed the position to which he/she was elected/appointed.</p> <p>The Bank likewise complies with Section X143.4 of the MORB on the disqualification procedures of directors. A copy of</p>	<p>The Bank complies with the provisions of Sec. X143.1.a of the MORB and the SEC Revised Code of Corporate Governance on grounds for permanent disqualification of a director.</p> <p>Section II.B.3.1 of the Bank's Corporate Governance Manual attached as Annex "A" hereto provides for permanent disqualification.</p>

	X143.4 of the MORB is attached hereto as Annex "B" and made an integral part hereof.	
(ii) Non-Executive Directors	See discussion above.	See discussion above.
(iii) Independent Directors	See discussion above.	<p>Section II.B.4 of the Bank's Corporate Governance Manual provides for the following qualifications of an independent director:</p> <p>4.1 Is not or has not been an officer or employee of the bank, its subsidiaries or affiliates or related interests during the past three (3) years counted from the date of his election;</p> <p>4.2 Was not a regular director who resigned or whose term ended within the last two (2) years.</p> <p>4.3 Was not appointed the Chairman "Emeritus", "Ex-Officio" Directors/Officers or Members of any Executive Advisory Board, or otherwise, appointed in a capacity to assist the Board in the performance of its duties and responsibilities within the last one (1) year.</p> <p>4.4 Is not a director or officer of the related companies of the Bank's majority stockholder;</p> <p>4.5 Is not a stockholder holding shares of stock sufficient to elect one seat in the board of the bank or any of its related companies;</p> <p>4.6 Is not a relative within the fourth degree of consanguinity or affinity, legitimate or common law of any director, officer or shareholder holding shares of stock sufficient to elect one seat in the Board of the Bank or any of its related companies;<sup>3</sup></p>

<sup>3</sup> This has been amended by BSP Circular 793, s. 2013 dated 05 July 2013. The amendment reads "An independent director shall mean a person who xxx (4) Is not a relative, legitimate or common-law of any director, officer or stockholder holding shares of stock sufficient to elect one seat in the board of the bank or any of its related companies. For this purpose, relatives

		<p>4.7 Is not acting as a nominee or representative of any director, officer or substantial shareholder of the Bank or any of its related companies or any of its substantial shareholders, pursuant to a deed of trust or under any contract or arrangement;</p> <p>4.8 Is not retained as professional adviser, consultant, agent or counsel of the institution, any of its related companies or any of its substantial shareholders, either in his personal capacity or through his firm; is independent of management and free from any business or other relationship, has not engaged and does not engage in any transaction with the institution or with any of its related companies or with any of its substantial shareholders, whether by himself or with other persons or through a firm which he is a partner or a company of which he is a director or substantial shareholder, other than transactions which are conducted at arms length and could not materially interfere with or influence the exercise of his judgment; and</p> <p>4.9 Is not a director, officer, principal stockholder, among others, of securities brokers-dealers. However, this does not apply to brokers-dealers of fixed income securities.</p>
<b>d. Temporary Disqualification</b>		
(i) Executive Directors	In accordance with Section II.B.3.2 of the Bank's Corporate Governance Manual, a temporarily disqualified director shall, within sixty (60) days from such disqualification, take	The Bank complies with the provisions of Sec. X143.1.b of the MORB and the SEC Revised Code of Corporate Governance on grounds for temporary disqualification

refer to the spouse, parent, child, brother, sister, parent-in-law, son-/daughter-in-law, and brother-/sister-in-law;\*

	the appropriate action to remedy or correct the disqualification. If he fails or refuses to do so for unjustified reasons, the disqualification shall become permanent.	of a director.  Section II.B.3.2 of the Bank's Corporate Governance Manual attached as Annex "A" hereto provide for the grounds for temporary disqualification.
(ii) Non-Executive Directors	See discussion above.	See discussion above.
(iii) Independent Directors	See discussion above.	See discussion above.
<b>e. Removal</b>		
(i) Executive Directors	See discussion above.	See discussion above.
(ii) Non-Executive Directors	See discussion above.	See discussion above.
(iii) Independent Directors	See discussion above.	See discussion above.
<b>f. Re-instatement</b>		
(i) Executive Directors	See discussion above.	See discussion above.
(ii) Non-Executive Directors	See discussion above.	See discussion above.
(iii) Independent Directors	See discussion above.	See discussion above.
<b>g. Suspension</b>		
(i) Executive Directors	See discussion above.	See discussion above.
(ii) Non-Executive Directors	See discussion above.	See discussion above.
(iii) Independent Directors	See discussion above.	See discussion above.

#### **Voting Result of the last Annual General Meeting**

<b>Name of Director</b>	<b>Votes Received</b>
Please see reply below.	Please see reply below.

During the last annual shareholders' meeting held on 24 June 2013, all of the directors received votes of stockholders representing a total of 1,062,330,973 common and preferred shares of stocks or 83.28% of the Corporation's outstanding 1,275,658,638 common and preferred shares entitled to vote.

#### **6) Orientation and Education Program**

##### **(a) Disclose details of the company's orientation program for new directors, if any.**

Newly-appointed directors attend a seminar on corporate governance within six (6) months from the date of their election and/or appointment, in compliance with the BSP requirement.

##### **(b) State any in-house training and external courses attended by Directors and Senior Management<sup>4</sup> for the past three (3) years:**

<sup>4</sup> Senior Management refers to the CEO and other persons having authority and responsibility for planning, directing and controlling the activities of the company.

Name of Director/Officer	Date of Training	Program	Name of Training Institution
Directors	November 28, 2011	AML Training (Functions of the AMLC; Covered and suspicious transactions; Updated AML Rules and Regulations (BSP Circular No. 706); Frequently asked questions involving Politically Exposed Persons (PEPs); Responsibility of the Board of Directors of the Bank on AML Compliance; and Other Highlights of BSP Circular No. 706)	Speaker: Atty. Richard David Funk II, Deputy Director and Head of the Compliance and Investigation Group of the AMLC  Program facilitated by Regulatory Affairs Division, Legal and Regulatory Affairs Group, RCBC
<u>Directors and Senior Officers</u>	<u>August 27, 2013</u>	<u>SEC Corporate Governance Initiatives/Trends in Regulatory Framework</u>	<u>Speakers:</u> <u>SEC Chairperson Teresita J. Herbosa – brief remarks;</u> <u>SEC Corporate Governance and Finance Department Dir. Justina Callangan – seminar proper</u> Program facilitated by Regulatory Affairs Division, Legal and Regulatory Affairs Group, RCBC
<u>Directors and Senior Officers</u>	<u>September 30, 2013</u>	<u>Updates on the Anti-Money Laundering Act of 2013, as amended</u>	<u>Speaker:</u> <u>Mr. Arnold Frane of the Legal Services Group, Anti-Money Laundering Council Secretariat, BSP</u> Program facilitated by Regulatory Affairs Division, Legal and Regulatory Affairs Group, RCBC
<u>Directors and Senior Officers</u>	<u>October 29, 2013</u>	<u>Basel III and Financial Regulatory Reform</u>	<u>Speaker:</u> <u>Mr. Christian G. Lauron, Partner, Financial Services Risk Management, SGV&amp;Co.</u> Program facilitated by Regulatory Affairs Division, Legal and Regulatory Affairs Group, RCBC
<u>Directors and Senior Officers</u>	<u>November 25, 2013</u>	<u>Evaluating Risks in Project Finance Transactions</u>	<u>Speaker:</u> <u>Atty. Laurence Rogero, Consultant for local and international water and power companies and former consultant for the Asian Development Bank and World Bank</u> Program facilitated by Regulatory Affairs Division, Legal and Regulatory

			Affairs Group, RCBC
Directors and Officers SVP's and Up of RCBC and RCBC Subsidiaries; Directors and key officers of RCBC affiliates	March 22, 2014	Corporate Governance <i>*pursuant to SEC Memorandum Circular No. 20 effective January 1, 2014</i>	SGV & Co.

(c) Continuing education programs for directors: programs and seminars and roundtables attended during the year.

Name of Director/Officer	Date of Training	Program	Name of Training Institution
		Please see reply in item (b) above.	

B. CODE OF BUSINESS CONDUCT & ETHICS

1) Discuss briefly the company's policies on the following business conduct or ethics affecting directors, senior management and employees:

Business Conduct & Ethics	Directors	Senior Management	Employees
(a) Conflict of Interest	<p>The Bank has approved its revised Policy on Related Party Transactions last 24 September 2012 requiring directors to disclose potential related party transactions as well as details of their other directorships and any shareholdings owned by them or members of their family. Directors are likewise tasked with monitoring and managing potential conflicts of interest of related parties, including misuse of corporate assets and abuse in related party transactions.</p> <p>Under Section</p>	<p>The Bank's Code of Conduct sets forth the policy on conflict of interests which covers all employees. As a policy, all employees are prohibited from competing with or unduly benefiting from the Bank or any of the companies in the conglomerate and from allowing business dealings on behalf of RCBC be influenced by personal or family interests.</p>	<p>Please see discussion under Senior Management.</p>

	<p>II.B.1.2 of the Bank's Corporate Governance Manual, one of the duties of the director is as follows:</p> <p>1.2 To conduct fair business transactions with the Bank and to ensure that his personal interest does not bias board decisions. Directors should, whenever possible, avoid situations that would give rise to a conflict of interest. If transactions with the institution cannot be avoided, it should be done in the regular course of business and upon terms not less favorable to the institution than those offered to others. The basic principle to be observed is that a director should not use his position to make profit or to acquire benefit or advantage for himself and/or his related interests. He should avoid situations that would compromise his impartiality.</p>		
(b) Conduct of Business and Fair Dealings	See discussion above.	The Bank's Code of Conduct provides that employees should strive to build good working relationships with shareholders and suppliers, They should be treated in the same	Please see discussion under Senior Management.



		manner as co-associates – with utmost courtesy and respect as they are also expected to achieve the highest standards of service quality to clients.	
(c) Receipt of gifts from third parties	See discussion above.	Under the Bank's Code of Conduct, generally, employees can accept if it is unsolicited and not given to influence one's judgment. Otherwise, employees should decline it and explain RCBC's policy to the gift-giver. The Bank does not allow solicitation of gifts, directly or indirectly, from customers or suppliers. Under no circumstance do employees accept, directly or indirectly, payments, loans, kickbacks, special privileges or services in exchange for favors.	Please see discussion under Senior Management.
(d) Compliance with Laws & Regulations	Under Section B. 1.8 of the Bank's Corporate Governance Manual, directors are required to have a working knowledge of the statutory and regulatory requirements affecting the Bank and its operations, including the contents of its Articles of Incorporation and By-laws, the rules and regulations of the SEC and BSP, and where applicable, the requirements of other regulatory agencies having jurisdiction over the Bank, and keep abreast with industry developments and business trends.	Under the Bank's Code of Conduct, all employees must ensure understanding of and compliance with all Bank policies and Philippine laws directly affecting his/her employment.  As a banking institution, the Bank is governed by special laws as well as regulation issued by the BSP, SEC, PSE, DOLE and by the Government of the Republic of the Philippines as a whole. It is the duty of all employees to abide by the provisions thereof lest sanctions be imposed by the Bank. Questions regarding any provision of law may be address to the respective Group Head or the Legal Affairs	Please see discussion under Senior Management.

	Section II.A.2.3.4 of the Corporate Governance Manual further provides that it is the responsibility of the Board of Directors to ensure that the Bank complies with all relevant laws, regulations and endeavors to adopt best business practices.	Division.	
(e) Respect for Trade Secrets/Use of Non-public Information	Under Section II.B.1.9 of the Bank's Corporate Governance Manual, one of the duties and responsibilities of a director is as follows: 1.9 To observe and safeguard confidentiality of non-public information acquired by reason of his position as a director. A director may not disclose said information to any other person without the authority of the Board.	Under the Bank's Code of Conduct, all employees are mandated to protect the Bank's assets and to use the same for authorized business purposes only. Guidelines for the treatment of bank assets include guidelines on proprietary information which includes confidential and material non-public information. As a general rule, proprietary information shall not be disclosed unless authorized by the Bank and the law.	Please see discussion under Senior Management.
(f) Use of Company Funds, Assets and Information	See discussion above.	All bank associates, which include the Senior Management, are governed by the Bank's Code of Conduct. Under the Code, they are mandated to protect bank funds, assets and information, and to use the same for authorized business purposes only.  All employees are responsible for safeguarding and making proper and efficient use of Bank funds and assets. Guidelines for the treatment of bank assets are divided into four (4) major categories: (1)	Please see discussion under Senior Management.

		Proprietary Information; (2) Bank Funds and Property; (3) Bank Records; and (4) Goodwill and Reputation.	
(g) Employment & Labor Laws & Policies	See discussion under Compliance with Laws and Regulations.	Please see discussion under Compliance with Laws and Regulations.	Please see discussion under Compliance with Laws and Regulations.
(h) Disciplinary action	Disciplinary action is based on grounds and procedures under applicable laws and regulations issued by regulatory authorities, particularly the BSP, PSE, and SEC.	The Bank has a Code of Discipline which sets forth the types of penalties which may be imposed for violation of the Code of Conduct ranging from reprimand, suspension, termination depending on the gravity of offenses which may be minor, serious or grave offenses, after observance of due process.	Please see discussion under Senior Management.
(i) Whistle Blower	Under the leadership of the Chairperson who is responsible for ensuring the efficient functioning of the Board of Directors, directors are tasked with and the Chairperson is duty bound to ensure the expression of views and independent judgment of the members of the Board.	To give all employees the confidence to raise concerns about behavior and practice and to mitigate risks and losses through the early discovery of irregular activities, the Bank commits itself to break down communication barriers and provide a safe internal communication channel for all employees to express their concerns through the enactment of the Open Communication Policy, which allows for anonymous disclosures and the protection of informants from sanctions under specific conditions.  The policy covers all reports or information in relation to actual or suspected criminal activities, unlawful acts or omissions, fraud,	Please see discussion under Senior Management.

		violations of the Code of Conduct and other bank policies, danger to health and safety, improprieties or malpractice in the workplace, including those related to matters of financial reporting, internal control and/or auditing.	
(j) Conflict Resolution	<p>Under Section II.B.1.7 of the Corporate Governance Manual, a director is duty bound to carefully evaluate the situation and state his position when a disagreement with others occurs. He should not be afraid to take a position even though it might be unpopular. Corollarily, he should support plans and ideas that he thinks will be beneficial to the institution.</p> <p>Conflicts are resolved under the leadership of the Chairperson who ensures the efficient functioning of the Board of Directors.</p>	<p>Under the Code of Conduct, the Bank condemns certain acts such as, but not limited to, threatening or violent behavior, insubordination or willful disobedience, uttering obscene, insulting or offensive words against associates, making racist, sexist or ethnic jokes or politically incorrect comments about associates, and rumor-mongering. These are dealt with in accordance the Code of Discipline.</p>	Please see discussion under Senior Management.

**2) Has the code of ethics or conduct been disseminated to all directors, senior management and employees?**

The Corporate Governance Manual has been presented to and approved by the Board. It has been disseminated to all bank associates in the Bank's intranet system as well as posted in the Compliance Office Library (COOL). All associates of the Bank are also required to complete the corporate governance e-learning course, the latest of which was rolled out in December 10, 2013.

The Bank's Code of Conduct, including updates thereto, are made available and readily accessible by all associates online through the intranet service of the Bank.

**3) Discuss how the company implements and monitors compliance with the code of ethics or conduct.**

Under Section III.A.1.2.1 of the Bank's Corporate Governance Manual, the compliance officer is tasked to monitor compliance with the provisions and requirements of the Manual and the rules and regulations of regulatory agencies and, if any violations are found, report the matter to the Chairman and Corporate Governance Committee and recommend the imposition of the appropriate disciplinary action for such violation and the adoption of measures to prevent a repetition of the violation, subject to review and

approval by the Board.

Under the Bank's Code of Conduct, it is the responsibility of the unit heads to ensure that his/her people comply with the Code of Conduct, as well as policies directly affecting their jobs.

