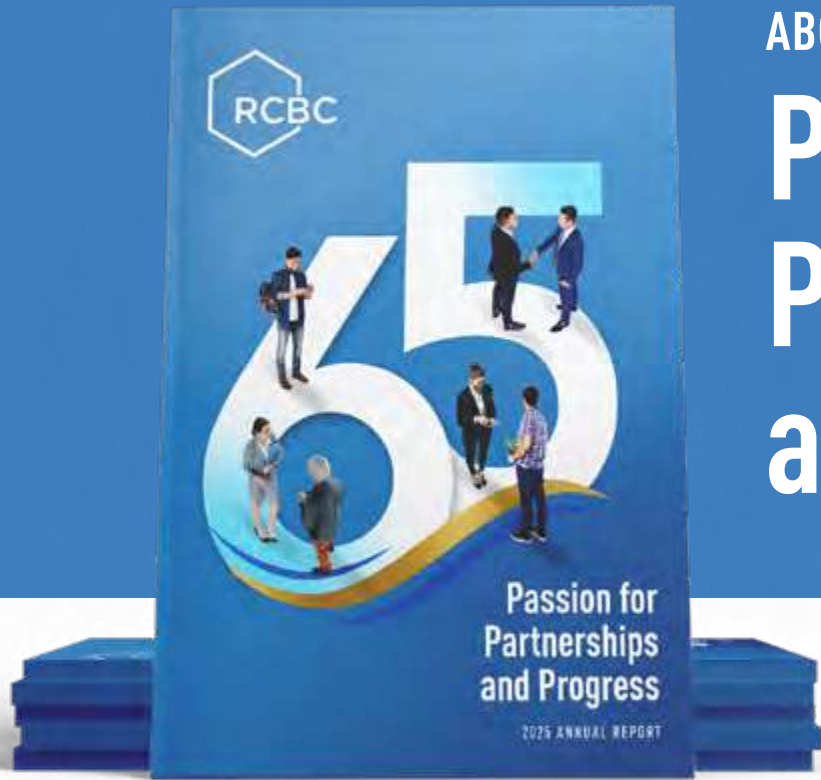




Passion for Partnerships and Progress

2025 ANNUAL AND SUSTAINABILITY REPORT



ABOUT THE REPORT

Passion for Partnerships and Progress

Our 2025 Annual and Sustainability Report focuses on our “Passion for Partnerships and Progress” that serves as both a reflection on RCBC’s enduring legacy and a blueprint for its digital-forward future. The theme encapsulates the two driving forces that have allowed RCBC to navigate decades of economic shifts, technological revolutions, and global challenges.

The Power of Partnership

At the heart of our corporate longevity is a fundamental belief: we do not grow in isolation. Our endurance is a direct result of the deep-rooted trust we have cultivated with our stakeholders.

- **Customer-Centricity:** From traditional brick-and-mortar banking to pioneering digital solutions, we have evolved alongside the changing needs of the Filipino people.
- **Strategic Alliances:** Our synergy with the Yuchengco Group of Companies (YGC) and global partners like the Sumitomo Mitsui Banking Corporation (SMBC) and Cathay Life Insurance Co., Ltd. (Cathay Life) has fortified our capital position and expanded our reach.
- **Community Empowerment:** By partnering with government agencies and MSMEs, we have championed financial inclusion, ensuring that progress reaches the unbanked and underserved. We also embarked on a client partnership that allows us to financially support a Philippine environmental conservation organization, promoting biodiversity protection.

The Pursuit of Progress

Progress, for RCBC, is not merely about financial performance; it is about sustainable evolution. We view our 65-year milestone not as a finish line, but as a foundation for continuous transformation.

- **Digital Leadership:** We have redefined the banking experience through award-winning platforms like RCBC Pulz and DiskarTech, proving that a heritage bank can lead the charge in financial technology.

- **Sustainable Finance:** Through our sustainability partnerships, we ensure that our growth contributes to a greener Philippines. We are the trusted financing partner for renewable energy (RE) projects. Our RE portfolio has exhibited a remarkable trajectory, even surpassing our remaining coal exposure. RE funding accounted for nearly half of our total sustainable financing portfolio as of end-2025.
- **Operational Excellence:** We continue to adopt operational agility by streamlining processes and adopting agile mindsets to embed resilience into every customer interaction. By leveraging technology such as next-generation security standards (e.g., multi-factor authentication, biometric logins, or advanced fraud detection), we are able to maintain our world-class service while future-proofing the bank against market volatility and disruption.

A Shared Future

RCBC’s success in the past 65 years is rooted in being a “partner through generations”—cultivating customer relationships that span generations, nurturing the entrepreneurial spirit that builds family legacies and aspirations, and embracing ESG principles that lead to a better world.

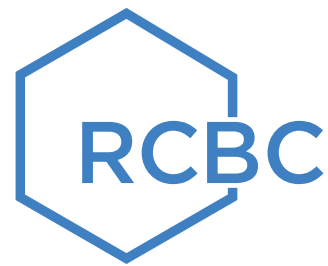
The “Passion” in our theme is a representation of the unwavering spirit that unites our people and the communities we serve.

This report invites you to explore how RCBC continues to blend tradition with innovation, ensuring that our next 65 years are defined by even greater milestones in partnership and progress.



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OUR VISION

Empowering generations of Filipinos through financial innovation

OUR MISSION

We are committed to building meaningful relationships while providing cutting-edge banking solutions.

CORE VALUES

CUSTOMER OBSESSION

We prioritize our customers in all decisions and actions, ensuring that our services meet their diverse needs.

LOYALTY

We pursue corporate interests as our own, speaking well of the company and taking pride in its achievements.

INTEGRITY

We uphold the highest standards of discipline, accountability, and ethical conduct in all interactions, building trust with customers and stakeholders.

EXCELLENCE

We strive to be great, deliver quality results promptly, and improve our results continuously.

NURTURING

We are responsible stewards of our environment and communities, encouraging social development and sustainability.

TEAMWORK

We collaborate toward our shared goals and tap areas of synergy actively to deliver the best possible outcomes for the customers and communities we serve.



OUR BUSINESS AT A GLANCE

A Foundation Built on Enduring Partnerships

From its beginnings as a private development bank in the province of Rizal in 1960, the Rizal Commercial Banking Corporation (RCBC) has evolved over 65 years into one of the largest privately owned universal banks in the Philippines.

Building on this enduring legacy, RCBC has become a leader in digital banking and sustainable finance, continuously strengthening collaborations, enhancing customer experience, and expanding financial inclusion across the country. As of December 31, 2025, RCBC commands substantial strength, reporting Php1.36 trillion in total resources.

The sustained growth of RCBC is deeply rooted in strong ownership and strategic alliances, reflecting its commitment to shared prosperity.

RCBC is owned by the Yuchengco Group of Companies (YGC) which has diverse interests in insurance (Malayan Insurance Company, Sun Life Grepa Financial, Inc.), educational institutions, and vehicle dealerships, among others. This provides a robust local ecosystem that contributes to the Bank's stability and reach. Pan Malayan Management and Investment Corporation holds a significant 33.92% stake in the Bank.

RCBC has also forged key strategic partnerships with global financial powerhouses, demonstrating international confidence in its vision. Sumitomo Mitsui Banking Corporation, one of the world's largest banks, serves as a vital strategic partner and holds a 24.46% stake. Cathay Life Insurance Co., Ltd., a wholly owned subsidiary of Cathay Financial Holding Co., Ltd. and one of the largest publicly listed financial holding companies in Taiwan, holds an 18.68% stake. These alliances provide RCBC with global expertise and capital, reinforcing its strong foundation for sustainable growth.



Driving Solutions and Growth Across Business Segments

RCBC's success is anchored in a robust business model, primarily generating around 89% of total revenues from net interest income. Its strategy is deeply invested in serving diverse customer segments, from high net-worth clients to the underbanked, ensuring that its business model directly contributes to purposeful nation building.

- Supporting Corporate and Commercial Growth:**
The Bank is a significant partner to large businesses, with the corporate lending segment accounting for 37% of the total loan portfolio. It provides corporate and commercial lending products, treasury products, and advanced cash management solutions. Through subsidiaries, the Bank extends its engagement with high net-worth clients through investment banking, leasing, stock brokering, and trust services.
- Promoting Consumer Prosperity:**
Household consumption remains the primary driver of the country's economic engine. To support this, RCBC offers a range of financial products, including consumer lending and remittance services. Consumer lending comprised 48% of its loan portfolio.
- Empowering SMEs and Micro-Businesses:**
RCBC's dedication to local economies is evident in its commitment to small and medium enterprises (SME), which hold 14% of its loan portfolio. Beyond this, RCBC champions financial inclusion for marginalized sectors. Through RCBC Microbank, the Bank provides accessible financing and banking solutions to micro and small businesses, directly strengthening local economies.
- Expanding Digital Reach and Financial Inclusion:**
As a leader in digital banking, RCBC ensures its solutions reach the underbanked and those in remote areas. Platforms like RCBC Pulz, DiskarTech, and RCBC ATM Go—fielding 4,937 units across 82 provinces—have made banking faster, smarter, and more accessible. This digital push is reinforced by a physical network of 469 branches and 1,514 ATMs nationwide.

Supported by a growing network of branches and ATMs nationwide, RCBC's customer focus ensures that financial services reach all corners of the archipelago.

Sustaining the Momentum

From a private development bank founded in 1960, RCBC has transformed into a resilient universal bank leveraging both brick-and-mortar and award-winning digital channels. With strong partnerships and innovative mindsets, the Bank continues its six-decade journey to unlock opportunities for businesses to grow, individuals to prosper, and communities across the Philippines to thrive.

MESSAGE FROM THE CHAIRPERSON

65 Years of Shared Progress



We grew because our *clients* grew. This symbiotic relationship became the bedrock of our culture as a catalyst for a developing nation.

For 65 years, our journey has been defined, not just by milestones of success, but by the resilience to navigate the inevitable ebbs and flows of an ever-changing landscape. Our fundamental strength is continuously reaffirmed in challenging periods, where we consistently navigate uncertainty driven by lingering geopolitical tensions, supply chain disruptions and financial market volatility. It is in this environment that our core strength is most evident.

RCBC's ability to face these headwinds head-on and seize opportunities is not a solo act. Behind it is an orchestra of people—our *clients*, employees, regulators, shareholders, partners, and communities—who gave us the gift of enduring trust. Their changing lives and evolving needs continue to inspire us to be better beyond our 65 years.

Our 2025 Annual Report theme, "Passion for Partnerships and Progress," serves both a tribute to our past, as well as a blueprint for our future. It embodies the core philosophy that has guided us from our humble beginnings in 1960, to our current position as one of the pillars of Philippine banking.

From Humble Beginnings to National Impact

When my father, the late Ambassador Alfonso Yuchengco, founded the Rizal Development Bank in a modest office with only 15 pioneers, he understood a fundamental truth: no institution grows in a vacuum. He often reminded us that "a bank's strength is not measured by its vaults, but by the trust of the community it serves."

I have carried this lesson into my own leadership. When people ask what has kept RCBC relevant for six and a half decades, my answer is always the same: "We have never tried to do it alone."

From those early years, we knew we were not just lenders; we were partners to entrepreneurs who had nothing but a dream and a handshake.

We grew because our *clients* grew. This symbiotic relationship became the bedrock of our culture as a catalyst for a developing nation.

To succeed, RCBC became a "partner through generations," a guiding hand for Filipino families. We take pride in building enduring relationships that span generations—from the entrepreneurial visionary of one era, to their children and grandchildren who continue to build their family's legacy and aspirations. We are partners to small entrepreneurs who grew into conglomerates, to overseas Filipino workers who toiled and built homes from afar, to businesses and institutions looking to expand, and to our RCBC associates whose passion is the engine of our progress.

Scaling Up through Strategic Alliances

Beyond our shores, strategic alliances with global institutions have transformed RCBC from a provincial development bank into a leading universal bank. Through the power of synergy, they helped us adopt international standards into our local operations, strengthened our capital base, and aligned us with global best practices in governance and sustainable finance.

Today, our partnership with Sumitomo Mitsui Banking Corporation (SMBC) has reached new heights. With SMBC increasing its stake to 24.46% in 2025, we are leveraging their global expertise to accelerate our digital transformation and open doors to new investment opportunities and cross-border collaborations.

Passion for a Sustainable Future

One can only aspire to be an enduring institution if its commitment is inextricably linked to the planet. A concrete proof of this commitment is when RCBC became the first local bank to publicly declare it will no longer fund new coal power plants. The bank also continues to deepen its partnerships

in the renewable energy sector. Today, our renewable energy portfolio is a leader in the industry, financing over 3 gigawatts of clean energy projects that power a greener Philippines.

Through our sustainability partnerships, RCBC is proving that a bank's greatest power lies in its ability to influence the flow of capital towards a better world. By becoming the first Philippine bank to join the Partnership for Carbon Accounting Financials (PCAF), RCBC can truly claim that its passion for progress is demonstrated through measurable and transparent disclosure of financed and avoided emissions. We are not just financing the economy; we are financing a legacy of stewardship.

A Gratitude for the Journey

Our journey from 15 employees to 7,784 associates—and from a single room to the iconic RCBC Plaza—was not achieved by one person or one family alone. Our institution was built by millions and generations of partnerships—they are the reason why we have lasted this long.

In the next 65 years and beyond, trust that we will remain focused on our vision: a bank that is digital at heart, human in spirit, and anchored by the partnerships that make sustainable progress possible.

HELEN YUCHENGCO-DEE
Chairperson

PRESIDENT'S REPORT

Our Shared Passion and Purpose



Sixty-five years ago, RCBC began, not just as a financial institution, but as a commitment to the Filipino people. Today, we are celebrating our transformative journey of partnerships that has enabled us to foster innovation, spark systemic change, and pursue sustainable growth.

“Passion for Partnerships and Progress” are not just words on the cover of our annual report; they represent a deliberate shift on how we view our role in the lives of our fellow Filipinos. We are moving beyond our traditional deposit-taking and money-lending role to become a vital part of the financial nexus that drives our nation forward. This ambition calls for grit, focus, and determination, with each one of our 7,784 RCBC associates rowing in the same direction and aligning with our purpose.

Celebrating with Good Reason

In 2025, we marked RCBC's 65th anniversary with a milestone performance. The bank posted a net income of Php10.6 billion, an 11% year-on-year growth that resulted from a deliberate strategy to reallocate

resources toward enhancing customer experience and pushing the boundaries of digital innovation.

Net interest income surged by 32% while service fees rose 25% YOY, as we expanded our consumer lending business which grew by 29%. Gross customer loans increased by 7%, with consumer loans accounting for 48% of the total. Our net interest margin (NIM) rose to 4.77%, among the most efficient in the sector.

Our credit card receivables rose by 32%, supported by a 12% increase in new cards issued and an 18% growth in total cards issued, as RCBC attracted more affluent clients and deepened engagement using data analytics. These operational enhancements translated to improved profitability metrics, with Return on Equity (ROE) improving to 6.65% and Return on Assets (ROA) climbing 0.80%.

Our capital structure remains solid with a robust balance sheet at ₱1.4 trillion in total assets and Php1.0 trillion in deposits. Our funding stability is bolstered by a 52% Current Account/Savings Account (CASA) ratio.

Our Roadmap to Sustainable Growth

Since taking over as President and CEO on July 1, 2025, I have laid out three strategic imperatives that serve as our roadmap for sustainable growth:

- We are building ecosystem-based business relationships as we become more embedded in the financial economy. This focus will generate deeper client insights, enabling us to anticipate needs and strategically enhance our products and services.
- We aim to be a solutions-driven and CX-first bank to address client pain points and deliver hyper-personalized customer experiences.
- We will pursue balanced, sustainable profitability as this funding allows us to make critical investments in technology and anti-fraud solutions that will deliver fair returns for our shareholders.

“Carrying the burden of the world's complex challenges is a herculean task for a single institution like ours, but we were never alone in the climb.”

Building Ecosystems for Future Proofing

To make RCBC future-ready, we are redefining what it means to be a true partner for our stakeholders by building stronger ecosystems that move beyond isolated transactions to solve real-world problems. This commitment includes empowering the grassroots to bridge the gap for the unbanked, offering valuable solutions for managing family finances, enabling the successful wealth transfer of multi-generational clients, and supporting national priorities like energy, transport, and infrastructure through smarter value chain financing.

This is our definitive roadmap for resilience in an increasingly volatile global economy. The recent cross-border conflicts and subsequent macroeconomic instabilities that followed, did not necessitate a new strategy but served as an accelerator for the pillars we have put in place.

Innovation through Digital Partnerships

As a forward-thinking organization, RCBC embraces digital transformation to fuel growth, accelerate innovation, and solve complex challenges. Our commitment to digital innovation is expediting progress, not only for the bank, but also for the communities we serve. This digital inside and out approach enables us to:

- Build a resilient and scalable, API-first technical infrastructure that supports real-time processing, protected by robust security and anti-fraud solutions as an overarching strategy to preserve what is important to us: our stakeholders' trust.
- Deploy deliberate, high value artificial intelligence (AI) solutions that balance customer centricity and comprehensive governance for a secure, trusted, human-centric financial future.
- Continue to build on our “phygital” (physical and digital) solutions like ATM Go that combine our best-in-class digital tools with a physical

presence where it is needed most. Our “phygital” footprint now spans 469 branches (including 28 RCBC Microbank branches), 1,514 ATMs, and 4,937 ATM Go units that provide financial accessibility in areas where traditional internet connectivity fails while expanding RCBC's footprint locally and globally.

- Foster a culture of inclusive leadership and talent development, ensuring our people are equipped with future-ready skills, especially in areas like AI, to conquer present-day challenges and the next era of banking. Our people are the driving force behind our technological advancement, and we are committed to providing pathways for them to grow within the organization.

A Catalyst for Sustainable Progress

It takes a village to solve the world's complex environmental, social, and governance (ESG) challenges. This is why we rely on collaborative partnerships that help us to drive systemic change and accelerate the adoption of sustainable practices.

In 2025, our strategic approach has successfully led to:

- **Scaled Renewable Energy:** Our renewable energy portfolio has grown by 27% in 2025 to Php66.7 billion, from Php52.7 billion in 2024. Our renewable energy financing continues to outweigh our coal exposure.
- **Championed Sustainability Bonds:** We have raised P12.21 billion and US\$350 million in the domestic and international capital markets through Sustainability Bonds, which are directly funneled into projects that promote clean water, renewable energy, and social inclusion. The peso-denominated bonds were oversubscribed by more than four times the minimum issue size of Php3 billion, and the USD-denominated bonds were 2.9 times oversubscribed. This notable investor demand clearly validates growing confidence in RCBC's sustainability initiatives.

Protected Biodiversity:

Beyond the balance sheet, our five-year partnership with the Haribon Foundation allows our Hexagon Club members to donate credit card points or funds to biodiversity conservation such as the “Forests for Life Movement”.

Moving Forward in the Same Direction

We anticipate that global uncertainty will continue to rise, dominated by the evolving risks stemming from geopolitical tensions, as well as severe climate change, cybersecurity issues, and dynamically changing economic landscape.

How do we prepare RCBC amidst this backdrop of shifting global trends? The answer is simple: we will stay focused on our agility, our culture, and our commitment to our clients.

We are not just building a bank. We are building a resilient, scalable infrastructure that supports energy security, food sufficiency, and nation-building.

Carrying the burden of the world's complex challenges is a herculean task for a single institution like ours, but we were never alone in the climb. It is this reason that we are celebrating 65 years of RCBC's remarkable growth, a milestone that belongs to every individual who has shared in our vision for a better world.

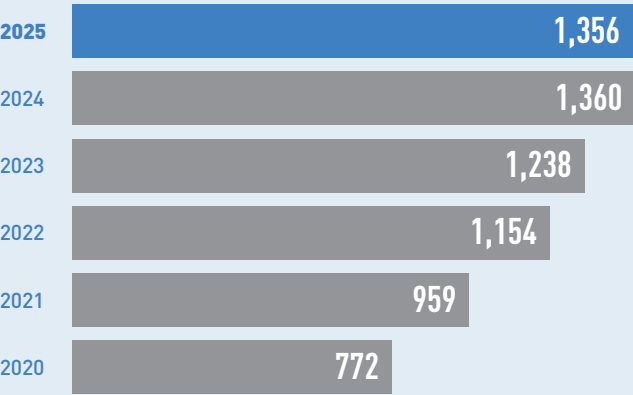
Through the steadfast support from our partners which include our customers, employees, regulators, shareholders, and communities, our dream of helping transform lives is coming to life. And as long as we are rowing together in the same direction, the horizon will always be brighter and more promising.

REGINALDO ANTHONY B. CARIASO
President & CEO

Financial Highlights

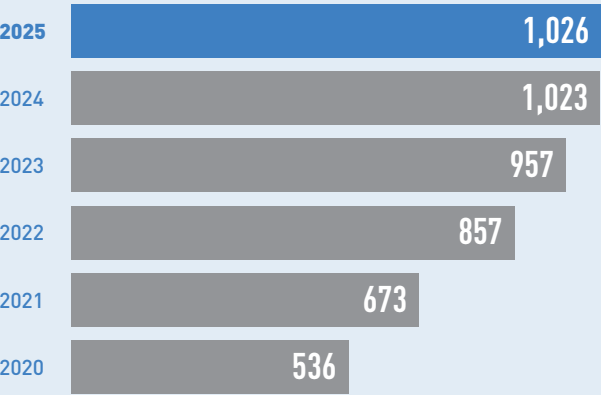
Total Resources

IN PHP BILLIONS



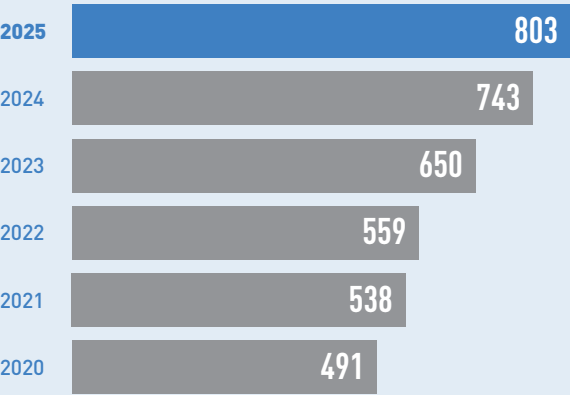
Total Deposits

IN PHP BILLIONS



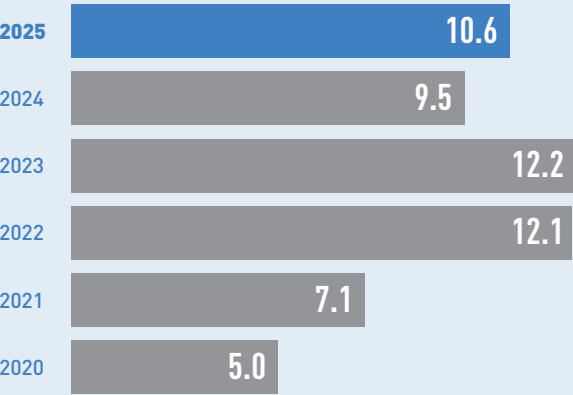
Loans and Receivables, Net

IN PHP BILLIONS



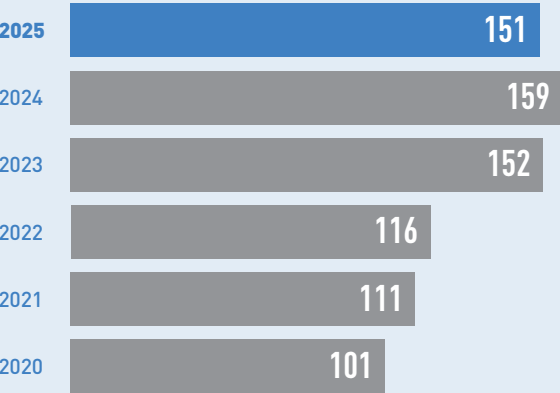
Net Income

IN PHP BILLIONS



Net Worth

IN PHP BILLIONS



RCBC & SUBSIDIARIES FINANCIAL HIGHLIGHTS

In Php millions (except for ratios and headcount)

Selected Income Statement Data	Consolidated		Parent	
	2025	2024	2025	2024
Total Net Interest Income	56,148	42,501	55,643	41,958
Total Non-interest Income	7,129	10,907	6,295	10,493
Total Non-interest Expenses	35,024	31,801	34,096	31,023
Pre-provision Profit	28,253	21,607	27,842	21,428
Impairment Losses	15,000	8,619	14,642	8,564
Net Income	10,558	9,520	10,559	9,520

Selected Balance Sheet Data				
Liquid Assets*	303,005	354,233	298,169	350,149
Gross Loans and Receivables	826,468	762,627	819,755	755,261
Total Resources	1,356,436	1,360,153	1,348,804	1,353,152
Deposits	1,025,455	1,022,794	1,025,483	1,022,737
Net Worth	151,169	158,491	151,159	158,482

Selected Ratios				
Return on Equity	6.65%	6.03%	6.64%	6.03%
Return on Assets	0.80%	0.75%	0.81%	0.76%
CET1 Capital Ratio	13.56%	13.53%	13.33%	13.28%
Tier 1	13.56%	15.18%	13.33%	14.96%
CAR	14.46%	16.08%	14.23%	15.86%

Per common share data				
Net Income per Share:				
Basic	4.06	3.48	4.06	3.48
Diluted	4.06	3.48	4.06	3.48
Book Value per Share	62.46	59.53	62.47	59.54

Others				
Cash Dividends Declared (in Php million)	2,815	3,548	2,815	3,548
Headcount	7,784	7,643	6,635	6,543
Officers	5,475	5,284	4,656	4,524
Staff	2,309	2,359	1,979	2,019

*COCI, Due BSP, Due from other banks, Loan and receivables arising from reverse repurchase agreement, FVPL, FVOCI, Interbank loans
** Headcount includes parent and subsidiaries

BUSINESS REVIEW



The 2025 Annual Report highlights significant growth, digital transformation, and strategic focus across RCBC's business groups and subsidiaries, reinforcing its commitment as a "Partner for Progress" in nation-building and financial inclusion.

Institutional Banking Group (IBG)

Integrated Corporate Banking and Business Banking (formerly SME Banking) achieved significant milestones in project finance and corporate finance areas, especially in renewable energy.