#### 4) Related Party Transactions

##### (a) Policies and Procedures

**Describe the company's policies and procedures for the review, approval or ratification, monitoring and recording of related party transactions between and among the company and its parent, joint ventures, subsidiaries, associates, affiliates, substantial stockholders, officers and directors, including their spouses, children and dependent siblings and parents and of interlocking director relationships of members of the Board.**

Related Party Transactions	Policies and Procedures
(1) Parent Company	<p>Section 5.1 of the Bank's Policy on Related Party Transactions provides that the Board shall be responsible in monitoring and managing potential conflicts of interest of related parties, including misuse of corporate assets and abuse in Related Party Transactions.</p> <p>Section 5.2 provides that if a transaction is determined to be a Related Party Transaction, such transaction, including all of the relevant details regarding such transaction, shall be submitted for analysis and evaluation to the Audit Committee to determine whether or not the Related Party Transaction is on terms no less favorable to the Bank than terms available to any unconnected third party under the same or similar circumstances. The transaction shall thereafter be presented to the Board for approval.</p> <p>Under Section A.2.3.8 of the Corporate Governance Manual, the Bank's stockholders are required to confirm by majority vote, in the annual stockholders' meeting, the bank's significant transactions with its DOSRI and other related parties.</p>
(2) Joint Ventures	The Bank's policy applies to its joint ventures.
(3) Subsidiaries	The Bank's policy applies to its subsidiaries.
(4) Entities Under Common Control	The Bank's policy applies to entities under common control.
(5) Substantial Stockholders	The Bank's policy applies to its DOSRI as defined in the MORRB. Under Section 326.1.c of the MORRB, stockholders are defined as "any stockholder of record in the books of the bank, acting personally, or through an attorney-in-fact, or any other person duly authorized by him or through a trustee designated pursuant to a proxy or voting trust or similar contracts, whose stockholdings in the lending bank, individual and/or collectively with the stockholdings of: (i) his spouse and/or relative within the first degree of consanguinity or affinity or legal adoption; (ii) a partnership in which the stockholder and/or the spouse and/or any of the aforementioned relatives is a general partner; (iii) corporation, association or firm of which the stockholder and/or his spouse and/or the aforementioned relatives own more than fifty percent (50%) of the total

	subscribed capital stock of such corporation, association or firm, amount to one percent (1%) or more of the total subscribed capital stock of the bank.
(6) Officers including spouse/children/siblings/parents	The Bank's policy applies to DOSRI as defined in the MORB and key management personnel and close members of the family of its key management personnel as defined in the policy.
(7) Directors including spouse/children/siblings/parents	The Bank's policy applies to DOSRI as defined in the MORB. This includes directors and his/her spouse or relative within the first degree of consanguinity or affinity, or relative by legal adoption, of a director of the Bank.
(8) Interlocking director relationship of Board of Directors	The Bank's policy applies to DOSRI as defined in the MORB. The definition of related interest under Section X326.1.e of the MORB covers interlocking directors.

**(b) Conflict of Interest**

**(i) Directors/Officers and 5% or more Shareholders**

Identify any actual or probable conflict of interest to which directors/officers/5% or more shareholders may be involved.

	Details of Conflict of Interest (Actual or Probable)
Name of Director/s	None. Please see reply below.
Name of Officer/s	None. Please see reply below.
Name of Significant Shareholders	None. Please see reply below.

The Bank fully complies with the approval and disclosure requirements of the BSP for credit exposures of its DOSRI as well as significant intra-group transactions as well as the Bank's policy for approval of related party transactions.

**(ii) Mechanism**

Describe the mechanism laid down to detect, determine and resolve any possible conflict of interest between the company and/or its group and their directors, officers and significant shareholders.

	Directors/Officers/Significant Shareholders
Company	Section 4.2 of the Bank's revised Policy on Related Party Transactions provides that each of the directors and officers shall disclose to the Board, through the Bank's corporate secretary, details of their other directorships and any shareholdings owned by them or members of their family. Furthermore, any changes to this information shall be immediately communicated to the Board through the corporate secretary.  As mentioned, if a transaction is determined to be a related party transaction, the same shall be submitted to the Audit Committee for analysis and evaluation and thereafter submitted to the Board for approval.
Group	The Bank's Policy on Related Party Transactions is for the guidance of the Bank and/or its subsidiaries.

5) Family, Commercial and Contractual Relations

- (a) Indicate, if applicable, any relation of a family,<sup>5</sup> commercial, contractual or business nature that exists between the holders of significant equity (5% or more), to the extent that they are known to the company:

Names of Related Significant Shareholders	Type of Relationship	Brief Description of the Relationship
None.		

- (b) Indicate, if applicable, any relation of a commercial, contractual or business nature that exists between the holders of significant equity (5% or more) and the company:

Names of Related Significant Shareholders	Type of Relationship	Brief Description
None.		

- (c) Indicate any shareholder agreements that may impact on the control, ownership and strategic direction of the company:

Name of Shareholders	% of Capital Stock affected (Parties)	Brief Description of the Transaction
PMMIC HIBV	PMMIC (42.14%) HIBV (11.6%) *directly owned shares only	Shareholders Agreement among PMMIC, Hexagon Investment B.V. and RCBC dated 12 May 2011 was entered into to set out certain rights and obligations of the parties when HIBV acquired shares in RCBC pursuant to the Share Acquisition Agreement and Share Purchase Agreement executed on the same date
PMMIC IFC Fund IFC	PMMIC (47.81%) IFC Fund (5.57%) IFC (6.10%) *both directly and beneficially owned	Amended and Restated Policy Agreement among RCBC, PMMIC, IFC and IFC Capitalization (Equity) Fund, LP dated 15 February 2013 was entered into for purposes of regulating their relations within the Company when IFC subscribed to shares in RCBC (Share Acquisition Agreement) and when IFC Fund subscribed

<sup>5</sup> Family relationship up to the fourth civil degree either by consanguinity or affinity.

6) **Alternative Dispute Resolution**

Describe the alternative dispute resolution system adopted by the company for the last three (3) years in amicably settling conflicts or differences between the corporation and its stockholders, and the corporation and third parties, including regulatory authorities.

	Alternative Dispute Resolution System
<b>Corporation &amp; Stockholders</b>	The Bank adopts an arbitration system to resolve any dispute, controversy or claim arising out of, or relating to, the Bank's relations with its shareholders, and other intra-corporate matters under applicable law and regulations, in accordance with the Philippine Dispute Resolution Center, Inc. (PDRCI) Arbitration Rules in accordance with The Arbitration Law and R.A. No. 9285, otherwise known as The Alternative Dispute Resolution Act of 2004.
<b>Corporation &amp; Third Parties</b>	Under the Bank's Corporate Governance Manual, the Corporate Governance Committee shall be responsible for the amicable resolution of disputes and/or settlement of conflicts or differences between the Bank and third parties.
<b>Corporation &amp; Regulatory Authorities</b>	Under the Bank's Corporate Governance Manual, the Corporate Governance Committee shall be responsible for the amicable resolution of disputes and/or settlement of conflicts or differences between the Bank and regulatory authorities.

**C. BOARD MEETINGS & ATTENDANCE**

1) **Are Board of Directors' meetings scheduled before or at the beginning of the year?**

The Board of Directors' meetings are scheduled before the beginning of the year.

2) **Attendance of Directors:** For the period January – December 2013, the total number of meetings is 20, including Special Board, Stockholders' and Organizational Meetings of the Board.

Board	Name	Date of Election	No. of Meetings Held during the year	No. of Meetings Attended	%
Honorary Chairman	Alfonso T. Yuchengco	June 24, 2013	<u>20</u>	<u>20</u>	<u>100</u>
Chairperson	Helen Y. Dee	June 24, 2013	20	20	100
Member	Lorenzo V. Tan	June 24, 2013	20	20	100
Member	Cesar E. A. Virata	June 24, 2013	20	20	100
Member	Teodoro D. Regala	June 24, 2013	20	20	100
Member	Wilfrido E. Sanchez	June 24, 2013	20	19	95
Member	Ma. Celia H. Fernandez-	June 24, 2013	20	19	95



	Estavillo				
Member	Minki Brian Hong	June 24, 2013	<u>20</u>	<u>14</u>	<u>70</u>
Member	T.C.Chan	June 24, 2013	<u>20</u>	<u>14</u>	<u>70</u>
Member	Tim-Chiu Richard Leung	June 24, 2013	<u>20</u>	<u>12</u>	<u>60</u>
Member	Medel T. Nera	June 24, 2013	<u>20</u>	<u>19</u>	<u>95</u>
Member	Francis G. Estrada	June 24, 2013	<u>20</u>	<u>16</u>	<u>80</u>
Independent	Francisco C. Eizmendi, Jr.	June 24, 2013	<u>20</u>	<u>19</u>	<u>95</u>
Independent	Armando M. Medina	June 24, 2013	<u>20</u>	<u>20</u>	<u>100</u>
Independent	Antonino M. Alindogan, Jr.	June 24, 2013	<u>20</u>	<u>16</u>	<u>80</u>

- 3) **Do non-executive directors have a separate meeting during the year without the presence of any executive? If yes, how many times?**

Section II.A. 2.3.14 of the Bank's Corporate Governance Manual provides that non-executive board members shall meet regularly, other than in meetings of the audit and risk oversight committees, in the absence of senior management, with the external auditor and heads of the internal audit, compliance and risk management functions. No meeting was held this year.

- 4) **Is the minimum quorum requirement for Board decisions set at two-thirds of board members? Please explain.**

No. Per Section 6, Article V of the By-Laws "A majority of the incumbent Directors shall constitute a quorum at any meeting and a majority of the members in attendance at any Board meeting shall decide its action."

- 5) **Access to Information**

- (a) **How many days in advance are board papers<sup>6</sup> for board of directors meetings provided to the board?**

At least three (3) days before the meeting.

- (b) **Do board members have independent access to Management and the Corporate Secretary?**

Yes.

- (c) **State the policy of the role of the company secretary. Does such role include assisting the Chairman in preparing the board agenda, facilitating training of directors, keeping directors updated regarding any relevant statutory and regulatory changes, etc?**

Section 6, Article VIII of the By-Laws states the following:

"The Secretary shall give due notice and keep the Minutes of all meetings of the stockholders of the Bank and of the Board of Directors; have custody of the Stock Certificate Book, Stock and Transfer Book and the Corporate Seal; prepare ballots for the annual election and keep a complete and up-to-date roll of the stockholders and their respective addresses. He shall perform such duties as are incident to his office and those which may be required of him by the Board of Directors."

Section II.D.5 of the Corporate Governance Manual sets forth the following duties and responsibilities of the Corporate Secretary:

1. Responsible for the safekeeping and preservation of the integrity of the minutes of the meetings of the Board as well as the other official documents, records and other information essential to the conduct of his duties and responsibilities to the Bank.

<sup>6</sup> Board papers consist of complete and adequate information about the matters to be taken in the board meeting. Information includes the background or explanation on matters brought before the Board, disclosures, budgets, forecasts and internal financial documents.

2. Inform the members of the Board of the schedule and agenda of their meetings and ensure that the members have before them complete and accurate information that will enable them to arrive at intelligent or informed decisions on matters that require their approval.
3. Serve as an adviser of the Board, and assist the Board in making business judgment in good faith and in the performance of their responsibilities and obligations.
4. Work fairly and objectively with the Board, Management and stockholders.
5. Attend all Board meetings, except when justifiable causes, such as illness, death in the immediate family and serious accidents, prevent him from doing so, and maintain record of the same.
6. Submit to the SEC, on or before January 30 of the following year, an annual sworn certification as to the attendance of the directors during Board meetings. The certification may be submitted through SEC Form 17-C or in a separate filing.
7. In all transactions which may lawfully come to the knowledge of the Corporate Secretary involving transfer of voting shares of stock or registration of voting trust agreements, or any form of agreement vesting the right to vote the voting shares of stock of the Bank, the Corporate Secretary shall:
  - a. Ascertain the identity and citizenship of the transferee, voting trustee, proxy or person vested with the right to vote, and his relation to existing stockholders, and for this purpose, he shall require the transferee, voting trustee, proxy or the person vested with the right to vote to submit proof of citizenship, which may consist, in case of a corporation, of a certified true copy of the Articles of Incorporation, accompanied by the affidavit of the Corporate Secretary of the corporation, certifying to the correctness and accuracy of the list of stockholders, their citizenship, and the percentage of shares owned by them.
  - b. Require the transferee, voting trustee, proxy or person vested with the right to vote, at the time of the receipt of the request for transfer or registration, or at any time thereafter, to disclose all information with respect to persons related to the transferee, voting trustee, proxy or person vested with the right to vote, within the fourth degree of consanguinity or affinity, whether legitimate, illegitimate or common-law, as well as corporations, partnerships or associations where the transferee, voting trustee, proxy or person vested with the right to vote has controlling interest, and the extent thereof.
  - c. Require the transferee to execute an affidavit stating, among other things, that the transferee is a bona fide owner of shares of stock and that he acknowledges full awareness of the requirements of the law and the prohibitions against exceeding ownership of voting stocks beyond the prescribed limitations.
  - d. If the request for transfer or the arrangement sought to be registered will patently cause the voting stocks of a person or a corporation, to exceed the limits prescribed by law, the Corporate Secretary shall deny the transfer or registration and forthwith inform the parties to the transaction in writing. Simultaneous with the notice to the parties, the Corporate Secretary shall submit a written report to the Governor of the BSP of the attempted illegal transfer or arrangements, together with the names, addresses of parties and other pertinent data with respect to the particular stock transaction.
 

In the event the Corporate Secretary has reason to doubt the legality of the transfer or of the arrangement sought to be registered, he may commence an action before the appropriate body.
  - e. Promptly inform stockholders who have reached any of the ceilings imposed by law, of their ineligibility to own or control more than the applicable ceiling.
8. Ensure that all Board procedures, rules and regulations are strictly followed by the members.<sup>7</sup>

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<sup>7</sup> Article 3(L)(ix), SEC Memorandum Circular No. 6, Series of 2009

(d) Is the company secretary trained in legal, accountancy or company secretarial practices? Please explain should the answer be in the negative.

Yes.

(e) **Committee Procedures**

Disclose whether there is a procedure that Directors can avail of to enable them to get information necessary to be able to prepare in advance for the meetings of different committees:

Yes

No

Committee	Details of the procedures
Executive Committee	Please see reply below.
Audit Committee	Please see reply below.
Trust Committee	Please see reply below.
Personnel Evaluation and Review Committee	Please see reply below.
Risk Oversight Committee	Please see reply below.
Corporate Governance Committee	Please see reply below.
Technology Committee	Please see reply below.

II.A.2.5 of the Corporate Governance Manual provides:

“2.5 Adequate and Timely Information

- 2.5.1 To enable the members of the Board to properly fulfill their duties and responsibilities, the Management shall provide them with complete, adequate and timely information about the matters to be taken in their meetings.
- 2.5.2 Since reliance on information volunteered by Management would not be sufficient in all circumstances and further inquiries may have to be made by a member of the Board, the members shall be given independent access to Management and the Corporate Secretary. Such information may include the background or explanation on matters brought before the Board, disclosures, budgets, forecasts and internal financial documents.
- 2.5.3 The members, either individually or as a Board, and in furtherance of their duties and responsibilities, shall have access to independent professional advice. The cost of which shall be shouldered by the Bank.”

6) **External Advice**

Indicate whether or not a procedure exists whereby directors can receive external advice and, if so, provide details:

Procedures	Details
Section II.A.2.5.3 of the Bank's Corporate Governance Manual provides that the members, either individually or as a Board, and in furtherance of their duties and responsibilities, shall have access to independent professional advice, the cost of	

which shall be shouldered by the Bank	
Section II.D.3.1 of the Corporate Governance Manual provides that the Risk Oversight Committee shall have access to independent external expert advice, particularly in relation to proposed strategic transactions, such as mergers and acquisitions.	
Section II of the Audit Committee Charter grants the Committee the power to retain outside advisors as it deems necessary to carry out its duties.  Section IV.F. of the Audit Committee Charter, the Audit Committee, where necessary, may require and institute special investigations, and, if appropriate, hire external counsel of experts to assist.	
Section 2.3 of the Corporate Governance Committee Charter provides that the Board may appoint one or more individuals to serve as advisor(s) to the Committee. The advisors shall have the right to attend and speak at any meeting of the Committee, but shall not have the right to vote on any action of the Committee.	