Corporate Banking Group (CBG)

Bagged several awards:

- From Global Banking & Finance Awards: **"Best Corporate Bank Philippines (2025)"**
- From Triple Asset Triple A Awards: **"The Renewable Energy Deal of the Year-Solar," "Renewable Energy Deal of the Year: Portfolio Deal of the Year 2025," and "Renewable Energy Deal of the Year: Telecom Deal of the Year 2025"**

Entered emerging sectors while maintaining strict credit standards

Business Banking Group (BBG)

Supported industries such as trading, financing, and cooperatives

Retail Banking Group (RBG)

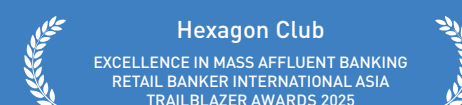
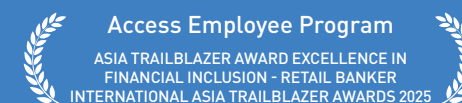


Total Deposits rose **6.30% (Php40 billion)**, with CASA up by **11.70% (Php33.0 billion)**



Bancassurance business posted double-digit growth in life insurance and steady gains in non-life protection, with Sun Life Grepa Financial, Inc. posting **35.75% higher in bookings than in 2024**

AWARDS



Transaction Banking Group (TBG)

↑ **12%** INCREASE IN TRANSACTION VOLUMES

CORPORATE CASH MANAGEMENT

↑ **23%** GROWTH IN ELECTRONIC TRANSACTION VALUE (with PESOnet reaching PHP524.49 billion)

TRADE & SUPPLY CHAIN FINANCE

↑ **3.0X** INCREASE IN VOLUMES

GLOBAL FILIPINO BANKING

↑ **152%** RISE IN REMITTANCE TRANSACTION COUNT

↑ **162%** RISE IN U.S. DOLLAR VALUE



Consumer Lending Group (CLG)

Fastest-growing and fourth-largest consumer lender:

↑ **28%**
JUMP IN TOTAL LOAN PORTFOLIO

↑ **30%**
GROWTH IN GROSS REVENUES

↑ **2.6X**
INCREASE IN BUSINESS INCOME

↑ **41%**
EXPANSION IN AUTO LOANS PORTFOLIO (MORE THAN DOUBLE THE INDUSTRY GROWTH)

↑ **20%**
GROWTH IN HOME LOANS PORTFOLIO—NEARLY TWICE THE INDUSTRY AVERAGE

4.49%
NPL RATIO

BUSINESS REVIEW

RCBC Cards Business Group



RCBC ranked **4th in industry credit card** receivables as **total balances rose 32%** and **credit cards in-force by 18%**.



65% of cash loan volumes processed through RCBC Pulz



Became **one of the first banks in the industry to launch Google Pay** for its Mastercard and Visa credit cardholders



Launched the **Loans to Business Owners program**, an alternative to fully collateralized financing for individual borrowers



Digital Enterprises and Innovation Group (DEIG)

Delivered exceptional growth across digital platforms:



↑52%
INCREASE IN
TRANSACTION VOLUME



↑963%
GROWTH IN AVERAGE DAILY
ONBOARDED ACCOUNTS AFTER ITS
MYSSS MASTERCARD PARTNERSHIP



100%
NATIONWIDE PRESENCE



87%
RISE IN DIGITAL LOANS'
GROSS TRANSACTION VALUE



Launched the country's first
U.S. Dollar Virtual Account within
a privately owned Philippine bank's
digital application



Treasury Group

↑111%
BUDGET ATTAINMENT
ON TRADING GAINS

↑119%
BUDGET ATTAINMENT
ON FX INCOME

↑38%
GROWTH IN ONLINE
FX TRANSACTION COUNT

↑45%
GROWTH IN ONLINE
FX TRANSACTION VOLUME

Wealth Management Group

PHP 1.7 billion
NET REVENUE
AFTER OPERATING EXPENSE

PHP 350.98 billion
TOTAL AUM, ANCHORED BY A
96.02% SURGE IN TREASURY ASSETS

↑23.32%
INCREASE IN ASSETS
UNDER MANAGEMENT

↑22.65%
INCREASE IN
CUSTOMER COUNT

Contributions to RCBC's Revenues*

Business Segment	in PhP Billion	% to Total	Business Segment	in PhP Billion
Retail Banking (including consumer loans)	48.3	51.8%	Total segment revenues	93.2
Corporate Banking	11.6	12.4%	Elimination of intersegment	(29.9)
SME Banking	7.2	7.7%	Net revenues as reported in profit or loss	63.3
Treasury	7.6	8.1%		
Other segments	18.6	20.0%		
Total segment revenues	93.2	100.0%		

* Figures as seen in Note 8.2 "Analysis of Primary Segment Information" of the Audited Financial Statements

BUSINESS REVIEW

Support Groups

Data Science and Analytics Group (DSAG)



Responsible for developing an automated decision engine that **cut down turnaround time for Consumer Loans by 40%**.



Enabled the bank to achieve **100% AI literacy** across the entire organization



Helped reduce credit delinquency in key segments such as through the use of an **AI-based vehicle appraisal model**, and maintained a healthy portfolio for credit cards



Asset Management and Remedial Group (AMRG)

PHP **3.07 billion**

TOTAL BOOKED NPL RESOLUTIONS
MORE THAN THREE TIMES
THE PREVIOUS YEAR'S

↑366%

INCREASE IN THE VOLUME OF
REAL ESTATE PROPERTIES SOLD



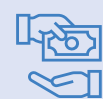
Operations Group (OG)



Streamlined back-end operations with the **ReconArt automation** rollout.



Championed the **Digital Ambassador Program** to foster digital adoption among clients

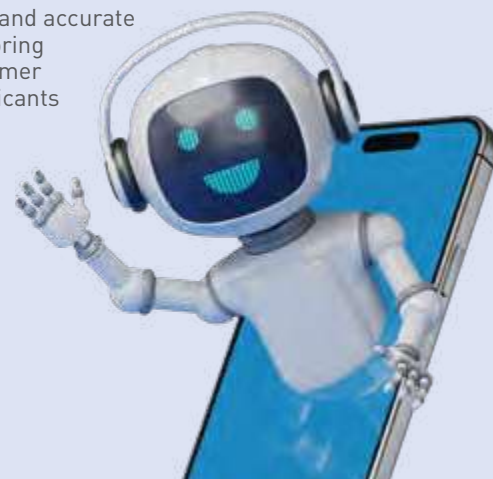


Supported strategic partnerships such as the industry-leading MySSS, which led to a **300% YOY growth in digital payroll processing**



Information Technology Shared Services Group (ITSSG)

Kickstarted the Bank's AI journey through **GAiNS (Generative AI for Innovative Sales)**, enabled RCBC to be one of the "first movers" in adopting Google Pay, AI-powered decision for RCBC Consumer Loans for quick and accurate credit scoring for consumer loan applicants



Subsidiaries

RCBC Capital (RCAP)

PHP **476 million**
NET INCOME,
IN PROFESSIONAL FEES, ALL TIME HIGH

CLOSED
22 DEALS
covering capital markets,
Project Finance and Advisory

RCBC Leasing and Finance Corporation (RLFC)

SUMITOMO MITSUI FINANCE AND
LEASING COMPANY AGREED TO ACQUIRE A

30%
SHARE IN RLFC

Transformed into a **strategic enabler of enterprise growth**, supporting key sectors such as renewable energy (solar), logistics, construction, manufacturing, IT, and essential services nationwide

RCBC Microbank (RMB)

↑488%
INCREASE IN NET INCOME
TO PHP16.43 MILLION

55%
OF NEW LOANS CAME
FROM LOAN REFERRALS

VALUE CHAIN FINANCING ACCOUNTED FOR
27%
OF TOTAL ANNUAL DISBURSEMENTS

RCBC Securities (RSEC)

↑16%
COMMISSIONS
INCOME GROWTH

↑70%
VOLUME GROWTH

ONLINE TRADING PLATFORM,
EZTRADE GOLD, SAW INCOME GREW OVER
57%

FEATURE



RCBC AND GOOGLE PAY:

The Future of Easy Payments is Here

With digital payments now accounting for 57% of total retail transactions in the Philippines¹, customer expectations around speed, security, and convenience continue to rise. The growing adoption of mobile wallets and contactless technologies is reshaping how consumers interact with and choose financial services, opting for those that fit more seamlessly into their daily life.

For RCBC, this shift represents both an opportunity and a responsibility to ensure that its customers are equipped with payment solutions they can use every time, everywhere.

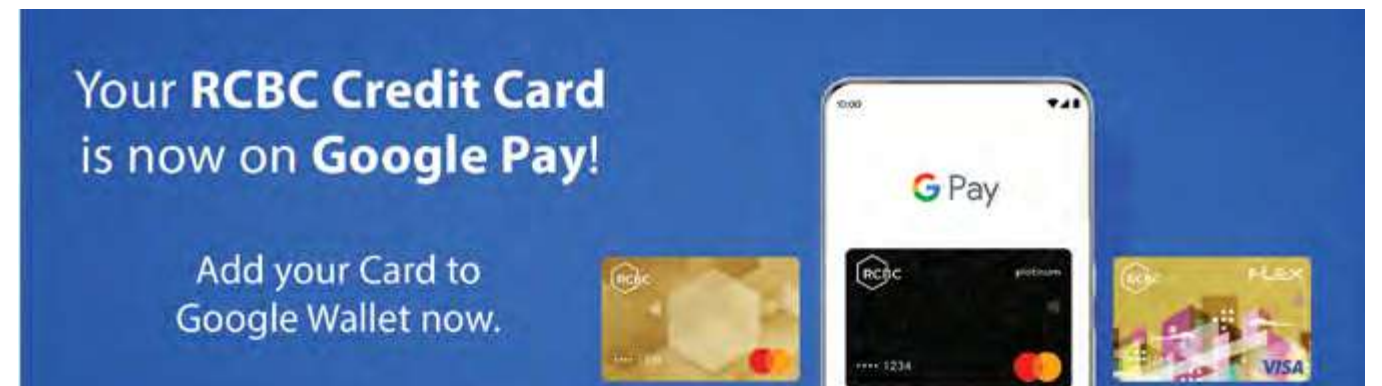
In 2025, the Bank took a significant step forward by collaborating with Google, becoming one of the first banks in the Philippines to enable both Mastercard and Visa credit cards on Google Pay.

Seamless, Secure, and Everyday

The collaboration enables RCBC credit cardholders to link their cards to Google Wallet and use their NFC-enabled Android devices for contactless payments in-store and faster

checkout experiences online. At the core of the experience is simplicity: a single tap at contactless terminals allows customers to transact without physical cards, reducing friction while lowering the risk of loss or theft.

Matching this ease of use are Google Pay's robust security features. It leverages advanced safeguards such as tokenization and device-based authentication, ensuring that sensitive card details are never directly shared with merchants. This layered approach allows RCBC to deliver a payment experience that balances convenience with strong protection—an essential consideration as digital transactions continue to scale.



“By combining convenience, security, and relevant rewards, we are enabling our clients to transact more seamlessly in an increasingly digital world.”

By working with a globally recognized platform, RCBC is able to extend its presence beyond traditional banking channels and meet customers in the digital environments where they already spend their time. Payments become less of a standalone activity and more of a natural extension of everyday interactions—whether purchasing in-store, booking services online, or completing transactions within mobile apps.

The collaboration with Google reflects RCBC's broader digital strategy of building within, rather than around, established technology ecosystems. This allows the Bank to deliver financial services in a more seamless and scalable way, while ensuring its offerings remain aligned with customers' growing platform-based consumption.

Driving Adoption through Value

To support the rollout and encourage adoption, RCBC introduced a range of targeted rewards for credit cardholders using Google Pay. These include promotional offers with popular food brands and raffle opportunities tied to transaction activity, providing immediate and tangible benefits for early users.

While these perks serve to accelerate initial uptake, they also reflect RCBC's depth of understanding of customer behavior. Digital adoption is often reinforced by positive first experiences where convenience is matched by perceived value. By pairing new technology with relevant rewards, RCBC strengthens engagement while encouraging customers to incorporate digital payments into their daily routines.

Over time, such usage patterns contribute to a broader shift in how customers interact with financial services, opening the door to more personalized and data-driven offerings.

Advancing Financial Inclusion

Beyond convenience, Google Pay supports RCBC's commitment to advancing financial inclusion. As smartphone penetration continues to rise in the Philippines, mobile-based payment solutions offer a practical pathway for more individuals to participate in the formal financial system.

By enabling widely accepted, easy-to-use digital payment options, RCBC helps lower barriers to entry—particularly for customers who may have limited access to traditional banking infrastructure. In doing so, the Bank contributes to the development of a more inclusive financial ecosystem, where secure and efficient payment tools are more accessible.

For RCBC, the launch of Google Pay is more than a product milestone—it is a reflection of how the Bank approaches innovation. Rather than operating in isolation, RCBC continues to pursue collaborations that enhance its capabilities, expand its reach, and deliver meaningful value to its customers.

“Our collaboration with Google Pay is a meaningful step in advancing the digital payment experience for our customers,” said Reginaldo Anthony B. Cariaso. “By combining convenience, security, and relevant rewards, we are enabling our clients to transact more seamlessly in an increasingly digital world.”