**7) Change/s in existing policies**

Indicate, if applicable, any change/s introduced by the Board of Directors (during its most recent term) on existing policies that may have an effect on the business of the company and the reason/s for the change:

Existing Policies	Changes	Reason
Policy on Social and Environmental Management System	Environmental and Social (E&S) due diligence and/or principles  (Approved: ExCom July 25, 2012; BOD August 28, 2012)	To ensure that: <ul style="list-style-type: none"> <li>bank lending operations are consistent with the Performance Standards, applicable Social and Environmental (S&amp;E) regulations of the country and the exclusion list</li> <li>RCBC's staff and partners will have a clear reference point as to its position and requirements in relation to S&amp;E management</li> </ul>
Policy on Related Party Transactions	<ul style="list-style-type: none"> <li>Audit Committee analysis and evaluation prior to submission to BOD for approval</li> <li>All RPT's instead of only RPT's where the amount involved is more than 2.5% of net assets will require approval of majority of BOD</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen/rationalize procedure for review and approval of related party transactions</li> </ul>

	(Approved: September 24, 2012)	BOD	
Trust Policy Manual	Incorporate under new issuances	provisions regulatory	Compliance with regulatory requirements
	(Approved: 2/26/2013)	BOD	
Trust Risk Policy Manual	Incorporate under new issuances	provisions regulatory	Compliance with regulatory requirements
	(Approved: 2/26/2013)	BOD	
Corporate Governance Manual (26 March 2012, 28 May 2012; 28 Jan 2013)	Incorporate under new issuances	provisions regulatory	Compliance with regulatory requirements
	(Approved: 2/26/2013)	BOD	

#### D. REMUNERATION MATTERS

##### 1) Remuneration Process

Disclose the process used for determining the remuneration of the CEO and the four (4) most highly compensated management officers:

Process	CEO	Top 4 Highest Paid Management Officers
(1) Fixed remuneration	Negotiation	Negotiation
(2) Variable remuneration	None	None
(3) Per diem allowance	None.	None
(4) Bonus	Performance based & Company's profitability	Performance based & Company's profitability
(5) Stock Options and other financial instruments	N/A	N/A
(6) Others (specify)	N/A	N/A

##### 2) Remuneration Policy and Structure for Executive and Non-Executive Directors

Disclose the company's policy on remuneration and the structure of its compensation package. Explain how the compensation of Executive and Non-Executive Directors is calculated.

	Remuneration Policy	Structure of Compensation Packages	How Compensation is Calculated
Executive Directors	i. <u>Executive Directors are entitled to remuneration as officers of the Bank.</u> ii. <u>The members of the Board of Directors, the Advisory Board, the Executive Committee and the Officers of the Bank are entitled to profit sharing bonus as provided for in Section 2 Article XI of the By-Laws of the Bank.</u>	Please refer to left column.	Please refer to left column.
Non-Executive Directors	i. <u>Non-executive directors are entitled to reasonable per diem.</u> ii. <u>The members of the Board of Directors, the Advisory Board, the Executive Committee and the Officers of the Bank are entitled to profit sharing bonus as provided for in Section 2 Article XI of the By-Laws of the Bank.</u>	Please refer to left column.	Please refer to left column.

Do stockholders have the opportunity to approve the decision on total remuneration (fees, allowances, benefits-in-kind and other emoluments) of board of directors? Provide details for the last three (3) years.

No. These are provided for in Section 2 Article XI of the By-Laws of the Bank.

Remuneration Scheme	Date of Stockholders Approval
N/A	N/A

### 3) Aggregate Remuneration

Complete the following table on the aggregate remuneration accrued during the most recent year:

Remuneration Item	Executive Directors	Non-Executive Directors (other than independent directors)	Independent Directors
(a) Fixed Remuneration	N/A	N/A	N/A
(b) Variable Remuneration	N/A	N/A	N/A
(c) Per diem Allowance	N/A	Php 6,207,000.00 (aggregate amount for NED's, ID's and Advisory Board Members for the Board and Committees for the year 2013)	See reply under NED.
(d) Bonuses		Php 24,237,656.00 (aggregate amount for the year 2013; directors' bonuses are given to executive, non-executive and independent directors based on the formula provided for in the Bank's By-Laws)	
(e) Stock Options and/or other financial instruments	N/A	N/A	N/A
(f) Others (Specify)	N/A	N/A	N/A
<b>Total</b>		Php 30,444,656.00	

Other Benefits	Executive Directors	Non-Executive Director (other than independent directors)	Independent Directors
	*Entitled to benefits as officers of the Bank		
1) Advances	N/A	N/A	N/A
2) Credit granted	N/A	N/A	N/A
3) Pension Plan/s Contributions	N/A	N/A	N/A
(d) Pension Plans, Obligations incurred	N/A	N/A	N/A
(e) Life Insurance Premium	Applicable	N/A	N/A
(f) Hospitalization Plan	Applicable	N/A	N/A
(g) Car Plan	Applicable	N/A	N/A
(h) Others (Specify)	N/A	N/A	N/A
<b>Total</b>	N/A	N/A	N/A

#### 4) Stock Rights, Options and Warrants

##### (a) Board of Directors

Complete the following table, on the members of the company's Board of Directors who own or are entitled to stock rights, options or warrants over the company's shares:

Director's Name	Number of Direct Option/Rights/Warrants	Number of Indirect Option/Rights/Warrants	Number of Equivalent Shares	Total % from Capital Stock
N/A	N/A	N/A	N/A	N/A

(b) Amendments of Incentive Programs

Indicate any amendments and discontinuation of any incentive programs introduced, including the criteria used in the creation of the program. Disclose whether these are subject to approval during the Annual Stockholders' Meeting:

Incentive Program	Amendments	Date of Stockholders' Approval
N/A	N/A	N/A

5) Remuneration of Management

Identify the five (5) members of management who are not at the same time executive directors and indicate the total remuneration received during the financial year:

Name of Officer/Position	Total Remuneration
	Please see table below

Information as to the aggregate compensation paid or accrued to the Bank's Chief Executive Officer and four other most highly compensated executive officers follows (in thousand pesos) as disclosed in SEC 17-A:

<u>Names</u>	<u>Principal Position</u>	<u>Year</u>	<u>Aggregate Compensation (net of bonuses)</u>	<u>Bonuses</u>
Lorenzo V. Tan	President & Chief	2013		



<u>Redentor C.</u>	<u>Executive Officer</u>
<u>Bancod</u>	<u>Senior Executive</u>
<u>John Thomas G.</u>	<u>Vice President</u>
<u>Deveras</u>	<u>Executive Vice</u>
<u>Jose Emmanuel U.</u>	<u>President</u>
<u>Hilado</u>	<u>Senior Executive</u>
<u>Ismael R. Sandig</u>	<u>Vice President</u>
	<u>Vice President</u>

40.139

227,382

**E. BOARD COMMITTEES**

**1) Number of Members, Functions and Responsibilities**

Provide details on the number of members of each committee, its functions, key responsibilities and the power/authority delegated to it by the Board:

	Executive Director (ED)	Non-executive Director (NED) (no. includes ID's)	Independent Director (ID)	Committee Charter	Functions	Key Responsibilities	Powers
Executive	1	5	2	None. Its powers and functions are spelled out in the Bank's By-Laws and Corporate Governance Manual.	See discussion under powers.	See discussion under powers.	Article V, Section 10 of the Bank's By-Laws provides that the Executive Committee has the power to act and pass upon such matters as the Board of Directors may entrust to it for action in between meetings of the Board of Directors. This is also provided for under Section II.D.1 of the Bank's Corporate Governance Manual. The provision in the Manual also provides that the Committee shall likewise have the power to review an asset or loan to ensure timely recognition and resolution of impaired assets.
Audit	0	4	2	Yes.	Please refer to Section I of the Audit Committee	Please refer to Section IV of the Audit	Please refer to Section II of the Audit Committee Charter.

					Charter attached as Annex "C" hereto and made an integral part hereof.	Committee Charter.	
Risk Oversight	1	5	2	Yes.	Please refer to Section A of the Risk Oversight Committee Charter attached as Annex "D" hereto and made an integral part hereof.	Please refer to Section E of the ROC Charter which discusses its responsibilities.	Please refer to Section E of the ROC Charter which sets forth its scope of authority.
Corporate Governance	1	4	2	Yes.	Please refer to Section 5 Duties and Responsibilities of the Corporate Governance Committee Charter attached as Annex "E" hereto and made an integral part hereof.	Please refer to Section 5 Duties and Responsibilities of the Corporate Governance Committee Charter.	Please refer to Section 1.0 General Purpose and Authority of the Corporate Governance Committee Charter.
Trust	1	3	0	Yes.	Please refer to Section 3 of the Trust Committee Charter attached as Annex "F" hereto and made an integral part hereof.	Please refer to Section 3 of the Trust Committee Charter attached as Annex "F" hereto and made an integral part hereof.	Please refer to Section 3 of the Trust Committee Charter attached as Annex "F" hereto and made an integral part hereof.
Technology	1	4	1	Yes.	Please refer to Section A Principal Purpose/Objective of the Technology	Please refer to Section E Responsibility of the Technology	Please refer to Section E Scope of Authority of the Technology Committee Charter.

					Committee Charter attached as Annex "G" hereto and made an integral part hereof.	Committee Charter.	
Personnel Evaluation and Review Committee (PERC)	0	1	0	Yes	Please refer to Section III. Purpose of the PERC Charter attached hereto as Annex "H" and made an integral part hereof.	Please refer to Section VI. Powers and Authorities of the PERC Charter.	Please refer to Section VI. Powers and Authorities of the PERC Charter.

## 2) Committee Members

Committee members are appointed during the organizational meeting of the Board of Directors. The information below covers the calendar year 2013.

### (a) Executive Committee

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman	Helen Y. Dee	24 June 2013	<u>42</u>	<u>38</u>	<u>90.48</u>	8 yrs
Member (ED)	Lorenzo V. Tan	24 June 2013	<u>42</u>	<u>37</u>	<u>88.1</u>	6 yrs
Member (NED)	Cesar E. A. Virata	24 June 2013	<u>42</u>	<u>40</u>	<u>95.24</u>	18 yrs
Member (ID)	Armando M. Medina	24 June 2013	<u>42</u>	<u>40</u>	<u>95.24</u>	10 yrs
Member (ID)	Antonino L. Alindogan, Jr.	24 June 2013	<u>42</u>	<u>37</u>	<u>88.1</u>	6 yrs
Member (NED)	Minki Brian Hong	24 June 2013	<u>42</u>	<u>14</u>	<u>33.33</u>	2 yrs

### (b) Audit Committee

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman (ID)	Armando M. Medina	24 June 2013	<u>15</u>	<u>15</u>	<u>100</u>	6 yrs
Member (ID)	Roberto F. de Ocampo*	25 June 2012				6 yrs 7 mos
Member (ID)	Francisco C. Eizmendi, Jr.	24 June 2013	<u>15</u>	<u>8</u>	<u>53.3</u>	4 mos
Member (NED)	Minki Brian Hong	24 June 2013	<u>15</u>	<u>6</u>	<u>40</u>	2 yrs

Member (NED)	Medel T. Nera	24 June 2013	<u>15</u>	<u>14</u>	<u>93.3</u>	1 yr 11 mos
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\*Resigned as of 15 December 2012

\*\*Appointed last 26 February 2013

**Disclose the profile or qualifications of the Audit Committee members.**

**Dir. Armando M. Medina, 64, Filipino,** is an Independent Director of the Bank. He is a member of various board committees of the Bank, including the Executive Committee, Audit Committee, and Risk Management Committee. He is also an Independent Director of RCBC Savings Bank, RCBC Capital Corporation, Malayan Insurance Co. Inc., and Malayan Colleges Inc.. He graduated from De La Salle University with a Bachelor of Arts degree in Commerce and Economics and a Bachelor of Science in Commerce with a major in Accounting.

**Mr. Francisco C. Eizmendi, Jr., 78, Filipino,** is an Independent Director of the Bank. Mr. Eizmendi is also the Chairman of Dearborn Motor Co., an Independent Director of Sunlife Grepa Financial Inc. and Makati Finance Corporation and Trustee at the Institute of Corporate Directors. He served as President and Chief Operating Officer of San Miguel Corporation from 1987 to 2002. He graduated from the University of Sto. Tomas with a Bachelor of Science degree in Chemical Engineering.

**Mr. Minki Brian Hong, 41, American,** is currently a Managing Director of CVC Asia Pacific Limited and a Director of Hexagon Investments Holdings Limited. He graduated from the Brown University with double degree in Political Science and Business Economics. Other present directorship positions include Capital Asia Funds Limited, Best Moment Holdings, WiniaMando, Inc., Spare Group Limited, Spare Holdings Limited.

**Mr. Medel T. Nera, 58, Filipino,** joined the Bank in July 2011. Presently, he is the Chairman of the Risk Management Committee and member of Audit and Technology Committees. Mr. Ner graduated from the Far Eastern University with a degree in BS Commerce Major in Accountancy. He completed his post graduate studies at the New York University with a Master of Business Administration degree. He is presently a Director of Philippine National Reinsurance Corporation, Director and President of House of Investments, Inc., and Director and President of RCBC Realty Corporation. He also has directorship positions in Honda Cars Kalookan, iPeople, Inc., Landev Corporation, Hi-Eisai Pharmaceutical, Malayan Colleges Laguna Inc., and YGC Corporate Services.

**Describe the Audit Committee's responsibility relative to the external auditor.**

- i. Recommend to the Board the selection of the external auditors, considering professional qualification, independence and effectiveness, and recommend the fees to be paid. Recommend any replacement of the external auditors.
- ii. Consult with external auditors without management's presence about internal controls and the accuracy of the financial statements.
- iii. Prior to the commencement of the audit, discuss with the external auditor the nature, scope, approach and expenses of the audit, including coordination of audit efforts with Internal Audit, and ensure proper coordination if more than one audit firm is involved in the activity to secure proper coverage and minimize duplication of efforts.
- iv. Evaluate and determine non-audit work, if any, of the external auditor and review periodically the non audit fees paid to the external auditor both in relation to their significance to the total annual income of the external auditor both in relation to Bank's total expenditure on consultancy.
- v. The Committee shall disallow any non-audit work that will conflict with his duties as an external auditor or may pose a threat to his independence. If allowed, the non-audit work shall be disclosed in the Company's Annual Report.
- vi. Ascertain the rotation of audit partner or external audit firm as required by regulations.
- vii. Ascertain that management responds to recommendations by external auditors and is taking appropriate corrective actions in a timely manner.

**(c) Nomination Committee**

The Nomination and Remuneration Committees are merged under the Corporate Governance Committee.

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman						
Member (ED)						
Member (NED)						
Member (ID)						
Member						

**(d) Remuneration Committee**

The Nomination and Remuneration Committees are merged under the Corporate Governance Committee.

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman						
Member (ED)						
Member (NED)						
Member (ID)						
Member						

**Corporate Governance Committee**

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman (ID)	Francisco Eizmendi, Jr.*	24 June 2013	<u>12</u>	<u>12</u>	<u>100</u>	6 yrs
Member (ED)	Helen Y. Dee	24 June 2013	<u>12</u>	<u>12</u>	<u>100</u>	8 yrs
Member (NED)	Wilfrido E. Sanchez	24 June 2013	<u>12</u>	<u>12</u>	<u>100</u>	6 yrs
Member (ID)	Antonino L. Alindogan, Jr.**	24 June 2013	<u>10</u>	<u>7</u>	<u>70</u>	4 mos.
Member (ED)	Atty. Ma. Celia H. Fernandez-Estavillo	24 June 2013	<u>12</u>	<u>12</u>	<u>100</u>	2 yrs

\*appointed as Chairperson on February 26, 2013

\*\*appointed as Member on February 26, 2013

**(e) Others (Specify)**

Provide the same information on all other committees constituted by the Board of Directors:

### Trust Committee

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman (NED)	Teodoro D. Regala	24 Jun 2013	<u>12</u>	<u>12</u>	<u>100</u>	14 yrs
Member (NED)	Cesar E.A. Virata	24 Jun 2013	<u>12</u>	<u>12</u>	<u>100</u>	6 yrs.
Member (NED)	Wilfrido E. Sanchez	24 Jun 2013	<u>12</u>	<u>10</u>	<u>83</u>	9 yrs. 11 mos.
Member (ED)	Lorenzo V. Tan	24 Jun 2013	<u>12</u>	<u>11</u>	<u>92</u>	5 yrs. 11 mos.
Member (Trust Officer)	Lourdes M. Ferrer	1 Sep 00	<u>12</u>	<u>12</u>	<u>100</u>	12 yrs. 9 mos.

### Risk Oversight Committee

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman	Medel T. Nera	24 June 2013	<u>10</u>	<u>9</u>	<u>90</u>	1 yr 11 mos
Member	Helen Y. Dee	24 June 2013	<u>10</u>	<u>10</u>	<u>100</u>	4 yrs
Member	Lorenzo V. Tan	24 June 2013	<u>10</u>	<u>8</u>	<u>80</u>	6 yrs
Member	Cesar E.A. Virata	24 June 2013	<u>10</u>	<u>8</u>	<u>80</u>	12 yrs
Member (ID)	Armando M. Medina (Vice Chair)	24 June 2013	<u>10</u>	<u>10</u>	<u>100</u>	10 yrs
Member (ID)	Antonino L. Alindogan, Jr.	24 June 2013	<u>10</u>	<u>8</u>	<u>80</u>	4 yrs

### Technology Committee

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman	Helen Y. Dee	24 June 2013	<u>8</u>	<u>7</u>	<u>87.5</u>	5yrs 6 mos
Member (ED)	Lorenzo V. Tan	24 June 2013	<u>8</u>	<u>6</u>	<u>75</u>	5yrs 6 mos
Member (NED)	Cesar E.A. Virata	24 June 2013	<u>8</u>	<u>7</u>	<u>87.5</u>	5yrs 6 mos
Member (NED)	Medel T. Nera	24 June 2013	<u>8</u>	<u>6</u>	<u>75</u>	5yrs 6 mos
Member (ID)	Armando M. Medina	24 June 2013	<u>8</u>	<u>4</u>	<u>50</u>	5yrs 6 mos

## PERSONNEL EVALUATION AND REVIEW COMMITTEE

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	%	Length of Service in the Committee
Chairman	Ms. Helen Y. Dee	June 2005	6	6	100	7 yrs
Member	Head – Human Resources Group	-	6	6	100	-
Member	Head – Retail Banking Group	-	6	6	100	-
Member	Head – Controllership Group	-	6	6	100	-
Member	Head – Legal and Regulatory Affairs Group	-	6	6	100	-
Member	Head – Corporate Risk Management Group	-	6	5	83.3	-

### 3) Changes in Committee Members

Indicate any changes in committee membership that occurred during the year and the reason for the changes:

Name of Committee	Name	Reason
Audit	Francisco C. Eizmendi, Jr.	Appointment as member effective 26 February 2013 to replace Mr. Roberto F. de Ocampo who resigned effective 17 December 2012
Corporate Governance	Francisco C. Eizmendi, Jr.	Appointment as chairperson effective 26 February 2013 to replace Mr. de Ocampo who resigned effective 17 December 2012
	Antonino L. Alindogan, Jr.	Appointment as member effective 26 February 2013

### 4) Work Done and Issues Addressed

Describe the work done by each committee and the significant issues addressed during the year.

Name of Committee	Work Done	Issues Addressed
Executive	<ul style="list-style-type: none"> <li>Discussed various policies issued by regulatory agencies</li> <li>Approved non-DOSRI loans over P100 million up to below 15% of the Bank's unimpaired capital</li> <li>Evaluated and approved various operations/product manuals</li> <li>Reviewed and endorsed for Board approval various management matters</li> </ul>	Compliance with laws and regulatory issuances; fulfillment of responsibilities under the Bank's By-Laws and Corporate Governance Manual
Audit	<ul style="list-style-type: none"> <li>Performance of oversight functions over the internal and</li> </ul>	Fulfillment of responsibilities under the Charter and RPT Policy

	<p><u>external auditors and ensuring that they acted independently from each other and both auditors were given unrestricted access to records, properties and personnel in the discharge of their functions.</u></p> <ul style="list-style-type: none"> <li>• <u>Review of audit reports of both internal and external auditors and engaging in discussions of the results of audits during Audit Committee meetings to evaluate the adequacy and effectiveness of internal control system and risk management including financial reporting and information technology security. This also included the review of the annual and quarterly financial statements before submission to the Board and regulators focusing on the following matters:</u> <ul style="list-style-type: none"> <li>• <u>Any changes in accounting policies and practices;</u></li> <li>• <u>Significant adjustments arising from audit;</u></li> <li>• <u>Compliance with accounting standards;</u></li> <li>• <u>Compliance with tax, legal and regulatory requirements;</u></li> <li>• <u>Going concern assumptions;</u></li> <li>• <u>Major judgmental areas; and</u></li> <li>• <u>Completeness of disclosures of material information including subsequent events and related party transactions.</u></li> </ul> </li> <li>• <u>Review of the extent and scope, activities, staffing, resources and organizational structure of the Internal Audit function and approved the annual audit plan to ensure its conformity with the objectives of the Bank. This also included quarterly review of audit plan accomplishment / status including capacity and manpower complement.</u></li> <li>• <u>Review of the compliance</u></li> </ul>	
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	<p><u>reports of the Compliance Officer during Audit Committee meetings to assess compliance with laws, rules and regulations. This also included the review of findings of any examinations by regulatory agencies (e.g., BSP).</u></p> <ul style="list-style-type: none"> <li>• <u>Review of the Audit Committee and Internal Audit Charters.</u></li> <li>• <u>Analysis and evaluation of related party transactions.</u></li> </ul>	
Risk Oversight	<ul style="list-style-type: none"> <li>• <u>Review and approval of:</u> <ul style="list-style-type: none"> <li>• <u>portfolio and risk limits</u></li> <li>• <u>ICAAP Document and Roadmap</u></li> </ul> </li> <li>• <u>Approval of:</u> <ul style="list-style-type: none"> <li>• <u>Consolidated Risk Appetite Statement</u></li> <li>• <u>Increase in industry concentration limits</u></li> <li>• <u>Various revisions to credit policies and internal SBL</u></li> <li>• <u>Various liquidity and other risk limit amendments</u></li> <li>• <u>Revisions to market risk models and the contingency funding plan</u></li> <li>• <u>Amendments to the ORMD framework and various guidelines on KRI, RCSA and Loss Events reporting</u></li> </ul> </li> <li>• <u>Amendments to Trust Risk Policy Manual and other manuals</u></li> <li>• <u>Notation and approval/disposition/action of/on:</u> <ul style="list-style-type: none"> <li>• <u>Results of the risk materiality survey</u></li> <li>• <u>Results of the BSP uniform stress testing for banks; credit stress testing results</u></li> <li>• <u>Updates on the Bank's SEMS initiatives</u></li> <li>• <u>Risk profile of subsidiaries</u></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <u>ICAAP</u></li> <li>• <u>Credit Risk Management</u></li> <li>• <u>Market and Liquidity Risk Management</u></li> <li>• <u>Operational Risk Management &amp; Risk Management Systems</u></li> <li>• <u>Contingency Management and IT Risk</u></li> </ul>

	<ul style="list-style-type: none"> <li>• <u>Reports on subsidiary credit risk oversight</u></li> <li>• <u>Disaster Recovery Test reports; various contingency initiatives and report on impact assessment of recent calamities</u></li> </ul>	
Corporate Governance	<ul style="list-style-type: none"> <li>• <u>Review and evaluation of the qualifications of persons nominated to the Board as well as new officers with rank of Assistant Vice President and up requiring appointment by the Board;</u></li> <li>• <u>Review and evaluation of the results of the annual self-assessment of the Board as a whole, of themselves as the individual members and as members of the Board committees; and</u></li> <li>• <u>Review of the annual performance evaluation of senior management and those recommended for promotion.</u></li> </ul>	<u>Fulfillment of responsibilities under its charter and the Corporate Governance Manual</u>
Trust	<ul style="list-style-type: none"> <li>• <u>Approve revisions to the policy and risk manuals; new policies and guidelines to further streamline controls;</u></li> <li>• <u>Review and approve the annual business plan;</u></li> <li>• <u>Review and discuss financial performance, impact of new regulations, industry landscape and trends, among others;</u></li> <li>• <u>Evaluate and approve credit lines, new products, accreditation, etc.;</u></li> <li>• <u>Discuss and review various risk management reports; and</u></li> <li>• <u>Monitor and review compliance with and impact of applicable laws and regulations and implementation of approved policies and guidelines.</u></li> </ul>	<ul style="list-style-type: none"> <li>• <u>To ensure that policies and guidelines are revised to keep up with the changing market conditions and regulatory environment.</u></li> <li>• <u>To monitor performance of the trust business in relation to the approved business plan and against competition</u></li> <li>• <u>To ensure that investments of trust accounts are done prudently and through accredited parties.</u></li> <li>• <u>To monitor, measure and control levels of risk undertaken by the Trust in relation to the client's requirements.</u></li> <li>• <u>To ensure compliance with new regulations which impact the trust business.</u></li> </ul>
Technology	<ul style="list-style-type: none"> <li>• <u>Approved major IT investments.</u></li> </ul>	Fulfillment of management and oversight responsibilities over IT initiatives of the Group

	<ul style="list-style-type: none"> <li>• <u>Managed and aligned IT initiatives across the Group.</u></li> <li>• <u>Reviewed status of major projects.</u></li> <li>• <u>Prioritized IT initiatives</u></li> <li>• <u>Evaluated emerging IT solutions for use of the Group.</u></li> <li>• <u>Reviewed and resolved IT risks and other IT related issues raised in the TechCom.</u></li> <li>• <u>Ensured compliance to BSP rules and regulations relating to Information Technology</u></li> </ul>	
PERC	<ul style="list-style-type: none"> <li>• <u>Reviewed disciplinary cases.</u></li> <li>• <u>Ensured that appropriate, corrective and disciplinary measures are imposed on cases involving dishonesty, fraud, negligence, or violation of any internal Bank policy, rule or procedure committed by an RCBC employee.</u></li> </ul>	<u>Fulfillment of responsibilities under its Charter</u>

#### 5) Committee Program

Provide a list of programs that each committee plans to undertake to address relevant issues in the improvement or enforcement of effective governance for the coming year.

<b>Name of Committee</b>	<b>Planned Programs</b>	<b>Issues to be Addressed</b>
Executive	N/A. This will be done at the board level.	N/A. This will be done at the board level.
Audit	<ul style="list-style-type: none"> <li>• Approval of the outsourcing of ICAAP validation and training</li> <li>• Evaluation and approval of the outsourcing of sixty (60) business center to an external service provider</li> <li>• Evaluation of the outsourcing of some of the IT Audit plan</li> <li>• Review of the Audit Committee and Internal Audit process</li> <li>• Review of selection process and criteria on the assessment of the external auditor and conduct of the annual assessment</li> </ul>	<ul style="list-style-type: none"> <li>• To address the 2012 backlog in the audit plan.</li> <li>• To address the manpower deficiency of IT Audit</li> <li>• To expedite the Audit Committee meeting and focus on and address significant issues that need immediate management attention.</li> <li>• To recommend external auditor in consideration of the qualification, independence and effectiveness .</li> </ul>
Nomination	<ul style="list-style-type: none"> <li>• Functions have been merged under the Corporate Governance Committee</li> </ul>	

	<ul style="list-style-type: none"> <li>To be taken up by the Corporate Governance Committee in the incoming year/term.</li> </ul>	
Remuneration	<ul style="list-style-type: none"> <li>Functions have been merged under the Corporate Governance Committee</li> <li>To be taken up by the Corporate Governance Committee in the incoming year/term.</li> </ul>	
Trust	Policy Formulation	<ul style="list-style-type: none"> <li>Review policies in areas which require streamlining of processes</li> <li>Address various audit and compliance issues in previous BSP examination</li> </ul>
	Strategy Formulation and Performance	
	a. Volume Growth	To increase trust assets to P100B by end 2013
	b. Revenue Contribution	<ul style="list-style-type: none"> <li>Increase revenue contribution by 13%</li> <li>Rationalize fee structures across various product lines</li> </ul>
	c. Product Development	<ul style="list-style-type: none"> <li>Launch at least one new product in 2013</li> <li>Enhance product selling materials, forms and documentation</li> </ul>
	Operational Efficiency and Controls	<ul style="list-style-type: none"> <li>Implement Trade and Order Monitoring System to strengthen risk management in handling of accounts</li> <li>Implement Administrative Review Monitoring System to enhance account review processes</li> </ul>
	Risk Management	<ul style="list-style-type: none"> <li>Streamline risk management reports to facilitate Trust Committee review and action</li> <li>Centralize monitoring of complaints from clients and counterparties</li> </ul>

## F. RISK MANAGEMENT SYSTEM

### 1) Disclose the following:

#### (a) Overall risk management philosophy of the company;

The Group recognizes that risk is an inherent part of its activities, and that Banking is essentially a business of managing risks. Ultimately, therefore, the Group views risk management as a value proposition imbued with the mission of achieving sustainable growth in profitability and shareholder value through an optimum balance of risk and return.

This corporate risk philosophy further translates to:

- Prudential risk-taking and proactive exposure management as cornerstones for sustainable growth, capital adequacy, and profitability;
- Standards aligned with internationally accepted practices and regulations in day to day conduct of risk and performance management; and
- Commitment to developing risk awareness across the Group, promoting the highest standards of professional ethics and integrity, establishing a culture that emphasizes the importance of the risk process, sound internal control, and advocating the efficient use of capital.

Concretely, the Group's risk management system aims to:

- Identify, measure, control, and monitor the risk inherent to the Group's business activities or embedded in its products and portfolio;
- Formulate, disseminate, and observe the corporate risk philosophy, policies, procedures and guidelines;
- Assist risk-taking units in understanding and measuring risk-return profiles in their various business transactions; and
- Continually develop an efficient and effective risk management infrastructure.

**(b) A statement that the directors have reviewed the effectiveness of the risk management system and commenting on the adequacy thereof;**

The Board, via the Risk Oversight Committee as its designated oversight body, reviews the effectiveness of the risk management system on a continuing basis. Such review covers, among others, the risk management framework; i.e., the manner by which the Bank identifies, measures, controls, and monitors its material risks. The document that essentially embodies this review is the annual Internal Capital Adequacy Assessment Process (ICAAP) document submitted to the BSP every 31<sup>st</sup> January. The Board had done so for 2012, and deemed the effectiveness of the risk management system to be adequate.

**(c) Period covered by the review;**

Please see item (b) above.

**(d) How often the risk management system is reviewed and the directors' criteria for assessing its effectiveness; and**

Further to the discussion in item (b) above, the effectiveness of the risk management system is assessed via the ROC's regular examination of where the Bank is with respect to the approved risk appetite / risk-reward framework. Breaches of risk appetite benchmarks as well as of approved risk controls / limits trigger reviews of both the Bank's business and risk direction, and the bases for the very same breached risk thresholds.

**(e) Where no review was conducted during the year, an explanation why not.**

N/A

**2) Risk Policy**

**(a) Company**

**Give a general description of the company's risk management policy, setting out and assessing the risk/s covered by the system (ranked according to priority), along with the objective behind the policy for each kind of risk:**

Risk Exposure	Risk Management Policy	Objective
Please refer to reply in item b below.	Please refer to reply in item b below.	Please refer to reply in item b below.

**(b) Group**

**Give a general description of the Group's risk management policy, setting out and assessing the risk/s covered by the system (ranked according to priority), along with the objective behind the policy for each kind of risk:**

Risk Exposure	Risk Management Policy	Objective
Please see reply below.	Please see reply below.	Please see reply below.

The Group's Risk Management Framework, provides the engine for the determination of the Group's material risks, its appetite for said risks, and the overall execution of the risk management cycle of identifying, assessing or measuring, controlling and monitoring risk exposures. Risks are identified using various tools and techniques. Metrics, both adopted from regulation and best practice and internal to the Group are then used to measure these risks. Limits are then set to control them; and later monitored regularly to ascertain whether the same risks are still within the prescribed limits.

*Risk Identification and Materiality*

The risk identification & assessment process in the Group is carried out mainly via three means. "Top-down" risk assessment is from a macro perspective, and generally occurs during the risk appetite setting exercise of the Board and Senior Management. "Bottom-up" risk assessment on the other hand is the micro perspective. It involves identification and assessment of existing risks or those that may arise from new business initiatives and products, including material risks that originate from the Group's Trust business, subsidiaries and affiliates. The final means by which risk identification is carried out is via independent assessments. These include assessments and validations made by the Group's internal audit group, by the BSP, other regulators, the customers themselves, and other stakeholders.

On top of these risk identification methodologies, the Group likewise performs a perception check of the material vulnerabilities it faces. On an annual basis, the Board and the members of the Senior Management Committee undergo a Risk Materiality Survey to assess risk appreciation.

*Risk Assessment*

*Pillar 1 Risks*

The measurement of Pillar 1 risks is through proper risk measurement tools and methodology aligned with best practices and acceptable per regulatory standards. Minimum approaches are as prescribed under Basel II and BSP Circulars 360, 538, 544 and 545, with the objective of building on these regulatory prescriptions towards better internal models.

- Credit Risk – It is the risk that the borrower, issuer or counterparty in a transaction may default and cause a potential loss to the Group. The assessment of this risk is governed by the Standardized Approach, as prescribed under Basel II and BSP Circular 538.