¹ https://www.bsp.gov.ph/PaymentAndSettlement/2024_Report_on_E-payments_Measurement.pdf

FEATURE



People-Centered Partnerships

At RCBC, people remain the heart of the organization. As the Bank continues to evolve in an increasingly digital environment, where customers are becoming more informed and discerning, it recognizes that employee experience plays a critical role in driving performance and growth.

Beyond systems and processes, companies are rethinking how they support, engage, and empower their people, recognizing that a more connected and responsive workforce leads to better outcomes across the business.

For RCBC, this shift highlights the importance of partnerships that strengthen, not only operational capabilities, but also the everyday experience of its employees. Through its long-standing partnership with Adrenalin, the Bank is advancing its human resource capabilities to support a more agile, data-driven, and people-centered organization.

Building a More Connected Workforce

RCBC's human capital management (HCM) system, myHRIS, is now powered by Adrenalin Max 2.0, an AI-enabled, mobile-first HCM platform. Supporting 7,900 employees across more than 450 branches nationwide, Adrenalin brings together core HR functions—from talent acquisition and development to operations, remuneration, and engagement—into a single, unified system.

This creates a more seamless and connected HR experience, where information is easier to access and everyday processes feel more intuitive. For employees, it means being able to navigate their needs and growth within the organization with greater clarity and ease. For HR teams, it enables a more coordinated and responsive way of supporting the workforce.



With better visibility into the workforce, HR staff can move beyond transactional work and prioritize work that shapes people outcomes—supporting development, engagement, and readiness across the organization.

“By unifying data and automating routine work, our HR teams can focus on more strategic people initiatives, workforce readiness, and improved employee experience,” said Rowena S. Subido, First Senior Vice President and Head of RCBC's Human Resources Group. “Most importantly, empowered employees drive better customer experiences—fueling RCBC's next phase of growth.”

From Processes to Experiences

At the heart of the partnership is a shift on how HR is experienced across the organization. Rather than focusing solely on administrative processes, this investment helps RCBC create more meaningful and personalized employee experiences.

Adrenalin's flexible and configurable platform empowers employees to take ownership of their career by making it easier for them to navigate their roles, access key workplace information, and manage their professional journey through a streamlined and intuitive digital environment.

RCBC's continued investment in human capital management reflects a broader commitment to strengthening its internal foundation as it grows. A more intelligent and integrated HR system allows the Bank to respond more effectively to evolving workforce needs, whether through more efficient onboarding, clearer career pathways, or improved access to tools and resources.

Through partnerships that enhance capabilities and elevate experiences, RCBC is building an organization that is not only more efficient and connected, but also more prepared for the opportunities ahead.

FEATURE



Cultivating Shared Value through Partnership

As sustainability becomes an increasingly urgent priority, institutions are being called to move beyond one-time initiatives toward programs that create lasting environmental and social impact.

For RCBC, this calls for working alongside organizations, communities, and stakeholders to build solutions that endure. One such initiative is the Yuchengco Group of Companies' (YGC) Earth Care Project. Through this project, the Bank contributes to a long-standing reforestation and livelihood effort rooted in a shared commitment to environmental stewardship and inclusive growth.

Restoring Forests, Strengthening Communities

Located on Mt. Bangkaan in Tanay, Rizal, within the Sierra Madre mountain range, the YGC Earth Care Project was established as part of the Group's centennial commitment to sustainability. Launched in 2011 in collaboration with the Department of Environment and Natural Resources (DENR) and indigenous communities

in Tanay, the initiative set out to rehabilitate 100 hectares of previously degraded land while protecting a critical watershed within the Laiban Sub-Watershed.

Unlike traditional tree-planting programs that conclude after initial planting, the project was designed with a long-term perspective. Across three phases from 2011 to 2022, efforts have focused, not only on reforestation, but also on supporting the survival and growth of planted trees, gradually transforming the area into a productive and thriving ecosystem.

To date, approximately 35,000 trees have been planted across the site, including both native and fruit-bearing species. Around 28,000 have survived despite challenging terrain and weather conditions, proving the effectiveness of sustained care and community involvement.



A Partnership Model for Sustainability

At the core of the initiative is a multi-stakeholder partnership that brings together YGC companies, government agencies, and indigenous peoples from the Dumagat and Remontado tribes. RCBC, alongside other YGC partners, supports the project through volunteerism and ongoing engagement, with RCBC associates taking part as members of the YGC Earth Care Mountaineers.

This collaborative model helps align environmental goals with the needs of surrounding communities. By actively involving indigenous communities in the stewardship of the land, the project fosters a sense of ownership while strengthening their capacity to care for and sustain it for generations to come.

It also reflects a broader understanding of sustainability—one that brings together ecological restoration with social and economic development, rather than treating them as separate goals.

From Reforestation to Livelihood Creation

Beyond restoring forest cover, the project is designed to generate tangible economic benefits for partner communities. It follows an agroforestry model, where trees are grown alongside crops, with space for livestock—supporting more balanced land use that improves soil health, reduces erosion, and enhances long-term productivity.

Each participating IP partner is assigned a two-hectare area with 284 fruit-bearing trees, including mango, avocado, santol, rambutan, and star apple. This provides a sustainable source of livelihood as the trees mature and begin to bear fruit. In the coming years, communities are expected to

generate steady income from harvests, with estimates reaching up to Php10,000 per month per participant.

This strengthens land productivity while providing more stable income opportunities for indigenous communities. In doing so, it supports long-term economic security and reinforces the continued care of the reforested area.

"The actions we take today have a direct consequence on our tomorrow," said Helen Yuchengco-Dee, Chairperson of the Yuchengco Group and RCBC. "We need to protect and nurture our forests and watersheds if we want these to remain sanctuaries for biodiversity and indigenous heritage in the next 100 years."

Partnerships that Grow with Purpose

For RCBC, participation in the project reflects a broader commitment to partnerships that create shared value. By supporting initiatives that integrate environmental protection with community development, the Bank contributes to outcomes that extend beyond financial services.

For project leaders, the long-term vision remains clear: to restore ecosystems while uplifting the lives of partner communities. "The journey is still far from over, but with our collective efforts, there is no reason why we cannot meet the objectives of the project," said YGC Earth Care Board Chairman Liwayway F. Gener.

As the project continues to bear fruit—both literally and figuratively—it stands as a testament to what sustained collaboration can achieve. Through partnerships grounded in purpose, RCBC remains committed to advancing progress that is not only measurable, but meaningful and enduring.

SUSTAINABILITY

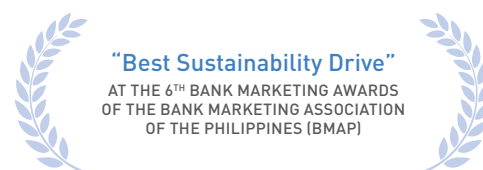


Pioneering Partnerships for Sustainable Progress

RCBC aligns its business strategy to support the development needs of the environment and society, as articulated in the United Nations (UN) Sustainable Development Goals (SDGs) and the Paris Agreement on Climate Change. The Bank institutionalizes awareness of environmental and social (E&S) issues within the organization, with its clients, and communities served.

RCBC believes that sustainable practices are a key pillar of responsible lending which delivers meaningful impact on the environment and communities. In December 2020, RCBC committed to cease funding of the construction of new coal power plants in the country or anywhere else in the world. The Bank's remaining exposure to coal-fired power projects will be zeroed out by 2031, as initially disclosed in RCBC's 2021 Sustainability Report.

RCBC remains a trailblazer in sustainability. In 2025, the Bank received the following awards:



Materiality Process

The Sustainability section of this report covers the topics considered material to the Bank's operations, with management approach to risks and opportunities detailed to the extent possible. The information provided substantively influences assessments and decisions of various stakeholders (including investors). Topics include the following:

- Compliance with BSP Circulars and applicable national and local regulations
- Bank policies on business ethics, code of conduct, supplier accreditation and vetting
- Information on data security, effective use of data science and AI, management against cyber security threats and fraudulent activities
- Disclosures covering financial aspects (loan portfolio and concentration of credit), workforce readiness programs, talent acquisition and retention, training and development
- Strategies to invest in green, blue, and social projects, including support for Micro-, Small- and Medium-sized Enterprises (MSMEs)
- Products, programs and initiatives including relationship with communities

Significant economic, environmental, and social impacts of the organization

RCBC remains supportive of the country's growth and sustainable development progress. These are anchored on the following focus areas:

- **Delivering Excellent Customer Experience through Digital Strategies, Innovation and Inclusion.** RCBC continues to provide best-in-industry products with corresponding innovations that can make banking services more accessible and efficient for the customer. RCBC partners with leaders in financial technology and AI to deliver CX-first edge to the Bank's customers.
- **Keeping Ahead and Shielding from Cyber Security Threats.** RCBC maintains a rigorous oversight framework on cyber security and fraud-related issues with management reporting maintained on a regular basis. This high-level oversight ensures that security protocols remain agile in the face of evolving cyber threats, reaffirming the Bank's commitment to protecting the integrity of its customers' financial accounts.
- **Nurturing Sustainability in the Bank's operations and portfolio.** In line with the Bank's core value of "Nurturing," RCBC reinforces its commitment to being responsible stewards of the environment and communities while also encouraging social development and sustainability. The Bank continues to scale up its sustainable portfolio and to organically orchestrate initiatives to inculcate the practice of sustainability among its stakeholders (both internal and external).
- **Supporting 17 UN SDGs.** The Bank contributes to all 17 UN SDGs through its Sustainable Finance Framework, products, services, and various projects that primarily promote environmental protection, financial inclusion, and social advocacies.

In this Sustainability section, topics considered material are those relevant to and centered on the above significant impacts.

Information that substantively influences the assessments and decisions of stakeholders, including investors:

- **Information in fostering customer trust given the unabated dependence on digital banking.** Examples are data on customer engagement/customer satisfaction, business continuity, customer privacy, upholding the rights of the customer, data security, risk management of cyber security threats/fraud, and business ethics.
- **RCBC's transparency.** This includes all the Bank's disclosures (e.g., financial results, workforce readiness program, talent acquisition, training and development, technological advancements, risk management strategies, implementation of Environmental, Social and Governance or ESG best practices). RCBC's disclosures are in accordance with the Sustainability Reporting Guidelines for Publicly Listed Companies under the Securities and Exchange Commission (SEC) Memorandum Circular No. 4 Series of 2019. The Guidelines prescribe the use of this report's template that adopts the Global Reporting Initiative's (GRI) Sustainability Reporting Standards, the International Integrated Reporting Council's (IIRC) Integrated Reporting (IR) Framework, the Sustainability Accounting Standards Board's (SASB) Sustainability Accounting Standards, and the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD). Consistent with the SEC's guidelines on Sustainability Reporting, these four material topics are extensively discussed in this RCBC Sustainability Report: (i) Economic; (ii) Environment; (iii) Social; and (iv) Contributions of RCBC products and services to the UN SDGs.
- **RCBC's compliance.** This covers documents/processes to address the requirements of BSP Circulars (including all subsequent updates on such) and all relevant laws and regulations.

Matters that substantively affect the organization's ability to create value over the short-, medium- and long-term:

- Adapting to evolving environment, its economic results and financial well-being;
- Ensuring the welfare of employees and investments in human capital;
- Developing innovations to respond to customer needs and circumstances; and
- Ensuring sustainability across the value chain (including lending units, suppliers and partners).

SUSTAINABILITY

For more details on the Sustainability-related Risks and Opportunities, please refer to the Sustainability Report disclosure per SEC Memorandum No. 4, series of 2019 ([https://www.rcbc.com/uploads/media/RCBC-Annual-Report-\(SEC-Form17-A\)-2025.pdf](https://www.rcbc.com/uploads/media/RCBC-Annual-Report-(SEC-Form17-A)-2025.pdf)):