- Market Risk – It is the risk resulting from adverse movements in the general level or volatility of market rates or prices or commodity/equity prices possibly affecting the Group's financial condition. The assessment of this risk likewise follows the Standardized Approach.
- Operational Risk – It is the risk arising from the potential that inadequate information system, operations or transactional problems (related to service or product delivery), breaches in internal controls, fraud or unforeseen catastrophes will result in unexpected loss. IT Risk assessment is currently subsumed under this risk category. The Group uses the Basic Indicator Approach in its assessment of this risk.

#### *Pillar 2 Risks*

The tools used to measure most of Pillar 2 risks on the other hand are, in general, still evolving, and shall still undergo refinement moving forward. Following is a brief summary of how the Group appreciates these risks, and the tools employed for quantifying the same in 2012.

- Liquidity Risk – It is the risk to earnings or capital arising from the Group's inability to meet its obligations when they become due without incurring unacceptable losses. This risk is measured using the established Maximum Cumulative Outflow (MCO) method, which in turn is based on historical observations and simulations of prospective liquidity risk events.
- Interest Rate Risk in the Grouping Book (IRRBB) – It is the current and prospective negative impact to earnings and capital arising from movements or shifts in interest rates. IRRBB becomes inherent in the current and prospective interest gapping of the Group's balance sheet. For the Group, this risk is measured via the Capital-at-Risk (CaR) and Net Interest Income (NII)-at-Risk methods.
- Concentration Risk – It is the current and prospective negative impact to earnings and capital arising from over-exposure to specific industries or borrowers / counterparties. Other than the various measures of risk concentration, the Group measures credit concentration risk using a simplified application of the Herfindahl-Hirschman Index (HHI) approach.
- Reputation Risk – It is the current and prospective negative impact to earnings and capital arising from negative public opinion. The Group recognizes this risk as one of the most difficult to quantify. In 2011, the Group adopted a reputation monitoring and escalation framework, which studies have shown to be just as effective. Driving the management of this risk is the Group's Public Relations Committee. The assessment of extreme reputation risk however is folded into the assessment of liquidity risk stress.
- Compliance Risk – It is the current and prospective negative impact to earnings and capital arising from violations of laws, regulations, ethical standards, and the like. The quantification of this risk is for now highly dependent on an analysis of historical operational losses and regulatory penalties / fines. Moving forward, a more robust operational risk management system could surface a better estimation method.
- Strategic Business Risk – It is the current and prospective negative impact to earnings arising from adverse business decisions, improper implementation of decisions, lack of responsiveness to industry changes. The Group currently treats this risk as a catch-all risk, and expresses its estimate as a cap on additional risk weighted assets given other risks and a desired minimum capital adequacy ratio.

#### *Risk Control*

The Board establishes the Group's strategic directions and risk tolerances. In carrying out these responsibilities, the Board approves policies, sets risk standards, and institutes risk limits. These limits are established, approved, and communicated through policies, standards, and procedures that define responsibility and authority. The same are evaluated at least annually for relevance, and to ensure compatibility with decided business strategy.

#### *Risk Monitoring and Reporting*

The Group monitors risk levels to ensure timely review of risk positions and exceptions versus established limits and ensure effectiveness of risk controls using appropriate monitoring systems. Reports are prepared on a regular, timely, accurate, and informative manner; and distributed to the risk taking units and appropriate oversight body to ensure timely and decisive management action. The RCBC ALCO is apprised weekly of the Parent's risk positions, performance, and limit compliance. The ROC on the other hand is apprised monthly of the same, but this time including those of the subsidiaries'. The Chair of the ROC in turn reports the committee's findings to the immediately following Board meeting.

*Risk Mitigation and Management*

In the end, risk management as a value proposition does not equal risk avoidance. The risk process adopted by the Group is not designed to eliminate risks, but rather to mitigate and manage them so as to arrive at an optimum risk-reward mix.

The Group understands efficient risk mitigation as one that is brought about by an active and consistent application and enforcement of policies, with a view of facilitating value-adding growth. It is also a process by which contingencies are laid out and tested in the hope of serving the Group in good stead during unforeseen crisis events.

**(c) Minority Shareholders**

Indicate the principal risk of the exercise of controlling shareholders' voting power.

Risk to Minority Shareholders
None. Notwithstanding exercise of controlling shareholders' voting power, rights of minority shareholders are protected.

**3) Control System Set Up**

**(a) Company**

Briefly describe the control systems set up to assess, manage and control the main issue/s faced by the company:

Risk Exposure	Risk Assessment (Monitoring and Measurement Process)	Risk Management and Control (Structures, Procedures, Actions Taken)
Pls. see discussion on Risk Policy.	Pls. see discussion on Risk Policy.	Pls. see discussion on Risk Policy.

**(b) Group**

Briefly describe the control systems set up to assess, manage and control the main issue/s faced by the company:



Risk Exposure	Risk Assessment (Monitoring and Measurement Process)	Risk Management and Control (Structures, Procedures, Actions Taken)
Pls. see discussion on Risk Policy.	Pls. see discussion on Risk Policy.	Pls. see discussion on Risk Policy.

**(c) Committee**

**Identify the committee or any other body of corporate governance in charge of laying down and supervising these control mechanisms, and give details of its functions:**

The risk management infrastructure of the Group follows a top-down approach, whereby the Board takes ultimate accountability for the risks taken, the tolerance for these risks, business strategies, operating budget, policies, and overall risk philosophy.

In the interest of promoting efficient corporate governance, however, the Board constitutes committees to perform oversight responsibilities. These committees perform oversight functions either in the area of risk policy formulation, decision-making, or risk portfolio management. Assisting these committees in turn are dedicated management units.

*The Risk Oversight Committee (ROC)*

The ROC is constituted by the Board, and exercises authority over all other risk committees of the various RCBC business groups and subsidiaries, with the principal purpose of assisting the Board in fulfilling its oversight responsibilities relating to:

- Evaluation and setting of the Group's risk appetite;
- Review and management of the Group's risk profile;
- Implementation and continuous improvement of a sound framework for the identification, measurement, control, monitoring, and reporting of the principal risks faced by the Group;
- Capital planning and management.

The ROC is primarily tasked to develop and implement the institution's risk management program. It shall oversee the system of limits to discretionary authority that the Board delegates to management, ensure that the system remains effective, that the limits are observed and that immediate corrective actions are taken whenever limits are breached. The committee shall likewise enable the Board to establish the Group's risk tolerance within a risk-reward framework and ensure that a risk management strategy is in place that adheres to this framework. More particularly, the committee shall:

- Identify the Group's risk exposures and shall assess the probability of each risk becoming reality and shall estimate its possible effect and cost. Priority areas of concern are those risks that are most likely to occur and are costly when they happen.
- Develop a written plan defining the strategies for managing and controlling major risks. It shall identify practical strategies to reduce the chance of harm and failure or minimize losses if the risk becomes real.
- Cause the implementation of the plan, communicating the same and loss control procedures to affected parties. The committee shall conduct regular discussions on the institution's current risk exposure based on regular management reports and direct concerned units or offices on how to reduce these risks.
- Evaluate the risk management plan to ensure its continued relevancy, comprehensiveness, and effectiveness. It shall revisit strategies, look for emerging or changing exposures, and stay abreast of developments that affect the likelihood of harm or loss. The committee shall report regularly to the

Board of Directors and entity's over-all risk exposure, actions taken to reduce the risks, and recommend further action or plans as necessary.

Other than the ROC, the Board had constituted other committees that are nonetheless crucial to the risk management process. Primarily responsible for providing oversight with respect to the Group's risk-taking function are the following committees:

#### *The Executive Committee*

The Executive Committee has the power to act and pass upon such matters as the Board of Directors may entrust to it for action in between meetings of the Board. More specifically, it reviews and approves loans and other credit-related matters, investments, purchase of stocks, bonds, securities and other commercial papers for the Bank.

#### *The Credit and Collection Committee*

The Credit and Collection Committee, aside from the exercise of credit authority, is responsible for the regular review of past due accounts, reports / recommends to the Executive Committee, and takes immediate measures to enable reduction of the level of past due accounts.

#### *The Asset and Liability Committee*

The Asset and Liability Management Committee manages the asset / liability structure primarily of the parent Bank in order to:

- Achieve maximum but stable net interest margin.
- Maximize after-tax return on assets and on equity.
- Assure adequate capital to satisfy regulatory requirements as well as internal standards.
- Assure adequate liquidity.

The following in turn are primarily responsible for validation and ensuring compliance to regulatory and internal policies:

#### *The Audit Committee*

The Audit Committee is a Board-level committee constituted to perform the following core functions:

- Oversight of the institution's financial reporting and control, and of internal and external audit functions. This includes responsibility for the setting up of the internal audit department and for the appointment of the internal auditor as well as the independent external auditor who shall both report directly to the Audit Committee.
- Investigation of any matter within its terms of reference, with full access to and cooperation by management and full discretion to invite any director or executive officer to attend its meetings and adequate resources to enable it to effectively discharge its functions.
- The review of the effectiveness of the institution's internal controls, including financial, operational and compliance controls, and risk management, to be conducted at least annually.

#### *The Corporate Governance Committee*

The Corporate Governance Committee is constituted by the Board to assist in performing its corporate governance responsibilities. It is tasked to ensure the Board's effectiveness and due observance of corporate governance and principles, as embodied in the Group's Corporate Governance Manual approved and adopted by the Board. Furthermore, it is tasked to:

- Decide whether or not a director is able to and has been adequately carrying out his/her duties as director bearing in mind the director's contribution and performance (e.g. competence, candor, attendance, preparedness, and participation).

- Decide the manner by which the Board's performance may be evaluated and propose an objective performance criteria approved by the Board. Such performance indicators shall address how the Board has enhanced long term shareholder's value.
- Oversee the periodic performance evaluation of the Board and its committees and executive management; and shall also conduct an annual self-evaluation of its performance.
- Prepare internal guidelines that shall be adopted which address the competing time commitments that are faced when directors serve on multiple boards.
- Make recommendations to the Board regarding the continuing education of directors, assignment to board committees, succession plan for the board members and senior officers, and their remuneration commensurate with corporate and individual performance.

*The Corporate Risk Management Services Group (CRISMS)*

CRISMS' responsibilities cover risk management functions that are exclusive to an organizational unit independent of the unit responsible for the origination of the relevant risk exposure. Included are the following:

- Design and implementation of the internal credit risk rating system.
- Design or selection, and implementation of market risk measurement models / methodologies (e.g., value-at-risk, earnings-at-risk), monitoring / reporting of results, and the back-testing of the models / methodologies.
- Design or selection, and implementation of liquidity risk measurement methodologies (e.g. maximum cumulative outflow) and the monitoring / reporting of results.
- Design and implementation of stress testing market risk positions and liquidity.
- Formulation or selection of valuation methods for assets / liabilities carried at fair value

Along with Corporate Planning, CRISMS is also a lead unit in the implementation of the Group ICAAP. It is also acts as a main conduit of risk information from line management to the ROC, and eventually to the Board.

Committee/Unit	Control Mechanism	Details of its Functions

**G. INTERNAL AUDIT AND CONTROL**

**1) Internal Control System**

**Disclose the following information pertaining to the internal control system of the company:**

**(a) Explain how the internal control system is defined for the company;**

The Bank adopts the definition under the SEC Revised Code of Corporate Governance. Under the Corporate Governance Manual,<sup>6</sup> internal control system is defined as the framework under which internal controls are developed and implemented (alone or in concert with other policies or procedures) to manage and control particular risk or business activity, or combination of risks or business activities, to which the corporation is exposed;

<sup>6</sup> Definition of Terms, par. j.

**(b) A statement that the directors have reviewed the effectiveness of the internal control system and whether they consider them effective and adequate;**

The Audit Committee has the following roles and responsibilities under the Audit Committee Charter:

- Monitor and evaluate the adequacy and effectiveness on internal control system and risk management including financial reporting control and information technology security.
- Evaluate whether management is setting the appropriate control culture by communicating the importance of internal control and the management of risk and ascertain that all officers and employees have an understanding of their roles and responsibilities in the Bank's risk and control system.
- Ascertain whether internal control recommendations made by internal and external auditors and regulating bodies have been implemented by management.

**(c) Period covered by the review;**

The review may cover the period from the last year to the current year. In the case of audit reports, evaluation is done considering the last audit cut-off with the present cut-off of examination performed by auditors. At least annually or when deemed necessary (e.g., change of corebanking system), the review is done to determine the adequacy and effectiveness of the Bank's internal control system, including financial reporting, operational and compliance controls, risk management, and information technology security

**(d) How often internal controls are reviewed and the directors' criteria for assessing the effectiveness of the internal control system; and**

Frequency:  
 Monthly - Audit Reports;  
 Quarterly - Financial Statement Review; and  
 Yearly - Annual Internal Report

Criteria:  
 Control Environment  
 Risk Assessment Process  
 Control Activities  
 Information and Communication System  
 Monitoring

**(e) Where no review was conducted during the year, an explanation why not. N/A**

**2) Internal Audit**

**(a) Role, Scope and Internal Audit Function**

**Give a general description of the role, scope of internal audit work and other details of the internal audit function.**

Role	Scope	Indicate whether In-house or Outsource Internal Audit Function	Name of Chief Internal Auditor/Auditing Firm	Reporting process
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<p>Internal Audit – provide value added audit &amp; consulting services by evaluating and improving the effectiveness of control, risk management and governance process.</p>	<p>Examination and evaluation of all business systems, processes, operation, function and activities within the Bank including the organization's outsourced functions, its subsidiaries and branches.</p>	<p>In-House</p>	<p>FSVP Ana Luisa S. Lim/Internal Audit Group</p>	<ul style="list-style-type: none"> <li>• Prepare a flexible annual audit plan using an appropriate risk-based methodology.</li> <li>• Provide periodic reports to the Audit Committee summarizing the Internal Audit performance and activity as well as highlighting significant emerging business risks, regulatory changes, internal control issues, corporate governance issues and accounting developments.</li> <li>• Provide an annual assessment on the adequacy and effectiveness of the Bank's process for controlling its activities and managing its risks.</li> </ul>
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**(b) Do the appointment and/or removal of the Internal Auditor or the accounting /auditing firm or corporation to which the internal audit function is outsourced require the approval of the audit committee?**

Yes. This is provided for under the Audit Committee Charter.

**(c) Discuss the internal auditor's reporting relationship with the audit committee. Does the internal auditor have direct and unfettered access to the board of directors and the audit committee and to all records, properties and personnel?**

Under the Audit Committee Charter attached hereto as Annex "C", the Audit Committee shall ensure functional reporting of the Internal Audit to the Audit Committee. The Audit Committee shall ensure that, in the performance of the work of the Internal Auditor, he shall be free from interference by outside parties. The Audit Committee shall likewise ensure that the internal and external auditors act independently from each other, and that both external and internal auditors are given unrestricted access to all records, properties and personnel to enable them to perform their respective audit functions;

**(d) Resignation, Re-assignment and Reasons**

**Disclose any resignation/s or re-assignment of the internal audit staff (including those employed by the third-party auditing firm) and the reason/s for them.**

Name of Audit Staff	Reason
RECHELLE LISING	went to Middle East

<u>JOSEPH GENTOLIA</u>	<u>transferred to RCBC FCSD</u>
<u>JAMEY SIENA BERNARDO</u>	<u>went to Qatar</u>
<u>JHEREMIAH FAJARDO</u>	<u>accepted BDO Bank's job offer</u>
<u>ROMINA SHAYNE GABRIEL</u>	<u>took a rest</u>
<u>RACHEL ANN DONATO</u>	<u>transferred to RBG Cauayan BC</u>
<u>CAROLINE CAUSON</u>	<u>accepted ICTSI's job offer</u>
<u>ELOIDA OQUIALDA</u>	<u>accepted EastWest Bank's job offer</u>
<u>KENNETH CARLA DELA CRUZ</u>	<u>accepted a non-audit/non-bank job offer</u>
<u>PEARL ORIENT CASTRO</u>	<u>took a rest (pregnancy-related)</u>
<u>ALBERT MANZANO</u>	<u>accepted EastWest Bank's job offer</u>
<u>MADELEINE ANGELES</u>	<u>went to Dubai</u>
<u>ZARAH MADAMBI</u>	<u>went to Bogota, Columbia</u>
<u>MARELIZA PANALIGAN</u>	<u>accepted BPI Bank Securities' job offer</u>

**(e) Progress against Plans, Issues, Findings and Examination Trends**

State the internal audit's progress against plans, significant issues, significant findings and examination trends.