Sustainability Pillar	Risks	Management Approach to Risks	Opportunities	Management Approach to Opportunities
Economic Viability, Environmental Protection, Social Equity: Climate-related Factors	Industry concentration in high-risk sectors (transition risk), increasing GHG emissions, vulnerability of employees and Bank property to physical risks	Implementation of ESMS and Sustainable Finance Framework, conduct of scenario analyses (PACTA and PCAF) and tracking vulnerabilities via internally developed Disaster Risk Dashboard	Regulatory and market support for Sustainable Finance and the shift toward renewable energy	Sustainable Progress: Expanding sustainable portfolios and implementing energy efficiency project; improving sustainability disclosures
Economic Viability: Revenue Generation	Macroeconomic disruptions, natural disasters, and cyber security breaches affecting trust in digital services	Maintaining sound capital, established BCP, advanced cybersecurity tools, and inclusive digital service development	Government digital transformation initiatives and ethical use of AI for economic growth	Pioneering Partnerships: Customer-focused products and services, innovative financial inclusion, enhanced processes via AI
Economic Viability: Business Ethics	Reputational loss and regulatory non-compliance	Strict implementation of anti-corruption policies, Internal Audit reviews, and regular employee training	Growth prospects, stakeholder confidence, and competitive advantage	Sustainable Progress: Professional development for auditors and regular assessment of organizational competencies
Environmental Protection: Resource Management	Inefficient energy/water use leading to high costs, possible loss of LEED certification	Cost control initiatives, energy and water consumption efficiency measures, promotion of principles under RCBC’s Sustainable Finance Framework	Redesigning branches for efficiency and increasing employee awareness	Pioneering Partnerships: Fostering corporate culture through employee Sustainability KRA; support for the SFTG in corporate lending
Environmental Protection: Environmental Compliance	Incurrence of penalties from non-compliance, reputational risk	Commitment to environmental laws and project evaluation via ESMS Policy (Clean Air/Water Acts)	Integrity in operational expansion, sustainability-related culture transformation	Sustainable Progress: Adherence to E&S regulations relevant to clients’ and Bank’s operations
Social Equity: Employee Management	Competitive labor market and talent retention risks	Robust compensation and rewards program, talent development initiatives, and support for leadership advancement	Access to a larger and more diverse set of potential workers, promoting social stability and economic progress	Pioneering Partnerships: Promotion of diversity and equality at work, strong training platform for all employees across all job levels
Social Equity: Supply Chain Management	Vendors failing to meet business ethics, sustainability and cyber security requirements	Due diligence, Sustainability Attestation for vendors, implementation of enhanced accreditation/blacklisting policies	Strengthened sustainability commitments across the value chain	Pioneering Partnerships: Integration of sustainability assessment in vendor management
Social Equity: Relationship with Community	Credit risks associated with serving unbanked and underserved sectors	Application of enhanced KYC assessment and specialized credit risk assessment procedures	Untapped potential to create inclusive financial products for the unbanked population	Pioneering Partnerships: Development of targeted community engagement and financial literacy programs
Social Equity: Customer Management	Reputational risk from unresolved customer complaints and negative public opinion	Open communication lines with the customer, regular monitoring reports to Board-level Committee	Customer trust retention, growth prospects, new acquisitions, cross-selling possibilities	Sustainable Progress: Mandatory Consumer Protection training and strengthening of feedback mechanisms via QR facilities
Social Equity: Customer Privacy and Data Security	Data breaches, including leaks, thefts and loss of data; incurrence of commensurate fines	Multi-layered IT defense (NIST/PCI DSS), Board oversight, and dedicated DPO/ CISO functions.	Competitive advantage amidst changing business landscape and regulatory environment	Sustainable Progress: Annual employee eLearning, public Data Privacy Notices, Privacy Impact Assessment, awareness campaigns

SUSTAINABILITY



Economic Performance

RCBC upholds an inclusive financial business model that effectively serves its stakeholders through:

- revenue generated²
- economic value deployed through employee wages and benefits, payments made to suppliers, dividends for stockholders, taxes paid to the government
- investments in local communities as well as core industries supporting the country’s economic growth
- expansion of banking access to the unbanked and underserved parts of the country

RCBC as a Domestic Systemically Important Bank (DSIB): RCBC must demonstrate the capacity to maintain resilience against distress that will affect the financial system, and the economy at large. RCBC (like other DSIBs) needs to have higher loss absorbency (HLA). The HLA requirement is attained through the Bank’s Common Equity Tier 1 (CET1) which establishes a maximum degree of effective loss absorbing capacity. In the event of any breach in the HLA capital requirement, concrete and reasonable recovery plans shall be implemented as outlined in RCBC’s ICAAP and Recovery Plan documents. The implementation of recovery plans is aimed at improving capital position and restoring financial condition to viable levels in cases of significant deterioration under certain scenarios. As of December 31, 2025, the Bank’s CET1 ratio is 13.3% (solo) and 13.6% (consolidated), both of which are above the regulatory requirement.

Business Continuity Program: RCBC has a Crisis Management Team (CMT) headed by the President and CEO. The CMT oversees the implementation of the comprehensive Crisis Management Framework which equips the Bank in responding to an event-led disruption in operations. The CMT’s role is integral to the Bank’s Business Continuity Program as it is responsible for synchronizing all measures for the Bank to contain losses, continue critical functions and recover operations as quickly as possible.

The Bank’s Business Resiliency Department under RMG ensures preparedness for any disaster/crisis by coordinating with all teams in developing and maintaining a bank-wide Business Continuity Plan (BCP) and identifying critical products/services as well as required operational support

to sustain operations. The BCP identifies the necessary resources (people, processes, IT systems, and other equipment) and includes contingency procedures to guide all units on how to respond, recover, resume, and restore operations following the disaster/crisis. The BCP complies with the BSP Circular 951 on Business Continuity and with Business Continuity Management (BCM) standards such as ISO 22301 and BS25999.

The BIG ONE: In a joint study, the Metropolitan Manila Development Authority (MMDA), the Japan International Cooperation Agency (JICA), and the Philippine Institute of Volcanology and Seismology (PHIVOLCS) looked at 18 earthquake scenarios to identify the greatest risk to Metro Manila. The first scenario, popularly known as the “Big One”, is predicted to traverse a 100-kilometer fault that runs through six cities in Metro Manila and nearby provinces. Should this scenario happen, it could result in a disaster of never-before-seen proportions. As a preparation for the BIG ONE, the Bank inaugurated the Angeles Alternate Site (Angeles City, Pampanga) in 2023. This alternate site is strategically and safely situated in the north, away from the west valley fault. It will serve as the Bank’s and subsidiaries’ back-up for its critical functions in case the primary office in the National Capital Region (NCR) becomes inaccessible or unsafe.

Disaster Preparedness: Incorporating Environmental and Social (E&S) risk in the Bank’s BCP and disaster preparation helps the institution to formulate effective strategies to address its impacts.

RCBC Senior Management has always been on top of disaster preparedness and response to natural, man-made, technological and pandemic threats and events. Comprehensive Disaster Recovery Plan, Crisis Management Plan and Institutional BCP are in place and readily available upon activation. BCP Teams and BCP Leaders are equipped with all the training and preparation strategies for any contingency. Alternate sites, Data Center back-up site outside of Metro Manila, IT redundancy infrastructure, Buddy Branch system and contingency procedures are annually tested to ensure that infrastructure and BCP Teams execute the plans and validate efficiency and effectiveness in preparation for any threat on cyber incident or disaster occurrence.

The Bank has also created an In-house Disaster Risk Dashboard that meticulously tracks the vulnerabilities of its employees and various premises and offices across the

country, as well as clients from escalating threats posed by climate-related disasters. This data-driven disaster risk dashboard serves as a centralized platform for visualizing, analyzing, and responding to disaster risks using up-to-date and historical data. The risk assessment tool mitigates the impacts of climate change by monitoring key locations and assets in high-risk areas.

The Board of Directors and Senior Management of RCBC are committed to address climate change issues and range of disruptive events that will mitigate or reduce the immediate event impacts and restore the business activities to normal operations as early as possible.

Continuing Support for Financial Inclusion and Digitalization - Digital Products and Services

RCBC Digital Enterprise and Innovation Group (DEIG)

In 2025, RCBC accelerated its shift toward global digital banking, anchored on its commitment to serve Filipinos wherever they are. Through the DEIG, the Bank expanded access to secure, inclusive, and globally connected financial services, strengthening both domestic reach and cross-border capabilities. The following are updates on the Bank’s digital products and services:



Pulz offers a full suite of banking services through a streamlined, one-tap digital experience. Its onboarding process requires only one international mobile number and one valid ID, enabling Filipinos worldwide to open a digital bank account. Users can withdraw, deposit, and transfer funds; exchange access loans.

For global Filipinos: RCBC sustained its partnerships with the Department of Migrant Workers and expanded collaboration with the Commission on Filipinos Overseas, delivering digital financial literacy programs and workshops that encourage account ownership and responsible digital banking among OFWs and Filipino migrants. In November 2025, RCBC also launched the industry’s first U.S. virtual account for freelancers and remote workers serving U.S.-based clients to have a cost-efficient, compliant, and accessible channel for receiving cross-border payments. This also benefited families of OFWs who regularly receive U.S. dollar remittances.

RCBC also expanded its digital lending capabilities to serve a broader range of financial needs across income segments. As Pulz adoption grew among emerging affluent and affluent users, the Bank scaled its Personal Loan, Salary Loan NOW, PayDay Now, and Digital Personal Loan offerings.



ATM Go is the country’s largest bank-agnostic ATM network, providing cash withdrawals and deposits, remittance claims, government benefits disbursement, bill payments, mobile load purchases, and international card withdrawals. Operated by local merchants, the model generates additional income streams for community partners while extending banking access.

RCBC also collaborated with the Department of Tourism to enable Visa and Mastercard withdrawals through ATM Go, supporting domestic and international tourists in locations with limited banking infrastructure. This initiative will contribute to increased tourist spending and higher economic activity among rural MSMEs.



DiskarTech is the world’s first multilingual financial app in Taglish and Cebuano. With minimal onboarding requirements, it expanded financial inclusion in rural and remote areas. Users gain access to a high-interest savings product, cash and digital payments, QR-based retail payments, remittances, rewards, and loans. Its inclusion in Mastercard’s Asia-focused whitepaper highlighted DiskarTech’s impact in driving sustained usage and progression to broader RCBC products. A key differentiator is its ability to convert newly onboarded users into active, engaged digital banking customers.

Through its partnership with the SSS, RCBC extended DiskarTech to more than 42 million SSS members and pensioners. The MySSS Card integrates government services with digital banking, enabling cashless payments and access to RCBC financial products. Complementary loan offerings further expanded credit access for this segment.

² For details on Direct Economic Value Generated and Distributed, please refer to pp 10 (Revenues and Operating Costs)

SUSTAINABILITY

RCBC Credit Cards

In 2024, RCBC Credit Cards implemented straight through processing (STP) in credit card applications for specific segments through its Digital Onboarding platform. This technology-driven solution automates the end-to-end application, approval and card creation process, significantly reducing reliance on manual interventions. The platform allows customers to explore and select from a variety of card products tailored to fit their unique needs and lifestyle preferences. By digitizing processes, customer experience is improved through instant decisioning and reduced use of resources and manpower.

Innovations and Partnerships on Financial Inclusion

- The Bank was awarded the “Best Financial Inclusion Initiative” for two consecutive years by the Global Retail Banking Awards in Singapore given the following programs:
 - 2025 - Kabalikat Cooperative Program is a transformative initiative aimed in fostering financial inclusion and empowering cooperatives to create sustainable growth. The program also opens opportunities for cooperatives to generate additional revenue streams. Through the ailment of featured bank products and services by their members, cooperatives can earn commissions, creating a sustainable source of income for their operations. These offerings include Auto Loans, RCBC Credit Cards, ATM Go, Sunlife Grepa and Malayan Insurance.
 - 2024 - Access Payroll Program. This is a revolutionary financial inclusion program which fosters a culture of shared financial growth for both the company and its employees. It aims to improve the overall payroll experience through quality solutions not only for the company but most especially for the underserved employees ensuring access to financial literacy workshops, savings options, life and property protection, loan facilities, investments and other essential financial benefits
- RCBC launched the Negosyo Bundle Plus program in January 2025. In this initiative, SME business owners are provided a holistic suite of financial solutions. RCBC aims to be the partner for these businesses, offering payment solutions, efficient payroll systems, and added value for their employees. The program includes low QRPh and tap-to-phone fees and no Average Daily Balance (ADB) requirement for OneAccount and Business and Payroll Service.
- RCBC is also the first commercial bank to partner with the Cooperative Development Authority under its Credit Surety Fund program intended to lend to qualified member cooperatives. This further validates the Bank’s strong commitment to financial inclusion as part of nation building.

Strengthened Resilience against Cyber Threats and Fraud

RCBC prioritizes customer security through digital banking application equipped with robust features such as two-factor authentication, biometric support, and real-time transaction notifications. In addition, the Bank launched the #DontGetFooled cyber security awareness campaign in August 2022 to educate customers about various scams through online platforms, webinars, and media channels. This ongoing campaign aims to enhance customer awareness and promote heightened vigilance against fraudulent transactions, both online and offline. In support of BSP regulations (BSP Memorandum No. M-2022-015 and BSP Circular 1140) and to further strengthen its security

measures, RCBC and RCBC Credit Cards have removed all clickable links from customer communications (emails or electronic direct mailers, SMS, and Viber).

The Cybersecurity Month Celebration found its footing in 2023, born out of a necessity for heightened awareness in an increasingly online world. This inaugural celebration was held entirely online, utilizing interactive digital platforms to bridge the gap between technical security teams and the broader employee base. It proved that cybersecurity training didn’t have to be a lecture; it could be a shared virtual experience.

After two years of digital-only engagement, 2025 marked a significant milestone: the transition to a hybrid program. Apart from the weekly online activities prepared for other employees across the Bank nationwide, this was a landmark year as RCBC hosted its first-ever face-to-face event for the celebration. However, true to the Bank’s innovative spirit, this wasn’t the typical sit-down seminar. Instead of slide decks and long-form training, the office was transformed into a high-tech playground.

- Interactive Security Games: Gamified learning modules that tested employees’ “cyber-reflexes.”
- Hands-on Challenges: Real-world scenarios simulated through competitive play.
- Social Engagement: A festive atmosphere that fostered a “Security-First” culture through peer-to-peer interaction.

The Bank is also fully prepared to comply with the Anti-Financial Account Scamming Act (AFASA), or Republic Act No. 12010 to protect customers from the growing threats of financial scams and cybercrimes. To meet the law’s evolving mandates, RCBC is actively investing in the next generation of its Fraud Management System (FMS). This planned upgrade will shift the Bank from traditional rule-based monitoring to AI-driven predictive analytics, capable of identifying high-risk anomalies such as behavioral inconsistencies or signs of social engineering in real-time. A key milestone in this roadmap is the implementation of Single-Device Login for the RCBC Pulz app, which went live in early 2026, binding each account to a unique hardware identifier to block unauthorized remote access. Furthermore, in direct alignment with AFASA, the Bank is refining its internal workflows and technical protocols to support the temporary holding of disputed funds for up to 30 days, ensuring a robust mechanism for investigation and the potential recovery of stolen assets.