<b>Progress Against Plans</b>	
<b>Issues<sup>9</sup></b>	
<b>Findings<sup>10</sup></b>	
<b>Examination Trends</b>	

[The relationship among progress, plans, issues and findings should be viewed as an internal control review cycle which involves the following step-by-step activities:

**1) Preparation of an audit plan inclusive of a timeline and milestones;**

An audit plan is prepared annually based on risk scoring criteria. Quarterly status of the plan is reported for the information of the Audit Committee.

**2) Conduct of examination based on the plan;**

Examination is based on the annual audit plan while a portion of the plan is allotted for special or unscheduled audits. Revisions or adjustments in the annual plan are presented for the approval of the Audit Committee.

**3) Evaluation of the progress in the implementation of the plan;**

A quarterly evaluation of the progress in the implementation of the plan is performed by the Internal Audit Head prior to reporting of the status to the Audit Committee.

**4) Documentation of issues and findings as a result of the examination;**

Results of the examination are documented through preparation of audit report per auditable unit. Reports are presented for approval of the Audit Committee.

**5) Determination of the pervasive issues and findings ("examination trends") based on single year result and/or year-to-year results;**

Common and significant findings are summarized in the Annual Internal Audit Report.

<sup>9</sup> "Issues" are compliance matters that arise from adopting different interpretations.

<sup>10</sup> "Findings" are those with concrete basis under the company's policies and rules.

**6) Conduct of the foregoing procedures on a regular basis.]**

The foregoing procedures are conducted on a regular basis.

**(f) Audit Control Policies and Procedures**

Disclose all internal audit controls, policies and procedures that have been established by the company and the result of an assessment as to whether the established controls, policies and procedures have been implemented under the column "Implementation."

Policies & Procedures	Implementation
PPP 2013-07: Policies and Procedures on Internal & External Trainings	Implemented

**(g) Mechanism and Safeguards**

State the mechanism established by the company to safeguard the independence of the auditors, financial analysts, investment banks and rating agencies (example, restrictions on trading in the company's shares and imposition of internal approval procedures for these transactions, limitation on the non-audit services that an external auditor may provide to the company):

Auditors (Internal and External)	Financial Analysts	Investment Banks	Rating Agencies
As stated in the Internal Audit Charter and to maintain objectivity, Internal Audit is not involved in day to day operations.	N/A	N/A	N/A

(h) State the officers (preferably the Chairman and the CEO) who will have to attest to the company's full compliance with the SEC Code of Corporate Governance. Such confirmation must state that all directors, officers and employees of the company have been given proper instruction on their respective duties as mandated by the Code and that internal mechanisms are in place to ensure that compliance.

Chairperson: Ms. Helen Y. Dee  
 President and CEO: Mr. Lorenzo V. Tan

**H. ROLE OF STAKEHOLDERS**

1) Disclose the company's policy and activities relative to the following:

	Policy	Activities
Customers' welfare	Employee's Code of Conduct under Treatment of Clients.	The ATM Fraud and Fulfillment Monitoring Section under the Contact Center Department of the Retail Banking Group (RBG) handles complaints on ATM related transactions in coordination with the branches.

		<p><u>The Branch Support Department under the RBG handles/monitors complaints like poor service of branch personnel coursed through the contact center via phone call or e-mail.</u></p> <p><u>The RBG Operations and Process Review Committee convenes regularly to provide an assessment and to formulate the appropriate measures to mitigate complaints, as well as to provide short term and long term solutions on client concerns.</u></p> <p><u>The Service Culture Program, a training program for RBG personnel is focused on providing a standard of service to clients.</u></p>
Supplier/contractor selection practice	The supplier/contractor selection process is being handled by House of Investments (HI). There are Procurement Shared Polices (PSS), Supplier Management, Choosing A Supplier <u>and Code of Ethics for Suppliers</u> policies.	
Environmentally friendly value-chain	The Bank has a Policy on Social and Environmental Management System. Said policy includes a Credit Approval Process.	
Community interaction	Please see discussion under Corporate Social Responsibility Initiatives.	Please see discussion under Corporate Social Responsibility Initiatives.
Anti-corruption programmes and procedures?	This is embedded in the Bank's Code of Conduct and Corporate Governance Manual.	
Safeguarding creditors' rights	The Bank has a policy on Transparency/Commitment to Disclose Material Information under the Bank's Corporate Governance Manual.	

2) **Does the company have a separate corporate responsibility (CR) report/section or sustainability report/section?**

Yes.

3) **Performance-enhancing mechanisms for employee participation.**

(a) **What are the company's policy for its employees' safety, health, and welfare?**



RCBC is committed to maintain a safe and healthy working environment.

The Bank enacted the following policies in 2013:

Family Welfare Policy

Tuberculosis Workplace Policy Program

HIV/Aids Workplace Policy Program

Procedures are in place to protect all associates from generally recognized workplace hazards such as fire, earthquake, robberies and other natural and man-made calamities.

The Bank likewise has substance abuse policies and inspection and search procedures.

1. Substance Abuse Policies

Employees who work while under the influence of drugs or alcohol present a safety and operational hazard to themselves and their colleagues as well as pose a risk to the trustworthy and professional image of the Bank. Thus, the Bank enacted of the following policies:

1.1 RCBC's Drug-Free Workplace Policy & Programs

1.2 Policy Against Alcohol Abuse

1.3 Policy on Off-Duty Substance Abuse

2. Inspection & Search Procedures

Employees are mandated to notify security personnel if they see anything suspicious, including the presence of strangers and unattended bags or packages on the premises.

Employees are likewise mandated to subject themselves, their personal belongings and the Bank assets under Bank custody to intensive inspection and search procedures by security personnel, upon entering, while within and upon leaving Bank premises.

Bank premises include parking lots, whether owned or leased by the Bank. Personal belongings shall include pockets, bags, storage media, cars and any other personal property that may be used as repository of cash, jewelry, documents, keys, data and other valuable items.

**(b) Show data relating to health, safety and welfare of its employees.**

The Bank's Human Resources Group budgeted P70 Million in 2013 for the medical benefits of employees.

**(c) State the company's training and development programmes for its employees. Show the data.**

For 2013, the Bank has the following training and development programs for its employees which are coordinated with the HRG-Training Department for specific target participants:

1. Customer Service Programs
2. Leadership Development Programs
3. Risk Management
4. Sales Planning and Management
5. Operation Core-Competency
6. Product Knowledge
7. Technical Competency
8. E-Learning on the following:
  - a. Information Security Awareness
  - b. Corporate Governance
  - c. Crisis Management
  - d. Anti-Money Laundering

The different Groups also have their own training initiatives as well as external training seminars which are arranged as associates enroll in the course.

**(d) State the company's reward/compensation policy that accounts for the performance of the company beyond short-term financial measures**

The Bank's Compensation and Incentive Program provides as follows:

The Bank commits to pay its employees salaries/compensation consistent with job performance and the requirements of the law and one that is competitive with the banking industry. The Bank gives importance to equitable pay differentials for different types of work and hence pays within an established salary structure for the different job levels. The Bank likewise provides officers with incentives and rewards for contribution to the business objectives of the Bank.

1. The Bank implements and maintains a sound **Compensation and Incentive Program**, with the following objectives:

- To establish a basis for determination and management of compensation, salary increase, and performance incentives.
- To provide financial incentives through the proper administration of salaries and other means of compensation for each individual to motivate them to do their best on their job.
- To maintain competitive salary levels/structures consistent with those in the banking industry.
- To ensure retention and attraction of performing and key talents in the organization.

2. To guide the Bank in managing the compensation levels of its employees, a salary structure was designed and developed using the following parameters:

**a. Position Evaluation.** Position evaluation is a systematic procedure for analyzing, measuring and classifying positions in terms of common job elements or factors found in every position. The current salary structure is based on the existing job grading system for Officer levels ranging from First Officer up to the Senior Executive Vice President. The Human Resources Group (HRG) has the responsibility of ensuring that jobs are rated properly and continuously as they change over time due to reconfiguration of functions or reorganizations.

**b. Target Market Group.** The salary structure was based on market data of banks deemed as peers by RCBC. Data on these peer banks are obtained from industry and national surveys conducted by private consultancy companies and trade and employee associations.

**c. Target Positioning Objective.** In terms of target positioning objectives, the Bank receives instruction from management on the desired positioning in relation with the Target Market Group or the banking industry in general. This positioning is targeted at both the market's guaranteed pay and total annual cash compensation.

3. The salary structure is reviewed regularly by HRG to maintain its relevance and competitiveness internally and externally.

4. In case surveys and studies reveal that the salary structure is grossly sliding off as compared to the industry or its Target Market Group, it is incumbent upon HRG to come up with recommendations to correct the disparity and to discuss said recommendations with management.

5. Final approval of recommendations with regard to changes in the compensation structure and policies will need to be secured from the Corporate Governance Committee.

6. Administration, implementation and maintenance of the Bank's Compensation and Incentive Program shall be the direct responsibility of HRG, particularly by its Group Head, Department Head for Compensation and Benefits and Department Head for Career Management.

7. The Compensation and Incentive Program shall be composed of:

a. **Basic Pay.** This refers to the employee's monthly take-home pay, exclusive of allowances and overtime pay.

b. **Guaranteed Pay.** Refers to the guaranteed annual pay/compensation regardless of whether the company meets its target or not. For Non-Officers, guaranteed pay totals 17 months, which includes the 13<sup>th</sup> month pay. For Officers, guaranteed pay totals 16 months inclusive of the 13<sup>th</sup> month pay.

c. **Variable Pay.** This refers to additional bonuses or incentives given to eligible employees depending on their contributions to the Bank's overall objectives. The incentives or rewards may include the Performance Incentive Bonus (for Officers), Merit Increase (for Officers) and Promotional Increase (for Non-Officers and Officers).

4) **What are the company's procedures for handling complaints by employees concerning illegal (including corruption) and unethical behaviour? Explain how employees are protected from retaliation.**

The Bank's Open Communication Policy provides as follows:

All employees, regardless of position or rank, who are witnesses to anomalies in the workplace are obliged to speak up and report the same personally or in writing to his/her unit head or any of the following officers, verbally or in writing:

The Internal Audit Division Head  
The Human Resources Group Head  
The Legal & Regulatory Affairs Group Head

The Compliance Officer,  
The Bank Security Officer

The above officers are duty-bound to:

- (a) Acknowledge receipt of the report and to communicate to the reporting employee the status of the complaint and manner by which the concern is being handled;
- (b) Oversee the implementation of this policy; and
- (c) Utilize the resources of the Internal Audit Division, the Human Resources Group and the Legal & Regulatory Affairs Group in investigating the veracity of the reports, conducting administrative investigations and filing and prosecuting the necessary criminal and/or civil cases in relation thereto.

#### CONFIDENTIALITY OF REPORTS & CONSEQUENCES OF REPORTING

All disclosures received by any of the above authorized persons shall be treated with confidentiality. In any case, the identity of the informant will not be revealed without his/her prior conforme.

All informants shall be protected by the Bank from harassment, reprisal and/or retaliation.

If the informant is somehow involved in the anomaly, s(he) will be exempt from administrative sanctions and/or criminal prosecution, if and when all of the following conditions concur:

- (a) The report was made voluntarily and in good faith;
- (b) There is absolute necessity for the testimony of the informant in order for the Bank to build an administrative/criminal case;
- (c) There is no other direct evidence available for the proper prosecution of the anomaly committed;
- (d) The testimony or information can be substantially corroborated in its material points;
- (e) The informant does not appear to be the most guilty; and

- (f) The informant actively cooperates and assists in the prosecution of the accused or perpetrator of the anomaly/irregularity.

Exemption from administrative sanction and/or criminal prosecution shall be upon the recommendation of the Investigative Committee and final approval of the Personnel Evaluation & review Committee (PERC).

#### OFFENSES & SANCTIONS

If an employee makes an allegation in good faith and said allegation is not confirmed by subsequent investigation, no action shall be taken against that employee. If the allegation is, however, proven to be malicious or vexatious, the same may be considered a form of misconduct depending on the circumstances of the case.

Any act of retaliation, reprisal or harassment against informant-employees in relation to their act of reporting anomalies is tantamount to grave misconduct – a gross/terminable offense.

Any act of misrepresentation, forgery or deceit that an employee may initiate in order to intentionally harm a co-employee constitutes dishonesty and grave misconduct, which are grounds for termination of employment.

### I. DISCLOSURE AND TRANSPARENCY

#### 1) Ownership Structure

##### (a) Holding 5% shareholding or more

Shareholder	Number of Shares	Percent	Beneficial Owner
<u>PAN MALAYAN MANAGEMENT &amp; INVESTMENT CORP.</u>	<u>473,963,632</u>	<u>37.15%</u>	<u>PAN MALAYAN MANAGEMENT &amp; INVESTMENT CORP.</u>
<u>PCD NOMINEE CORP. (FILIPINO)</u>	<u>344,174,775</u>	<u>26.98%</u>	<u>VARIOUS</u>
<u>PCD NOMINEE CORP. (NON FILIPINO)</u>	<u>400,975,170</u>	<u>31.43</u>	<u>VARIOUS</u>

\*As of 31 December 2013

Name of Senior Management	Number of Direct shares	Number of Indirect shares Through (name of record owner)	% of Capital Stock
<u>Alfredo S. Del Rosario</u>	=	<u>17,400 – RCBC Sec.</u>	<u>0.00%</u>
<u>Edgar Anthony Villanueva</u>	=	<u>200 – RCBC Sec.</u>	<u>0.00%</u>
<u>Koji Onozawa</u>	=	<u>2,000 – RCBC Sec.</u>	<u>0.00%</u>
<u>Rommel S. Latinazo</u>	=	<u>7,400 – RCBC Sec.</u>	<u>0.00%</u>

\*As of 31 December 2013

2) Does the Annual Report disclose the following:

Key risks	Yes
Corporate objectives	Yes
Financial performance indicators	Yes
Non-financial performance indicators	Yes
Dividend policy	Yes (dividends paid)
Details of whistle-blowing policy	Yes
Biographical details (at least age, qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of directors/commissioners	Yes
Training and/or continuing education programme attended by each director/commissioner	Yes
Number of board of directors/commissioners meetings held during the year	Yes
Attendance details of each director/commissioner in respect of meetings held	Yes
Details of remuneration of the CEO and each member of the board of directors/commissioners	Yes

Should the Annual Report not disclose any of the above, please indicate the reason for the non-disclosure.

3) External Auditor's fee

Name of auditor	Audit Fee	Non-audit Fee
Punongbayan & Araullo – Parent	<u>P750M</u>	<u>P1,675M</u>
Punongbayan & Araullo - Group	<u>P1,881M</u>	<u>P1,675M</u>

\*2013 figures

4) Medium of Communication

List down the mode/s of communication that the company is using for disseminating information.

RCBC Website  
Disclosures to the PSE  
Press Releases

5) Date of release of audited financial report: April 15 disclosure to the PSE under SEC Form 17-A.

6) Company Website

Does the company have a website disclosing up-to-date information about the following?

Business operations	Yes
Financial statements/reports (current and prior years)	Yes
Materials provided in briefings to analysts and media	Yes
Shareholding structure	Yes
Group corporate structure	Yes
Downloadable annual report	Yes

Notice of AGM and/or EGM	Yes
Company's constitution (company's by-laws, memorandum and articles of association)	The AOI and By-Laws will be made available in the third quarter of this year as part of the website updating.

Should any of the foregoing information be not disclosed, please indicate the reason thereto.