In May 2025, RCBC officially partnered with Whoscall, a leading digital anti-scam application powered by a global database of over 2.6 billion numbers. This collaboration provides RCBC customers with an extra layer of defense by identifying unknown callers and filtering out malicious SMS links in real-time. By integrating Whoscall’s caller ID and URL scanning capabilities into the customer journey, RCBC empowers users to unmask potential scammers before any engagement occurs, directly supporting the AFASA goal of eliminating social engineering schemes.

This builds upon RCBC’s 2023 agreement with Globe Telecom, a networking strategy that allows both parties to maintain a direct, 24/7 communication channel to report and block fraudulent activities. This networking strategy signifies the commitment of both parties to work together against online fraud, aiming to enhance joint capability to investigate and respond to financial scams and fraud, establish proactive measures, and promote a more integrated and collaborative approach to information and intelligence sharing against social and governance risks.

Additionally, during the 4th Quarter of 2024, RCBC Credit Cards and Mastercard have partnered to launch a Safety & Security Educational Campaign on social media platforms. The aim of the campaign is to raise awareness about fraud tactics and to educate cardholders on how to proactively protect their accounts and avoid becoming victims of cybercriminals. The campaign reached over 2 million people on Facebook and received active engagement from the RCBC Credit Card holders.

RCBC’s management of digital risks is characterized by advanced and sophisticated cyber security tools and programs. In December 2025, RCBC partnered with TrustDecision to deploy a unified AI-powered fraud and AML platform. This system marks a shift from reactive to predictive risk identification, utilizing machine learning to analyze behavioral signals, device fingerprinting, and geolocation monitoring. By integrating behavioral biometrics, the system can detect anomalies—such as signs of user coercion or bot-like activity—allowing the Bank to flag and block suspicious transactions before losses occur.

The Bank’s Information Technology and Fraud Risk Management System work together to ensure that the Bank’s security systems are robust and that the protection of RCBC’s account holders is constantly upheld. As early as June 2022, RCBC and its technology partner GBG, were recognized as the Best Fraud Technology Implementation under the Risk Technology Implementation Award of the Asian Banker. This attested to the reliability and soundness of RCBC’s fraud risk management system, which is equipped with real-time monitoring capability to detect fraudulent transactions and automate counter measures 24/7 from the Bank’s digital channels. RCBC has also partnered with other financial institutions, telecommunication companies and government agencies such as Cybercrime Investigation and Coordinating Center (CICC) and Philippine National Police – Anti-Cybercrime Group (PNP-ACG) to have a direct communication channel for efficient reporting of fraudulent activities for immediate investigation, blocking, and possible return of funds. To ensure continuous efficacy, RCBC maintains a rigorous oversight framework. Fraud-related issues and system performance are monitored daily, with comprehensive monthly reports submitted to the Risk Oversight Committee (ROC), a Board-level Committee, and the Board of Directors. These reports detail the frequency of fraud attempts, successful prevention rates, and the resolution status of disputed funds. This high-level oversight ensures that security protocols remain agile in the face of evolving cyber threats, reaffirming the Bank’s commitment to protecting the integrity of its customers’ financial accounts.

Responsible Lending, Capacity-Building, and Embedding Sustainability

- RCBC has continually supported Renewable Energy (RE) projects, which has dominated the Bank’s eligible sustainable portfolio. Since 2024, the Bank has been surpassing its growth target of 10% to 15% per annum of its RE portfolio, posting a year-on-year increase of over 80% in 2024 and 26% in 2025.
- The Bank’s headquarters — the RCBC Plaza in Makati City and the AT Yuchengco Centre (ATYC) in Taguig City — are being powered by RE sources from ACEN since August 2024³ and September 2024,⁴ respectively.

- Starting 2022, RCBC has integrated a mandatory Sustainability Key Result Area (KRA) into the performance evaluation of employees as advocated by BSP Circulars 1085 and 1128. The objective is to promote E&S responsibility among all employees, with the internally developed Sustainability e-learning materials and infographics used as primary tools in attaining the KRA. In 2025, these materials were updated to consolidate the previous versions released in 2021 and 2022. Aside from showcasing Bank-wide sustainability initiatives, the e-Learning has a module dedicated on contributions to the UN SDGs through each employee’s daily activities. Like the past e-learning materials, the 2025 Sustainable e-learning is part of the Bank’s Sustainability KRA and hence required for all Bank employees (including executives) to take.
- RCBC continues to shift from paper-based correspondences to e-mail notifications. This project significantly lowers the paper consumption and waste along with less energy use in the transport and delivery of paper-based correspondences. Savings have also been realized due to lower postage and printing costs. This applies to the:
 - Cessation of sending paper-based Time Deposit (TD) Statement of Accounts (SOAs).
 - Reduction of paper usage by shifting paper-based notifications via registered mail to email notifications for various account correspondences.
 - In 2025, RCBC employees participated in community engagements such as tree planting activities in their respective areas in Davao City and Clark.

Sustainable Finance

RCBC remains at the forefront of sustainability in the banking industry in support of the Philippines’ drive for action against climate change. These are documented through the Bank’s (1) Environmental and Social Management System (ESMS) Policy which requires the vetting of all lending relationships from an E&S perspective, and the (2) Sustainable Finance Framework which articulates the Bank’s funding strategy to prioritize sectors that have clear E&S benefits, foremost of which is clean energy. Both initiatives fall under the Charter of the Bank’s Risk Oversight Committee (ROC), a Board-level Committee, which is responsible for the integration of sustainability principles into the risk governance / risk management frameworks of RCBC. The policies indicate the Bank’s commitment to environmental protection and social responsibility in terms of its lending portfolio.

The ESMS Policy adheres to the International Finance Corporation (IFC) Exclusion List and incorporates RCBC’s commitment to cease funding of new coal power plants. The Bank’s coal exposure is expected to taper off to zero by 2031.

RCBC actively pursues fundraising and lending towards priority sectors which have clear E&S benefits as laid out in the Sustainable Finance Framework. Aside from establishing the Eligibility Criteria for projects with clear E&S benefits, the framework also has the Exclusionary Criteria for identifying ineligible projects for the use of proceeds. RCBC has taken the initiative to amend the Sustainable Finance Framework in February 2024 (initially issued in April 2019) to reflect updates in market best practices and in the governing principles of the International Capital Market Association (ICMA), the Loan

³ <https://mb.com.ph/2024/8/15/rcbc-plaza-greens-power-supply-through-partnership-with-ayala-s-acen-res>

⁴ <https://www.philstar.com/business/2024/09/11/2384307/atyc-switches-100-re-acen-res>

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Market Association (LMA) along with the incorporation of “blue financing” as a subset of eligible green projects. A Second Party Opinion (SPO) was issued by Sustainalytics affirming the credibility and impact of the framework. Both the revised framework and the SPO are available at the RCBC website⁵.

The Bank successfully raised USD 350 million from the issuance of a five-year Sustainability Bond in January 2025 and PHP 12.21 billion from the Series F ASEAN Sustainability Bonds offering in July 2025. Both issuances are oversubscribed – 2.9x and 4x respectively, signaling the strong support of investors to the Bank’s sustainable financing activities.

Based on the updated end-2025 figures, RCBC has financed around 18,000 projects under its eligible green (with a subset of blue) and eligible social portfolio amounting to over PHP 130 billion⁶.

Through identified interoperability with its ESMS and Sustainable Finance Framework, starting December 2024, RCBC has initiated support for BSP Circular 1187 (Philippine Sustainable Finance Taxonomy Guidelines or SFTG) by expanding its assessment of sustainable value chains directed toward climate change mitigation and climate change adaptation. RCBC’s Chief Sustainability Officer (CSO) and representatives have attended workshops and consultative discussions to understand the SFTG. Internal learning sessions with the Bank’s lending units have also been conducted and considered as a continuing activity. In its application of the SFTG, the RCBC has identified borrowers that are able to contribute to climate change mitigation by avoiding or reducing greenhouse gas (GHG) emissions through the nature of their businesses. These align with the Eligible Green Categories under the Bank’s Sustainable Finance Framework.

Partnerships for Sustainability Knowledge

RCBC continues to engage in thought leadership sustainability programs for the benefit of its stakeholders, clients, and employees. These sustainability knowledge sharing events took place in 2025:

January and June 2025



RCBC’s Chief Sustainability Officer (CSO) was one of the speakers in the capacity building programs of the BSP, furthering the regulator’s sustainable finance initiatives.

April 2025



RCBC’s Wealth Management Group organized the NextGen Wealth Summit Event for the children of RCBC Wealth Management clients, considered the next generation leaders (aged 20s to early 30s). RCBC’s CSO made a presentation, encouraging the event’s participants to integrate sustainability into their core strategies when running their respective businesses.

June 2025



In a session hosted by RCBC’s Digital Enterprise and Innovation Group (DEIG), RCBC’s CSO presented the Bank’s Sustainable Finance Framework to international exchange students participating in the Asian Institute of Management’s (AIM) Global Network Week program.

November 2025



The Bank’s Sustainable Finance Division released RCBC’s Sustainable Finance Playbook, a practical reference material designed to empower Relationship Managers (RMs) in the Bank’s Institutional Banking Group. Going beyond policy dissemination, the Playbook provides helpful narratives in connecting the Bank’s core value of “Nurturing” with the RM’s role in supporting RCBC’s ESMS, Sustainable Finance Framework, and SFTG processes.



Strengthening Client Relationships in Sustainability – External Sustainability Drive

In April 2025, RCBC launched a partnership with the Haribon Foundation for the Conservation of Natural Resources, Inc. (HARIBON)—the pioneer organization in environmental conservation in the Philippines—to promote biodiversity conservation through customer engagement. Under this partnership, RCBC Hexagon Club members are given the opportunity to support HARIBON by donating directly or redeeming their credit card points for donations.

By the end of the year, the partnership yielded donations equivalent to 133% higher than the expected financial support to HARIBON—a portion was used to plant at least 20 seedlings at HARIBON’s Maragondon site in the province of Quezon, one of HARIBON’s environmental conservation forests. This collaboration makes RCBC’s commitment to the creation of environmental awareness and pursuit of environmental protection more meaningful.

Reinforcing Employee Awareness in Sustainability – Internal Sustainability Drive

In 2025, RCBC’s Sustainable Finance Division launched a monthly awareness and information campaign called Sustainability Matters. Distributed in the form of an e-newsletter, Sustainability Matters is circulated among Bank employees to promote a communal understanding of sustainable finance developments within the organization and in the industry. In this regular awareness campaign, the Bank created a focal character that addresses RCBC employees as “Partners” underscoring the RCBC community’s solidarity in sustainability, while also nurturing knowledge that is relevant and neighborly.

This internal sustainability drive together with the HARIBON partnership were recognized as the Best Sustainability Drive in the 6th Bank Marketing Awards of the Bank Marketing Association of the Philippines (BMAP) held in November 2025.

Use of AI as Engine for Enhancing Bank Processes – Oversight and Opportunities

Throughout the year, RCBC advanced its digital transformation by integrating data-driven strategies and AI to drive sustainable economic growth, support local enterprises, and foster deep financial inclusion. These initiatives, underpinned by ethical governance and continuous learning, ensure responsible innovation that creates long-term value for our customers and communities.

Upholding Ethical AI Governance and Future – Proofing the Workforce

To ensure the responsible, bank-wide adoption of new technologies aligns with our core sustainability

principles, RCBC has established governance practice and educational framework:

- **Ethical and Strategic Oversight:** The Bank’s AI strategy is directed by the AI Oversight Council, chaired by the President & CEO. The council includes group heads from senior management who provide comprehensive oversight across Risk, Compliance, IT, Models, and Digital domains, ensuring that AI initiatives align to the Bank’s strategic goals and ethical principles.
- **Responsible Usage:** RCBC instituted formal AI Usage Policy and Guidelines that emphasize human-in-the-loop and safety principles in using AI for workforce productivity. Responsible AI checkpoints are integrated into the internal model development process to promote fair and human-centric practices.
- **Sustainable Workforce Development:** Prioritizing technological fluency and the future-proofing of RCBC employees, the Bank ensured that all staff completed training on AI fundamentals, best practice use cases and responsible AI usage. Furthermore, Senior Management spearheaded learning relevant AI and code development to effectively lead the organization’s ongoing, sustainable digital transformation.

Driving Social Impact and Economic Resilience

RCBC’s data and AI driven initiatives have significantly advanced economic inclusion by expanding access to vital financial services. By utilizing AI/machine learning (ML) models, Salary and Digital Loan offers are extended to qualified leads, providing essential support that empowers the payroll mass market to achieve personal milestones and build small businesses. Similarly, AI/ML help streamline credit line renewals for commercial clients. This proactive approach ensures that local SMEs maintain the continuous capital necessary to scale operations, sustain local employment, and contribute to broader economic resilience.

Furthering RCBC’s commitment to social responsibility and inclusive banking, an advanced vehicle appraisal model is utilized to facilitate a compassionate, structured approach to auto loan restructuring. This empathetic framework enabled customers facing financial hardships to meet their obligations while retaining the vehicles essential to their daily lives and livelihoods.