7) Disclosure of RPT

RPT	Relationship	Nature	Value
<u>Related parties under PAS 24</u>		<u>The significant transactions of the Bank and its subsidiaries (collectively referred to as the "Group") with its related parties as of end December 2013 included loans and receivables and deposit liabilities.</u>	<u>Total amount of loans outstanding was at P5,730 Billion and deposit liabilities was at P4,008 Billion as of end December 2013.</u>
<u>Directors, officers, stockholders, related interests (DOSRI) under BSP regulations</u>		<u>Loans, credit accommodations, guarantees</u>	<u>The total amount of DOSRI loans was at P6,416 Billion as of end December 2013.</u>
<u>RCBC Savings Bank (RSB), Malayan Insurance Company, Inc. (MICO), Grepalife Financial, Inc. (Grepalife), Bankard Inc. (Bankard) and Hexagonland, Inc. (Hexagonland), with the conformity of Goldpath Properties Development Corporation (Goldpath), the parent company of Hexagonland</u>	<u>RSB is a subsidiary of RCBC. Goldpath is 100% owned by RSB. MICO and Grepalife are affiliates. Please see following discussion on sale of Bankard and discussion on right column on liquidation of Hexagonland.</u>	<u>In October 1, 2009, RCBC entered into a joint development agreement with RSB, MICO, Grepalife, Bankard and Hexagonland, with the conformity of Goldpath, the parent company of Hexagonland, to form a consortium for the pooling of their resources and establishment of an unincorporated joint venture (the "UJV") for the construction and development of a high rise, mixed use commercial/office building, now operated by the Group as RSB Corporate Center.</u>  <u>In 2011, RCBC acquired the rights and interest of Grepalife in the UJV. Also in 2011, RSB</u>	

		<p><u>was able to acquire the rights and interest of Hexagonland after the latter's liquidation and partial return of capital to Goldpath. RSB, accordingly, contributed the land amounting to P383 million to the Project.</u></p> <p><u>On October 2, 2012, the remaining co-venturers executed a memorandum of understanding agreeing in principle to cancel or revoke the UJV, subject to the approval of BSP. As of December 31, 2012, total cash contribution of RCBC, RSB and Bankard to the UJV amounted to P1.6 billion which is recorded as Construction in Progress.</u></p> <p><u>On March 13, 2013, through MB Resolution No. 405 dated March 7, 2013, BSP approved RCBC's acquisition of the land contributed to the RSB Corporate Center as well as the rights and interests of its co-venturers. As a result, RCBC paid its co-venturers a total consideration of P1.2 billion which is inclusive of compensation at the rate of 5.00% per annum computed from the date of the co-venturers' payment of their respective cash contributions until the date of the actual return or payment by RCBC. The total consideration was capitalized and recorded as part of</u></p>	
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		<u>Buildings account. In addition, by virtue of a deed of absolute sale executed between the Parent Company and RSB on April 5, 2013, the latter transferred its ownership and title to the land where the RSB Corporate Center is situated to RCBC for a selling price of P529.</u>	
<u>RCBC Realty Corporation</u>	<u>Affiliate</u>	<u>The Bank and certain subsidiaries occupy several floors of RCBC Plaza as leaseholders of RCBC Realty Corporation (RCBC Realty). The Bank's lease contract with RCBC Realty is until December 31, 2015.</u>	<u>Related rental expense are included as part of Occupancy and Equipment-related account in the statement of income.</u>
<u>Sale of RCBC's stake in RCBC Realty to PMMIC, House of Investments and RCBC Land</u>	<u>PMMIC, House of Investments and RCBC Land are affiliates</u>	<u>In 31 July 2013, the Board approved the sale of the Bank's 25% shareholdings in RCBC Realty and 49% shareholdings in RCBC Land, Inc. (RCBC Land) representing the Bank's 34.8% economic interest in RCBC Realty to Pan Malayan Investment and Management Corporation, House of Investments, and RCBC Land. The purpose of the transaction was to comply with Basel III guidelines.</u>	<u>Php 4,547,095,000.00.</u>
<u>Sale of RCBC's stake in Bankard; Transfer of merchant acquiring business of Bankard to the Bank; Card processing services of the Bank</u>	<u>RCBC Bankard Services Corporation is a subsidiary of RCBC Capital Corporation which is in turn a subsidiary of the Bank</u>	<u>In 18 October 2013, the Board approved the sale to Philippine Business Bank Trust and Investment Center on behalf of various clients the Bank's and its subsidiary RCBC Capital Corporation's</u>	



		<p><u>89% stake in Bankard..</u></p> <p><u>In 25 November 2013, the Board approved the transfer of the merchant acquiring business of Bankard to the Bank. The transfer of the business involved the following activities:</u></p> <ol style="list-style-type: none"> <li><u>1. Sale of POS terminals to the Bank</u></li> <li><u>2. Assignment of merchant contracts in the name of Bankard, Inc. to the Bank</u></li> <li><u>3. Transfer of the Bank Identification Number (BIN) and Association Licenses from Bankard to the Bank for the processing of acquiring transaction</u></li> <li><u>4. Transfer of settlement Bank accounts from Bankard, Inc. to the Bank.</u></li> </ol> <p><u>The purpose of the transaction was to consolidate the merchant acquiring business of Bankard to the Bank. This was also intended to help in the efforts of the Bank to minimize its equity investments in subsidiaries in preparation for Basel III implementation. Net Assets as of 31 October 2013 was at P39.05 Million.</u></p>	
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		<u>In 04 December 2013, RCBC Bankard Services Corporation was incorporated as a subsidiary of RCBC Capital Corporation to perform card processing services for the Bank.</u>	
<u>RCBC and certain subsidiaries' Retirement Funds</u>		<u>The Bank's and certain subsidiaries' retirement funds covered under their defined post-employment benefit plan for qualified employees are administered by the Bank's Trust Department in accordance with their respective trust agreements. The retirement fund neither provides any guarantee or surety for any obligation of the Group nor its investments in its own shares of stock covered by any restriction and liens.</u>	<u>The Group's retirement fund has transactions directly and indirectly with the Group and the Bank which consist of investment in common shares of the Bank, other securities and debt instruments wherein dividend income and trading gains are earned by the retirement funds.</u>
		<u>The Bank's other transactions with subsidiaries and affiliates include service agreements and leasing office premises, regular banking transactions (including purchases and sales of trading account securities, securing insurance coverage on loans and property risks and intercompany advances), all of which are at arms' length and conducted in the ordinary course of business.</u>	

**When RPTs are involved, what processes are in place to address them in the manner that will safeguard the interest of the company and in particular of its minority shareholders and other stakeholders?**

Related party transactions are submitted to the Audit Committee for analysis and evaluation before they are submitted to the Board for approval. Under the Bank's Corporate Governance Manual, the Bank's stockholders are required to confirm by majority vote, in the annual stockholders' meeting, the bank's

significant transactions with its DOSRI and other related parties.

**J. RIGHTS OF STOCKHOLDERS**

**1) Right to participate effectively in and vote in Annual/Special Stockholders' Meetings**

**(a) Quorum**

Give details on the quorum required to convene the Annual/Special Stockholders' Meeting as set forth in its By-laws.

<b>Quorum Required</b>	Article IV. Section 1 (g) defines quorum "Quorum – A quorum at any meeting, whether regular or special, shall consist of stockholders owning the majority of the subscribed capital stock represented in person or by proxy. Except as otherwise provided by law, a majority of such quorum shall decide any question that may come before the meeting."
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**(b) System Used to Approve Corporate Acts**

Explain the system used to approve corporate acts.

<b>System Used</b>	Ratification of the Actions of the Board, Different Committees and Management.
<b>Description</b>	The shareholders ratify actions of the Board, Different Committees and Management during the Annual Stockholders' Meeting.

**(c) Stockholders' Rights**

List any Stockholders' Rights concerning Annual/Special Stockholders' Meeting that differ from those laid down in the Corporation Code.

Stockholders' Rights under The Corporation Code	Stockholders' Rights not in The Corporation Code
None.	None.

**Dividends**

Declaration Date	Record Date	Payment Date
<u>January 28, 2013</u> <i>(preferred stock)</i>	<u>March 21, 2013</u>	-
<u>March 25, 2013</u> <i>(common stock)</i>	As of close of the 10 <sup>th</sup> trading day from receipt of the approval of the BSP	<u>May 27, 2013</u>
<u>March 25, 2013</u> <i>(preferred stock)</i>	As of close of the 10 <sup>th</sup> trading day from receipt of the	<u>May 27, 2013</u>

	<u>approval of the BSP</u>	
<u>April 29, 2013</u> <i>(preferred stock)</i>	<u>June 21, 2013</u>	<u>June 27, 2013</u>
<u>July 29, 2013</u> <i>(preferred stock)</i>	<u>September 21, 2013</u>	<u>September 26, 2013</u>
<u>October 29, 2013</u> <i>(preferred stock)</i>	<u>December 21, 2013</u>	<u>January 15, 2014</u>
<u>October 29, 2013</u> <i>(Hybrid Tier 1)</i>	-	<u>April 27, 2014</u>
<u>October 29, 2013</u> <i>(Hybrid Tier 1)</i>	-	<u>October 27, 2014</u>

**(d) Stockholders' Participation**

1. State, if any, the measures adopted to promote stockholder participation in the Annual/Special Stockholders' Meeting, including the procedure on how stockholders and other parties interested may communicate directly with the Chairman of the Board, individual directors or board committees. Include in the discussion the steps the Board has taken to solicit and understand the views of the stockholders as well as procedures for putting forward proposals at stockholders' meetings.

<b>Measures Adopted</b>	<b>Communication Procedure</b>
Shareholders are allowed to ask questions during the Annual Stockholders' Meeting.	Shareholders pose questions and/or raise matters in person during the meeting and are addressed by the Chairperson, members of the Board and/or management.

2. State the company policy of asking shareholders to actively participate in corporate decisions regarding:
  - a. **Amendments to the company's constitution** – The Bank complies with the provisions of the Section 16 of the Corporation Code on the required vote or written assent of stockholders representing at least 2/3 of the outstanding capital stock for amendments of the articles of incorporation.
  - b. **Authorization of additional shares** – The Bank complies with the provisions of Section 38 of the Corporation Code on the required approval of the stockholders representing at least 2/3 of the outstanding capital stock for increase in capital stock.
  - c. **Transfer of all or substantially all assets, which in effect results in the sale of the company** - The Bank complies with the provisions of Section 40 of the Corporation Code on the required approval of the stockholders representing at least 2/3 of the outstanding capital stock for increase in capital stock.
3. Does the company observe a minimum of 21 business days for giving out of notices to the AGM where items to be resolved by shareholders are taken up?
  - a. **Date of sending out notices:** 15 Banking days before AGM however disclosure (PSE/PDEX/BSP/SEC) is made 10 banking days before the record date. Record date is 20 banking days before AGM.
  - b. **Date of the Annual/Special Stockholders' Meeting:** Last Monday of June
4. State, if any, questions and answers during the Annual/Special Stockholders' Meeting.

Below is the summary of questions/concerns raised and answers pertaining to the Annual Report/Audited Financial Statements of 2012:

- a. Some subsidiaries have poor performance, i.e. Merchants Bank, JP Laurel Bank, Telemoney Europe. What does the Bank intend to do with it?

The banks were acquired with incentives from the BSP. Merchants Bank has been merged with JP Laurel Rural Bank in 2012 and is currently Rizal Microbank doing microbanking. The bank expects to break even this year or next year.

- b. How is RCBC protecting shareholders from problems with ATM activities?

RCBC is investing in new technology. The Bank is also making use of hackers to test the Bank's firewalls.

- c. Debit cards pose more risk?

The current one of RCBC is MyWallet. BSP limits load to Php 100,000.00.

- d. The Audit Report in the Annual Report does not indicate name and contact details of the auditors.

This will be done in the next annual report.

#### 5. Result of Annual/Special Stockholders' Meeting's Resolutions

Resolution	Approving	Dissenting	Abstaining
13-01: Approval of the Minutes of the Annual Meeting of the Stockholders held on 25 June 2012	Stockholders representing a total of 1,062,330,973 common and preferred shares of stocks or 83.28% of the Corporation's outstanding 1,275,658,638 common and preferred shares entitled to vote	None	None
13-02: Approval of the Annual Report and the Audited Financial Statement for 2012	-do-	-do-	-do-
13-03: Ratification of the actions and proceedings of the Board of Directors, different Committees and Management during the year 2012	-do-	-do-	-do-
13-04: Confirmation of Significant Transactions with DOSRI and Related Parties	-do-	-do-	-do-
13-05: Election of Directors	-do-	-do-	-do-
13-06: Appointment of	-do-	-do-	-do-

External Auditor			
13-07: Ratification of the placing of subscription transaction, of which 63,650,000 common shares were placed by PMMIC to third party investors, and subsequent subscription by PMMIC to 63,650,000 common shares issued by the bank from its authorized but unissued capital stock	-do-	-do-	-do-

**6. Date of publishing of the result of the votes taken during the most recent AGM for all resolutions:**

None

**7. Modifications**

State, if any, the modifications made in the Annual/Special Stockholders' Meeting regulations during the most recent year and the reason for such modification:

Modifications	Reason for Modification
None	None

**8. Stockholders' Attendance**

**i. Details of Attendance in the Annual/Special Stockholders' Meeting Held:**

Type of Meeting	Names of Board members / Officers present	Date of Meeting	Voting Procedure (by poll, show of hands, etc.)	% of SH Attending in Person	% of SH in Proxy	Total % of SH attendance
Annual	1. Amb. Alfonso T. Yuchengco, <i>Honorary Chairman</i> 2. Ms. Helen Y. Dee, <i>Chairperson</i> 3. Mr. Cesar E.A. Virata, <i>Vice Chairperson</i> 4. Mr. Lorenzo V.	24 June 2013	By poll	Stockholders representing a total of 19,830 common and preferred shares of stocks or .00155% of the Corporation's outstanding 1,275,658,638 common and preferred shares entitled to vote	Stockholders representing a total of 1,062,311,143 common and preferred shares of stocks or 83.275% of the Corporation's outstanding 1,275,658,638 common and preferred	Stockholders representing a total of 1,062,330,973 common and preferred shares of stocks or 83.28% of the Corporation's outstanding 1,275,658,638 common and preferred shares entitled to vote

	Tan, <i>President and CEO</i>				shares entitled to vote	
	5. Atty. Teodoro D. Regala					
	6. Atty. Wilfrido E. Sanchez					
	7. Atty. Ma. Celia H. Fernandez- Estavillo, <i>Corporate Secretary</i>					
	8. Mr. T.C. Chan					
	9. Mr. Medel T. Nera					
	10. Mr. Francis G. Estrada					
	11. Mr. Armando M. Medina, <i>Independent Director</i>					
	12. Mr. Francisco C. Eizmendi, Jr., <i>Independent Director</i>					
	13. Mr. Antonino L. Alindogan, Jr., <i>Independent Director</i>					
Special	None					

ii. Does the company appoint an independent party (inspectors) to count and/or validate the votes at the ASM/SSMs?

No.

iii. Do the company's common shares carry one vote for one share? If not, disclose and give reasons for any divergence to this standard. Where the company has more than one class of shares, describe the voting rights attached to each class of shares.

Yes.

iv. Proxy Voting Policies

State the policies followed by the company regarding proxy voting in the Annual/Special Stockholders' Meeting.

<b>Company's Policies</b>	
Execution and acceptance of proxies	<p>This solicitation is being made by the Bank.</p> <p>Solicitation of proxies will be mainly conducted through mail. Proxies will also, however, be solicited in person or through telephone. The cost of solicitation is borne by the Bank.</p>
Notary	Proxies need not be notarized.
Submission of Proxy	<ul style="list-style-type: none"> <li>(a) The proxy form must be completed, signed and dated by the stockholder or his duly authorized representative, and received at the principal office and mailing address of the Company not later than a given date and time.</li> <li>(b) If the proxy is given by one or more joint owners of shares of stock of the Company, the proxy form must be signed by all of the joint owners.</li> <li>(c) If the shares of stock of the Company are owned in an "and/or" capacity, the proxy form must be signed by either one of the registered owners.</li> <li>(d) If the proxy is given by a holder of shares of stock of the Company that is a corporation, association, partnership or unincorporated entity, the proxy form must be accompanied by a certification signed by a duly authorized officer, partner or representative of such corporation, association, partnership or unincorporated entity, to the effect that the person signing the proxy form has been authorized by the governing body or has the power pursuant to the By-Laws, constitutive documents or duly approved policies of such corporation, association, partnership or unincorporated entity, for such purpose/</li> <li>(e) A proxy given by a broker or dealer in respect of shares of stock of the Company carried by such broker or dealer for the account of a customer must be supported by a sworn certification that the same is given with the express prior authorization of such customer.</li> <li>(f) If any customer of a broker or dealer who is the beneficial owner of shares of stock of the Company executes a sub-proxy, the broker or dealer shall certify that the signature on the sub-proxy is the true and genuine signature of its customer.</li> </ul>
Several Proxies	The Bank complies with Rule 20.II.b.xiv of the Amended Implementing Rules and Regulations of the SRC on several proxies.
Validity of Proxy	The proxy shall continue for a period of 5 years from date hereof unless sooner withdrawn by the shareholder through notice in writing delivered to the Corporate Secretary.
Proxies executed abroad	Must be duly authenticated by the Philippine embassy or consular office in accordance with Rule 20.II.b.xvii of the Amended IRR of the SRC.



Invalidated Proxy	A holder of shares of stock of the Company who has given a proxy has the power to revoke it by written instrument duly signed and dated, which must be received at the Company's principal office and mailing address not later than a given date and time. A proxy is also considered suspended if an individual stockholder attends the meeting in person and expresses his intention to vote in person for the duration of said meeting, and shall continue to be in full force and effect thereafter.
Validation of Proxy	The last day for validation of proxies will be the day before the date of the Annual Meeting of Stockholders. Validation of proxies will be done by the Corporate Secretary and persons designated by the Corporate Secretary who shall be under her supervision and control, in accordance with the procedure and guidelines set out in the Company's By-Laws and Section 11(b) of the SRC Rule 20.
Violation of Proxy	The Bank complies with Rule 20.II.b.xxiv of the Amended IRR of the SRC on violation of proxies.

#### 9. Sending of Notices

State the company's policies and procedure on the sending of notices of Annual/Special Stockholders' Meeting.

Policies	Procedure
In accordance with laws and regulatory issuances	15 Banking days before AGM however disclosure (PSE/PDEX/BSP/SEC) is made 10 banking days before the record date. Record date is 20 banking days before AGM.
In accordance with laws and regulatory issuances	Solicitation of proxies will be mainly conducted through mail. Proxies will also, however, be solicited in person or through telephone. The cost of solicitation will be borne by the Bank.

#### (i) Definitive Information Statements and Management Report

Number of Stockholders entitled to receive Definitive Information Statements and Management Report and Other Materials	All shareholders as of record date.
Date of Actual Distribution of Definitive Information Statement and Management Report and Other Materials held by market participants/certain beneficial owners	31 May 2013

Date of Actual Distribution of Definitive Information Statement and Management Report and Other Materials held by stockholders	31 May 2013
State whether CD format or hard copies were distributed	Hard Copies
If yes, indicate whether requesting stockholders were provided hard copies	N/A

(ii) Does the Notice of Annual/Special Stockholders' Meeting include the following:

Each resolution to be taken up deals with only one item.	Yes (Agenda)
Profiles of directors (at least age, qualification, date of first appointment, experience, and directorships in other listed companies) nominated for election/re-election.	Yes (Information Statement)
The auditors to be appointed or re-appointed.	Yes
An explanation of the dividend policy, if any dividend is to be declared.	N/A
The amount payable for final dividends.	N/A
Documents required for proxy vote.	Yes

Should any of the foregoing information be not disclosed, please indicate the reason thereto.

**10. Treatment of Minority Stockholders**

(a) State the company's policies with respect to the treatment of minority stockholders.

Policies	Implementation
Please see discussion under A.1)(b)	

(b) Do minority stockholders have a right to nominate candidates for board of directors?

Yes.

**K. INVESTORS RELATIONS PROGRAM**

1) Discuss the company's external and internal communications policies and how frequently they are reviewed. Disclose who reviews and approves major company announcements. Identify the committee with this responsibility, if it has been assigned to a committee.

RCBC has a Corporate Communications Division headed by First Vice President Jose Edwiniel C. Guilas which is tasked to manage and oversee internal and external communications for the bank. The division is responsible for:

- Corporate Communications – Charting strategies for the RCBC group's Institutional Advertising\*, corporate branding, image, publicity and promotions\*\*, CSR undertakings;
- Marketing Services – Supporting the various business units' Product Management directions by providing them with product advertising, merchandising support as well as by mounting product-related activities, events and promotions that are all consistent with the institutional brand identity;
- Internal PR – Managing and staging of employee-related events and undertakings that help instill the bank's identified core values as well as promote institutional pride among the bank's associates. These activities are not limited to the bank's annual anniversary and Christmas celebrations, product launches and international conventions but also extend to the issuance of regular and timely advisories in times of PR crises and even the management of the internal online publication; and
- Social Media – Managing the bank's presence in online social media channels.\*\*\*

\* Advertising requirements are met in coordination with an advertising agency owned by the Yuchengco Group of Companies, Philippine Integrated Advertising Agency (PIAA).

\*\*Publicity and promotional management is done in coordination with a PR and Reputational Risk Committee headed by the head of Corporate Communications, with the marketing champions of the different bank units as members. Members have been individually nominated by the various Bank Group Heads for committee membership. Committee meets twice a month to map out and monitor story lines and promotional activities for the bank as well as identify potential reputational risk items which may have to be elevated to the bank's Risk Management Committee.

\*\*\*Social Media management is done in coordination with a Social Media Committee headed by the Corporate Communications, with the social media champions of the different bank units as members. Members have been individually nominated by the various Bank Group Heads for committee membership. The Committee meets twice per month for content planning—in terms of messaging and format—that the bank's social media accounts would take and at the same time, identify and elevate public concerns posted in these sites to the appropriate responsible/responding units in the bank for proper action/resolution.

**2) Describe the company's investor relations program including its communications strategy to promote effective communication with its stockholders, other stakeholders and the public in general. Disclose the contact details (e.g. telephone, fax and email) of the officer responsible for investor relations.**

	Details
(1) Objectives	Proper communication to stakeholders and investors
(2) Principles	provide stakeholders and investors access to the company
(3) Modes of Communications	Disclosures, press releases, One-on-one meetings
(4) Investors Relations Officer	Mr. Gerald O. Florentino, Senior Vice President

Mr. Gerald O. Florentino, Senior Vice President, Corporate Planning Group -Head  
 Telephone # = 894-9949  
 Email = goflorentino@rcbc.com

Ms. Ma. Christina P. Alvarez, First Vice President, Corporate Planning Group  
 Telephone # = 894-9457  
 Email = mpalvarez@rcbc.com  
 Fax Number = 894-9454

**3) What are the company's rules and procedures governing the acquisition of corporate control in the capital markets, and extraordinary transactions such as mergers, and sales of substantial portions of corporate assets?**

The Bank complies with all the applicable laws, rules and regulations pertaining to acquisition of corporate control in the capital markets, and extraordinary transactions such as mergers, and sales of substantial portions of corporate assets.

The Head of Strategic Initiatives under the Office of the President and the CEO leads the identification, development and implementation of key projects and transactions.

**Name of the independent party the board of directors of the company appointed to evaluate the fairness of the transaction price.**

The selection is done on a per transaction basis.

**L. CORPORATE SOCIAL RESPONSIBILITY INITIATIVES**

Discuss any initiative undertaken or proposed to be undertaken by the company.

Initiative	Beneficiary
<p><i>Environmental Care</i></p> <ul style="list-style-type: none"> <li>The Bank has been exerting efforts to promote environmental care in the past years together with other YGC conglomerates with its Earth Care project, a tree planting drive in Tanay, Rizal. This year, together with the members of the Samahan ng mga Magsasaka ng San Andres (SAMASA) and other YGC group members, the Bank signed a memorandum of agreement for the maintenance of the 40-hectare tree planting site. This is to ensure that the seedlings planted in the previous years will be cultivated and protected by the farmers in the area. In line with this, the Bank joined the first ocular inspection in December 2013, wherein the YGC Earth Care project team responded positively during the checking of the growth and maintenance of the tree planting sites.</li> </ul>	
<ul style="list-style-type: none"> <li>In pursuit of promoting environment-friendly facilities, RCBC had the first ever container van banking office in the country when its subsidiary, Rizal Microbank, opened its first Micro Banking Office (MBO) in Lipa City, made out of recycled container vans. The MBO's construction only amounted to approximately P2.3 million, including all office facilities and security requirements compared to the usual P4-6million cost of a regular branch, this ensuring cost efficiency.</li> </ul>	
<p><i>Educational</i></p> <ul style="list-style-type: none"> <li>As part of the Buhay Rizal Values Campaign, which aims to revive nationalism and instill the Filipino values reflected in the life of our national hero, Dr. Jose Rizal, RCBC Savings Bank donated over 800 copies of Noli Me</li> </ul>	<p><u>Students of the Navotas National High School</u></p>

<p><u>Tangere books to students of Navotas National High School this year. The project is also targeted to develop the potential of the youth in education and values formation. Since YGC launched the book donation initiative in 2008, it has donated nearly 50,000 copies of Noli Me Tangere, helping thousands of students from various public high schools across the country.</u></p>	
<p><i>Entrepreneurship and Livelihood Projects</i></p> <ul style="list-style-type: none"> <li><u>RCBC's aim to support micro-entrepreneurs in the country is starting to bear fruit not only for the bank but also for its clients. A Rizal Microbank client became one of 2013's Citi Microentrepreneurship Awardee for her company's significant contribution to community development efforts in Mindanao. After receiving a microfinance loan from Rizal Microbank only a few months back, the client was able to build a multi-million peso business, employing dozens of employees spread across 25 branches in Mindanao. Her achievements truly underscore the bank's commitment and pride supporting small business owners that make a significant contribution to the community's sustainable development.</u></li> </ul>	
<p><i>Disaster and Emergency Relief</i></p> <ul style="list-style-type: none"> <li><u>The bank has been active this year in giving support and immediate relief to the victims of super typhoon Yolanda. Immediately after the calamity struck, RCBC launched the campaign, Alay ni Rizal, which raised almost P2 Million through employee donations alone. Full assistance like food and clothing were also given to employees who were severely affected. The campaign remains in effect as donations continue to come in through online channels courtesy of RCBC MyWallet and ATM cardholders. While other banks either kept their doors locked or offered limited banking services after the typhoon left Philippine shores, RCBC Tacloban branch was the first to be fully operational. In accordance with the relief efforts, groups like the Bankers Association of the Philippines (BAP) and Resona Holdings Inc., the fourth largest financial services group of Japan, coursed through RCBC their respective financial assistance initiatives aimed at rebuilding lives and reconstructing infrastructures in the Visayas region.</u></li> </ul>	<p><u>Victims of supertyphoon Yolanda</u></p>

**M. BOARD, DIRECTOR, COMMITTEE AND CEO APPRAISAL**

Disclose the process followed and criteria used in assessing the annual performance of the board and its committees, individual director, and the CEO/President.

	Process	Criteria
<b>Board of Directors</b>	The Corporate Governance Department collects the data and submits the results to the Corporate Governance Committee for consideration. The results are considered in making the recommendation to the Board on the directors to be nominated for the incoming year.	Please see BOD criteria attached as Annex "I" hereto and made an integral part hereof.
<b>Board Committees</b>	The committees conduct a self assessment and submits the results to the Corporate Governance Committee through the Corporate Governance Department. The results are considered in making the recommendation to the Board on the directors to be appointed to the committees for the incoming year.	Please see Board Committees criteria attached as Annex "J-1" up to "J-7" hereto and made an integral part hereof.
<b>Individual Directors</b>	The Corporate Governance Department collects the data and submits the results to the Corporate Governance Committee for consideration. The results are considered in making the recommendation to the Board on the directors to be nominated for the incoming year.	Please see Directors criteria attached as Annex "K" hereto and made an integral part hereof.
<b>CEO/President</b>	The Corporate Governance Department collects the data and submits the results to the Corporate Governance Committee for consideration. The results are considered in making the recommendation to the Board on the CEO/President to be nominated for the incoming year.	Please see CEO/President criteria attached as Annex "L" hereto and made an integral part hereof.

#### N. INTERNAL BREACHES AND SANCTIONS

Discuss the internal policies on sanctions imposed for any violation or breach of the corporate governance manual involving directors, officers, management and employees

Violations	Sanctions
Non-compliance with any of the provisions in this Manual by the Bank's directors, officers, staff, subsidiaries, and affiliates and their respective directors, officers and staff shall subject erring	Section III.L of the Bank's Corporate Governance Manual provides that the erring associates shall, after due notice and hearing, be subject to sanctions as provided for under the following

associate/s	sections of the Bank's Human Resources Policy Manual:  1.1.1 Jurisdiction Over Administrative Disciplinary Actions 1.1.2 Code of Discipline  1.2 It shall be the duty of the Compliance Officer to determine any violation of the principles and best practices contained in this Manual through notice and hearing.  1.3 The Compliance Officer shall likewise recommend to the Chairman and the Corporate Governance Committee the penalty to be imposed for such violation. The said recommendation shall be further reviewed and approved by the Board of Directors.
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Pursuant to the requirement of the Securities and Exchange Commission, this Annual Corporate Governance Report is signed on behalf of the registrant by the undersigned, thereunto duly authorized, in the City of Makati on \_\_\_ June, 2013.

**SIGNATURES**

(original signed)  
Ms. Helen Y. Dee  
\_\_\_\_\_  
**Chairman of the Board**

(original signed)  
Mr. Lorenzo V. Tan  
\_\_\_\_\_  
**Chief Executive Officer**

(original signed)  
Mr. Francisco C. Eizmendi, Jr.  
\_\_\_\_\_  
**Independent Director**

(original signed)  
Mr. Antonino L. Alindogan, Jr.  
\_\_\_\_\_  
**Independent Director**

(original signed)  
Ms. Ma. Fe P. Salamatin  
\_\_\_\_\_  
**Compliance Officer**

**SUBSCRIBED AND SWORN** to before me this \_\_\_\_\_ day of June 2013, affiant(s) exhibiting to me their \_\_\_\_\_, as follows:

<b>NAME</b>	<b>CTC</b>	<b>Competent Evidence of Identity</b>
Ms. Helen Y. Dee	1588629; 3/5/2013; Manila	Passport No. XX4209429; valid until 7/21/2014
Mr. Lorenzo V. Tan	10658640; 1/16/2013; Makati City	TIN No. 900-036-442
Mr. Francisco C. Eizmendi, Jr.	01719682; 1/12/2013; Pasig City	TIN No. 119132505
Mr. Antonino L. Alindogan, Jr.	33906438; 1/3/2013; Muntinlupa City	Passport No. ZZ125046; valid until 6/3/2014
Ma. Fe P. Salamatin	06119629; 1/4/2013; Manila	SSS No. 03-45470243

**NOTARY PUBLIC**

Doc No. \_\_\_\_\_  
Page No. \_\_\_\_\_  
Book No. \_\_\_\_\_  
Series of \_\_\_\_\_



SECRETARY'S CERTIFICATE

I, **MARIA CELIA H. FERNANDEZ-ESTAVILLO**, of legal age, with postal address at Rizal Commercial Banking Corporation, 46/F, Yuchengco Tower, RCBC Plaza, 6819 Ayala Avenue corner Sen. Gil Puyat Avenue, Makati City, do hereby depose and say:

1. I am the Corporate Secretary of Rizal Commercial Banking Corporation, a corporation organized and existing under and by virtue of the laws of the Republic of the Philippines, with principal place of business at Yuchengco Tower, RCBC Plaza, 6819 Ayala Avenue corner Sen. Gil Puyat Avenue, Makati City ("Company").

2. As such Corporate Secretary, I have custody of the minute books of said corporation which contain the minutes of the meetings of the Board of Directors and its Executive Committee;

3. The Board of Directors in its regular meeting held on 28 July 2014, wherein a quorum was present and acting throughout, was informed of the changes and updates in the initial Annual Corporate Governance Report that occurred during the calendar year 2013 and the requirement of posting the Consolidated Changes in the ACGR as of 31 December 2013 in the Bank's website, in compliance with SEC Memorandum Circular No. 12, s. 2014. The Board approved the aforesaid changes and updates as well as the posting of the Consolidated Changes in the ACGR as of 31 December 2013.

4. The foregoing approvals have never been revoked and/or rescinded and still continue to be in full force and effect;

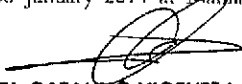
5. This Certificate is being issued to attest to the truth of the foregoing fact and for whatever purpose it may serve.

IN WITNESS WHEREOF, I have hereunto signed this Certificate this 31<sup>st</sup> day of July 2014 at Makati City, Philippines.

  
MARIA CELIA H. FERNANDEZ-ESTAVILLO  
Affiant 

SUBSCRIBED AND SWORN to before me this JUL 31 2014 day of July 2014 at Makati City, affiant **MARIA CELIA H. FERNANDEZ-ESTAVILLO** who is personally known to me exhibiting to me her Community Tax Certificate No. 01392282 issued on 06 January 2014 at Manila City, and Passport No. EB8361199, valid until 9 June 2018.

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Series of 2014.

  
**ATTY. CATALINO VICENTE L. ARABIT**  
Notary Public  
Appointment No. M-127 (2013-2014)  
Until 31 December 2014  
PTR No. 4236479; 1/10/14; Makati City  
IBP No. 953614; 1/8/14; Makati City  
ROLL NO. 40145  
11<sup>th</sup> Floor, Yuchengco Tower 2, RCBC Plaza  
Ayala Avenue, Makati City