To complement these efforts, strategic outreach successfully transitioned offline customers to the Pulz digital platform, fostering greater digital inclusion, reducing the environmental footprint of physical branch visits, and ensuring banking services remain highly accessible for all clients.

Opportunities Tapped

Aimed at streamlining credit approvals for the Bank’s consumer loans, RCBC has applied AI and ML models to shorten processing times and strengthen operational efficiency. Developed by RCBC’s in-house data science team, the use of agentic AI makes possible faster decision-making and response time to the Bank’s clients, making their dreams more accessible when availing of RCBC’s housing and auto loans⁷.

As an avenue to better facilitate real estate investments and home financing for overseas Filipinos, RCBC has partnered with Talino Venture Studios for the use of an AI-powered property technology platform. Equipped with the capability

⁵ RCBC. Sustainability. <https://www.rcbc.com/sustainability>

⁶ Figures completed external review, in compliance with the reporting requirements of the Sustainable Finance Framework.

⁷ <https://www.philstar.com/business/2025/12/06/2492179/rcbc-automates-loan-approvals>

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to align the overseas Filipino's buyer preferences with relevant property data, the platform is designed to make the overseas Filipino's financing experience simpler, faster, and more accessible⁸.

To further improve employee experience within RCBC, the Bank has extended its long-standing partnership with Adrenalin by adopting the advanced human capital management (HCM) Adrenaline Max 2.0 powered by AI⁹. This HCM platform reinforces the RCBC employee's journey through its enhanced capabilities in automation and personalized web-based HCM system¹⁰.

Climate-Related Risks and Opportunities

The BSP, through its Guidance on the Implementation of Environmental and Social Risk Management (ESRM) System, "recognizes that climate change and environmental hazards could pose significant risks to the safety and soundness of individual financial institutions and the entire financial system." BSP encouraged banks to evaluate their assets and portfolios "based on their potential impact on the environment" to identify necessary "changes in policies, litigations, technological developments and shifts in market sentiment in line with global and national climate objectives and SDGs. This will also inform the development of appropriate and sound risk management and portfolio reallocation strategies in response to potential transition risks."

Governance

RCBC affirms its commitment in ESG principles as part of the Bank's Risk Governance Framework (RGF). The RGF follows a top-down approach whereby the Board of Directors (BOD) takes ultimate accountability for the risks taken and for setting the tolerance level for these risks. The BOD constitutes committees for decision-making in various functions affecting the Bank's over-all business. The ROC is the Board-level committee which provides oversight and management of risk exposures of RCBC and its subsidiaries. RMB and RCBC Leasing and Finance Corporation (RCBC subsidiaries) have been implementing E&S policies which essentially adopt the principles embedded in RCBC's E&S Risk Management. More information on the Bank's corporate governance policies can be accessed from the RCBC website¹¹.

Strategy and Risk Management

RCBC Sustainable Finance Strategy

RCBC strongly supports the BSP's call for financial institutions to be enablers of environmentally and socially responsible business decisions. The Bank has implemented its ESMS as part of the Bank's lending process as early as 2011, almost a decade ahead from the issuance of BSP 1085, while the Bank's Sustainable Finance Framework was initially published in April 2019 (a first in the Philippine banking industry) and was updated in February 2024:

- A.** The ESMS Policy is a declaration of the Bank's commitment to sustainable development and management of E&S issues (environmental management system). It subscribes to the IFC Exclusion List and the IFC's eight Performance Standards - a global benchmark for identifying and managing E&S risks. A monitoring

mechanism for addressing potential E&S concerns has proven to be an effective tool in engaging clients to take appropriate action, thereby establishing a shared commitment with RCBC toward sustainable practices. The ESMS is similarly aligned with the DENR requirements providing industry-based reference for the borrowers. Unresolved concerns (including environmental issues) over an established monitoring period (if any) are escalated to the ROC for proper guidance/oversight discussions. The Policy was updated in September 2022 (approved by the ROC and the Board of Directors) to incorporate relevant provisions under BSP Circular 1128 (ESRM Framework). This followed discussions among various teams and Senior Management on the continued commitment to implement the ESMS before the revised Policy was approved by the ROC. The ESMS Policy is published on the Bank's Online Library and is accessible to all employees.

The ESMS Policy requires all lending relationships or credits, both pipeline and portfolio, to be vetted from an E&S risk perspective. Only activities or projects which pass the E&S risk and impact assessment shall be eligible for financing.

- The implementation of RCBC's ESMS Policy involves Risk Management, Credit Management, Treasury, and Lending Units.
- The ESMS assessment takes place before a lending decision is made and continues during the life cycle of the loan agreement with the client. RCBC's implementation of the ESMS policy supports the Bank's commitment to consult with stakeholders on E&S issues, with RCBC able to share its sustainability principles to help clients stay compliant with E&S regulations.
- RCBC has continually adhered to its commitment of monitoring the Bank's environmental performance through monthly ESMS updates submitted by the Risk Management team to the ROC. The Bank's commitment to report regularly on E&S issues is also covered through the E&S portfolio developments and highlights in the monthly Chief Risk Officer (CRO) Report to the ROC.

Certain ESMS Policy tools were recalibrated in 2024 given their interoperability with the SFTG assessment. Similar to earlier updates made on the ESMS Policy and tools, consultations among various teams and Senior Management were conducted, with the SFTG implementation (synergized with the ESMS process) approved by the Bank's ROC.

In accordance with BSP Circular 1149 (Guidelines on the Integration of Sustainability Principles in Investment Activities of Banks), RCBC's Investment Policy includes sustainability principles in its objectives as well as risk monitoring process in consideration of E&S factors.

- B.** The RCBC Sustainable Finance Framework (updated February 2024) articulates the Bank's strategy to prioritize fundraising for specific sectors. Under this Framework, RCBC can issue Sustainable Financing Instruments (SFIs) to fund loans and projects that have clear environmental and/or social benefits. SFIs include Green Bonds, Blue Bonds, Social Bonds, Sustainability Bonds, Green Loans, Blue Loans, and other debt financing instruments which fund Eligible Green (with subset of Blue) and Social Assets.

RCBC's Sustainable Finance Framework is structured with the following key pillars:



Use of Proceeds

RCBC will allocate proceeds to finance and refinance RCBC's loans to customers in Eligible Green (and its subset of Eligible Blue) Categories and/or Eligible Social Categories.



Project Evaluation & Selection

The green (and its subset of blue) and social assets will be selected following the eligibility criteria and evaluated by the Sustainable Finance Committee.



Management of Proceeds

The proceeds will be managed in a portfolio approach.



Reporting

RCBC will report on the allocation of the net proceeds to the Eligible Green (and its subset of Eligible Blue) and Social Portfolio, and their environmental and social impact.

- The Framework prescribes an Exclusionary Criteria which identify certain projects as ineligible for the use proceeds from the SFIs. Foremost of this is fossil fuel power generation – an exclusionary criterion consistent with the ASEAN Green Bond Standards and ASEAN Sustainability Bond Standards.
- RCBC allocates the proceeds of SFIs to finance and/or refinance loans to customers or its own operating activities. RCBC's Allocation Report discloses the Bank's Eligible Sustainable Portfolio and Sustainable Funding.
- RCBC provides disclosures on the benefits of its green and social assets through the issuance of the Impact Report which follows ICMA's Harmonised Framework for Impact Reporting. This Impact Report is supplemented by a video which provides an effective visualization of the contribution of the Bank's lending activities to the environment and the society, effectively combatting climate change. Both the annual Allocation Report and Impact Report are published on RCBC's website¹².
- RCBC's total sustainable portfolio consisted of around 18,000 projects as of 31 December 2025¹³. These projects contribute to 12 of the 17 UN SDGs. Funding for RE accounted for nearly half of the Bank's total sustainable portfolio surpassing the remaining exposure to coal-fired power projects by almost three times.

Metrics for Climate-Related Risks and Opportunities

RCBC is the first local bank to adopt quantitative global climate risk analyses tools which will enable the Bank to contribute to the Philippine climate action commitment to the Paris Agreement. The use of climate risk tools discussed below (PACTA and PCAF) was approved by the ROC, a Board level Committee.

A. Quantitative Tool for E&S Stress Testing

RCBC entered into an advisory engagement with IFC and 2DII in January 2021 (as approved by the ROC) for the use of the Paris Agreement Capital Transition Assessment (PACTA) tool and the climate stress testing modules developed by 2DII. This was the first advisory engagement to be conducted by IFC and 2DII in Asia, with RCBC Senior Management representatives included in the presentation of initial results generated by the PACTA and climate stress testing tools. These tools enable RCBC to:

- Generate a comparison of the Bank's power generation portfolio versus globally-accepted climate reference scenarios covering short- to long-term time horizons (up to year 2040).
- Perform climate scenario analysis and stress testing to determine the impact of transition risk on the power generation borrowers' probability of default (PD) and the corresponding Expected Credit Loss for the Bank.

RCBC also has a Credit Framework for Physical Risks and Calamity Response which is the basis for account monitoring in terms of physical risks and natural calamities. The Bank identifies the most affected areas (e.g. typhoon, earthquake, etc.) and the potentially impacted clients who are located in the identified areas.

The sensitivity/scenario analyses of both transition and physical risks results have been included in RCBC's annual ICAAP submission since 2023.

⁸ <https://business.inquirer.net/562936/ai-powers-new-real-estate-platform>

⁹ <https://uptech-media.com/rcbc-enhances-employee-experience-with-advanced-hr-technology-integration/>

¹⁰ <https://www.rcbc.com/rcbc-advances-employee-experience>

¹¹ RCBC. Corporate Governance. <https://www.rcbc.com/corporate-governance>

¹² RCBC. Sustainability. <https://www.rcbc.com/sustainability>

¹³ Figures completed external review, in compliance with the reporting requirements of the Sustainable Finance Framework.

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B. Quantitative Tool for E&S Risk Monitoring Through GHG Emission Reporting

RCBC became the first Philippine bank to participate in the Partnership for Carbon Accounting Financials (PCAF), an initiative among financial institutions worldwide to enable harmonized assessments and disclosures of GHG emissions financed by loans and investments¹⁴. RCBC completed the PCAF on-boarding training program in early October 2021. RCBC’s participation in PCAF is a decisive step in understanding the climate risk arising from the businesses that the Bank supports, hence providing a baseline assessment of the Bank’s indirect climate impact, with a view to establishing GHG emission reduction targets. As a PCAF participant, RCBC has started to disclose its financed emissions in the 2022 Sustainability and Impact Report (ahead of the Bank’s commitment to PCAF). As indicated in RCBC’s disclosures, the financed GHG emissions mostly emanate from lending to the Energy Sector. It is expected that RCBC’s coal exit strategy by 2031 will significantly reduce RCBC’s financed GHG emissions.

The PCAF results are discussed with and presented to the Sustainable Finance Committee, for further submission to the ROC, before being published as part of the Bank’s annual disclosures.

Financial Intermediation

Loan Portfolio

The industry concentration of credit as of December 31, 2025 is as follows¹⁵:

Economic Activity	Amount (Php million)	%
Credit Cards	145,797	19%
Housing	118,005	16%
Real estate, renting and other related activities	92,015	12%
Auto	88,115	12%
Electricity, gas and water (mainly loans extended to renewable energy projects) ¹⁶	81,372	11%
Wholesale and retail trade	60,655	8%
Transportation and communication	52,283	7%
Financial intermediaries	47,774	6%
Manufacturing (various industries)	39,442	5%
Consumer ¹⁷	12,565	2%
Mining and quarrying	4,490	1%
Agriculture, fishing, and forestry	4,291	1%
Hotels and restaurants	3,718	-
Other community, social and personal activities	3,143	-
Others	7,572	1%
Total	761,237	100%

Since indirect E&S impacts may arise from the nature of businesses that RCBC supports through its lending activities, the Bank has institutionalized the ESMS process under which all credit proposals for loans and other credit accommodations need to go through E&S risk initial screening, due diligence and impact assessment.

In accordance with the ESMS Policy, all credit proposals (from the Institutional Banking Group – Corporate and Business Banking, and Treasury Group) are screened using the applicable requirements – the IFC Exclusion List (for environmentally and socially sensitive sectors), relevant national (DENR-EMB sector-specific guidelines) and international laws / IFC Performance Standards which include:

- Environment such as biodiversity, deforestation, marine environment, water risk (Philippine Clean Water Act), pollution prevention (Philippine Clean Air Act);
- Social such as indigenous peoples (The Indigenous Peoples Rights Act), protection of cultural heritage, health, human and labor rights, safety and other social issues, and any standards established therein;
- Governance such as the implementation of Environmental and Social Management Systems for the assessment and of monitoring E&S risks, and requirement of Philippine Contractors Accreditation Board (PCAB) for construction companies.

Similar to past years, RCBC’s ERC-confirmed portfolio has been dominated by ERC C or Low Risk projects, comprising more than 50% of the Bank’s corporate lending portfolio. As of the end of 2025, the Bank’s sustainable portfolio is also almost two times higher than all of the ERC A or High Risk exposures.

To ensure faithful compliance with the ESMS Policy, the Bank has ESROs equipped with the expertise to conduct appropriate E&S review and assessments. The ESRO function is part of RCBC Sustainable Finance Division¹⁸ (headed by the CSO) that oversees the effective implementation of the ESMS Policy. The ESROs conduct learning sessions on the ESMS Policy implementation to ensure that the updates are communicated to the internal stakeholders. ESMS trainings are conducted every year for the Bank’s relationship managers (four ESMS trainings were conducted in 2025).

Transactions which may be complex or have potential E&S concerns as well as those with unresolved matters over an established monitoring period are escalated for higher level review and discussion. The implementation of the Bank’s ESMS and the continual monitoring required under the Policy help create long-term solutions to E&S issues – mitigating negative effects on the environment and affected communities and enhancing sustainable development impacts.

RCBC’s sustainable portfolio is growing and continues to be ahead of the Bank’s erstwhile investments in coal and other fossil fuel energy assets. The Bank’s Eligible Sustainable Portfolio accounted for approximately 16% of total loan portfolio as of end-Dec 2025, surpassing the share of coal exposures and of ERC A accounts. Moreover, RCBC ended the year 2025 with its power generation loan portfolio dominated by RE financing. The Bank’s RE portfolio settled at over 7% of total loan portfolio, continuously surpassing the Bank’s remaining exposure to coal power generation projects.

Regular monitoring and reporting of eligible green and eligible social assets through the accomplishment of the Allocation Report is undertaken by the Sustainable Finance Officers who are part of RCBC’s Sustainable Finance Division. Periodic Allocation Reports are submitted and presented to the ROC, the Asset and Liability Committee, and to the SFC. The SFC is headed by the Chief Sustainability Officer with certain members of the Senior Management also comprising the Committee. These reports provide regular tracking of opportunities to further asset growth and/or fundraising through SFIs.

In its application of the SFTG, RCBC has identified borrowers that are able to contribute to climate change mitigation by avoiding or reducing GHG emissions through the nature of their businesses. These align with the Eligible Green Categories under the Bank’s Sustainable Finance Framework.

Procurement Practices

RCBC supports the local economy and community. The Bank selects locally based suppliers and promotes economic inclusion when selecting suppliers. RCBC follows a standard procurement procedure in purchasing the best resources at reasonable prices. This procedure is reviewed and revised as necessary.

Proportion of Spending on Local Suppliers

Disclosure (January 1 – December 31, 2025)	Quantity
Percentage of procurement spending (actual payments) used for significant locations of operations that is spent on local suppliers	87.92%

Business Ethics

Training on Anti-corruption Policies and Procedures

Disclosure (January 1 – December 31, 2025)	Quantity
Percentage of employees to whom the organization’s anti-corruption policies and procedures have been communicated to	100% ¹⁹
Percentage of business partners ²⁰ to whom the organization’s anti-corruption policies and procedures have been communicated to	100%
Percentage of management that have received anti-corruption training	100% ²¹
Training: Percentage of employees that have received anti-corruption training	100%

Incidents of Corruption

Disclosure (January 1 – December 31, 2025)	Quantity
Number of incidents in which directors were removed or disciplined for corruption	0
Number of incidents in which employees were dismissed or disciplined for corruption	0
Number of incidents when contracts with business partners were terminated due to incidents of corruption	0

¹⁴ GHG emission assessment is advocated under BSP Circular 1149

¹⁵ Notes to Financial Statements, December 31, 2025

¹⁶ Around 68% from renewable energy

¹⁷ Includes personal and salary loans

¹⁸ SFTG assessment is being handled by a separate team within the Sustainable Finance Division

¹⁹ Conducted via regular and compulsory e-Learning courses and examinations for all employees and those with direct contracts with RCBC

²⁰ In this context, the term 'business partners' includes suppliers and customers/clients.

²¹ Conducted via regular and compulsory e-Learning courses and examinations for all employees and those with direct contracts with RCBC

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RCBC strictly implements anti-corruption policies to prevent any corruption incident. The YGC Group does not tolerate any form of bribery and corruption. The Bank conducts training and examinations to ensure that all employees (from senior management to rank and file) and those with direct contracts with RCBC are familiar and reminded of the Bank's anti-corruption policies and procedures. From the first day that an employee is hired, RCBC discusses with the employee the Bank's Code of Conduct, including the anti-corruption policies and procedures. With this, Management ensures that all employees know and understand the policies and procedures, which should be followed throughout their tenure with the institution.

In its dealings with vendors, contractors, and service providers, the YGC Group ensures fair dealing is consistently practiced throughout the end-to-end procurement process, from vendor pre-qualification and sourcing to contract award and performance management. Clear governance structures and defined approval authorities are in place to prevent conflicts of interest and ensure objective, merit-based decision-making. Compliance with applicable laws, internal policies, and ethical standards is strictly enforced, with expectations clearly communicated to all third-party partners.

Adherence to the Code of Conduct

All employees are governed by the Bank's Code of Conduct, which revolves around the six Core Values of the Bank as shown on page 4 of this Report.

The Code of Conduct is being reviewed every year with an annual eLearning required for all employees. There are no reported incidents of bribery or corruption.

Under Treatment of Clients and Treatment of Others, the Code of Conduct indicates the Bank's zero tolerance policy for improper behavior in dealing with clients and the Bank's adherence to a work environment that is healthy and safe, free from discrimination, harassment, and intimidation.

For more details on the Bank's Code of Conduct and Policies, please refer to the discussion under Corporate Governance which include:

- Anti-Corruption Policies
- Use of Insider Information
- Whistleblowing Policy
- Anti-Money Laundering Act

Internal Audit

RCBC is fundamentally committed to upholding sound internal controls, recognizing the internal audit function as essential to its governance and operational framework. The bank's Internal Audit is critical to this commitment, providing an independent, objective assurance and advisory service. Its primary mandate is to examine, evaluate, and continuously improve the effectiveness of the Bank's internal control systems – including controls over safeguarding assets, comprehensive risk management practices, and overall governance structures and processes. To ensure the audit effort is strategically focused on the areas of highest risk

exposure, RCBC adopts a robust risk-based methodology for developing its annual audit work plan. This systematic process is designed to:

1. **Risk Assessment:** The methodology systematically identifies all auditable areas within the Bank and evaluates their risk levels. This comprehensive assessment considers factors such as complexity of operations, significance of financial impact, and past audit findings, etc. The audit universe shall be composed of business units, processes or information technology systems, as well as the automated financial models used for internal control or decision making, which collectively contributes to the achievement of the bank's strategic objectives. The annual audit planning follows a three-year cycle to audit the whole audit universe.
2. **Prioritization:** Based on the risk assessment, a clear prioritization framework is established. This ensures that resources are allocated effectively to audit the most critical and high-risk areas first, thereby maximizing the value and impact of the audit function.
3. **Plan Development and Approval:** The resulting detailed annual audit work plan is developed and formally submitted to the Audit and Compliance Committee for approval. This ensures that the plan aligns with the Bank's strategic priorities and risk appetite.
4. **Reassessment and Alignment with Strategic Objectives:** The operational environment of a financial institution is dynamic, necessitating a periodic reassessment of the audit plan. Consequently, the mid-year reassessment is undertaken to confirm that the audit plan remains consistently aligned with the evolving goals, overarching strategies, and operational objectives of the Bank. This approach allows the Internal Audit function to respond proactively to emerging risks and significant changes in the operations and business landscape.

In recognition of the escalating importance of technology and the persistent threat of cyber risk, RCBC has implemented an IT Audit Framework for Cybersecurity. This framework is a critical component of the overall internal control structure and serves a vital purpose:

1. **Assessment of Policies and Effectiveness:** It provides management with an independent assessment of the Bank's established cybersecurity policies, along with a detailed evaluation of their operating effectiveness in practice.
2. **Identification of Control Concerns:** The framework is instrumental in proactively identifying security control concerns, weaknesses, or gaps that could potentially compromise the reliability, accuracy, integrity, and security of the Bank's enterprise data, systems, and core operations.

To maintain robust security posture, major units and systems that are pivotal in implementing the Bank's overall cybersecurity program are subject to audits on an annual basis. This ensures continuous oversight and necessary remediation in one of the Bank's most critical risk areas.

For more information on Internal Audit, please refer to the discussion under Corporate Governance.

Related Party Transactions

To align with the SEC Memorandum Circular No. 10, series of 2019 or the "Rules on Material Related Party Transactions (RPTs) for Publicly listed Companies" issued on April 27, 2019, RCBC has updated its Policy on Related Party Transactions in September 2025. The policy defines "related party transactions" as transactions or dealings with related parties of the Bank, regardless of whether or not a price is charged.

To ensure efficient and proportionate governance, the Bank divided the review and approval of RPTs based on materiality between the RPT Committee and the RPT Management Committee. Both committees enforce the Bank's policy that RPTs are conducted on arm's length terms, i.e., it must be conducted in the regular course of business (fair process) and strictly not undertaken on more favorable economic terms than those offered to non-related parties under similar circumstances (fair terms). Mechanisms such as comparability analysis and benchmarking, alternative price discovery, and independent fairness opinions are required from the proponents to ensure effective oversight. Moreover, audit reports are periodically reported to both committees to ensure consistency of the RPTs with Board-approved policies and to flag any exceptions or breaches in exposure limits.

The Bank recognizes that transactions with related parties can generate financial, commercial and economic benefits not only for the Bank but for the entire group to which it belongs. At the same time, such transactions may give rise to material or heightened risks, including the potential for abuse that could adversely affect the Bank and its stakeholders. To address these risks, the Board, through the RPT Committee, exercises effective oversight over the design and implementation of the Bank's systems and internal controls for identifying, monitoring, measuring, controlling, and reporting RPTs, including periodic review of RPT policies and procedures. These mechanisms ensure that all RPTs are conducted strictly on an arm's length basis, thereby safeguarding the interests of the Bank and preventing any undue disadvantage to its stakeholders. While the absolute monetary value of RPTs has recently trended upwards as part of regular group synergies, these exposures remain strictly within the Bank's defined risk appetite and have not breached any internal or regulatory thresholds. The Bank monitors these exposures through continuous quarterly exposure tracking ensuring that any quantitative increase in RPT exposure is fully matched by a qualitative independent RPT Committee and RPT Management Committee oversight.

The Bank empowers both internal and external stakeholders to report concerns through established formal channels. The Bank's governance framework ensures that any potential abuses are identified and addressed through a dual-track grievance mechanism.

Employee Whistleblowing. The Bank strictly implements a Whistleblowing Policy that encourages employees to communicate legitimate concerns regarding any illegal, unethical, or questionable RPTs. It is designed to be highly secure, guaranteeing confidentiality and protecting reporting employees from any risk of reprisal.

Stockholder Grievance Procedure. To protect the interests of investors, particularly minority shareholders, the Bank enforces a dedicated grievance procedure outlined in the Corporate Governance Manual. This channel allows stockholders to formally report and express legitimate concerns regarding potentially abusive RPTs.

No significant issues, complaints, or cases of abusive RPT have been raised through these mechanisms to date. This validates the effectiveness of the vetting process of the RPT Committee and RPT Mancom Committee and demonstrates the robustness of the Bank's strict pre-execution controls as discussed above.

The Compliance Group conducts regular employee training (at least annually) to enable bank associates to fully comply with their obligations and responsibilities under relevant RPT regulations and the Bank's RPT Policy. The Compliance Group works with the Human Resources Group in ensuring that the training program and materials on RPTs are updated and relevant. The latest Policy on RPT including its Annexes, RPT Cover Sheets, Database of Related Parties, and Committee Charters are available in RCBC's internal Library: Compliance Officer Library (COOL) and may be accessed by all Bank employees. The RPT eLearning was recently updated and all employees (including executives) must complete by 1H2026.

The Bank affirms its commitment to comply with all applicable RPT regulations and standards. Through effective Board oversight, and dedicated RPT Committee and RPT Management Committee, the Bank ensures that transactions with related parties are subject to appropriate review and approval processes, are conducted on fair and arm's-length terms, and do not result in undue advantage or disadvantage to any party.

For more information on RPTs, please refer to the discussion under Corporate Governance.



SUSTAINABILITY



Environment

Resource Management

Energy Consumption and Reduction Within the Organization

Energy Use	Energy Consumption	Reduction in Energy Consumption
Renewable sources (in GJ)	0	0
Gasoline (in GJ)	0	0
LPG (in GJ)	0	0
Diesel (in GJ)	1,413 ²²	663
Electricity (Kilowatt hour or kWh)	RCBC Plaza: 473,620 ²³ A.T. Yuchengco Centre: 1,369,644 Branches: 10,489,399	_ ²⁴

RCBC continues to adhere to its commitment to use energy more efficiently. The Bank implemented these actions toward operational efficiency leading to conservation of energy, reduction of emissions and use of other energy efficient technologies:

- RCBC continues to support the principles behind its Leadership in Energy and Environmental Design (LEED) certification (RCBC Plaza in Makati is a LEED-certified Gold-level building²⁵). Energy conservation measures are applied in the Bank’s day-to-day operations. RCBC ensures that it maintains its LEED Gold certification by spending on annual LEED consultation fees to comply with the climate adaptation requirements of the building.
- The Bank’s headquarters – the RCBC Plaza in Makati City and the ATYC in Taguig City have been powered by RE sources from ACEN since August 2024 and September 2024, respectively. As RE technology emits minimal GHG emissions, the use of RE for RCBC’s head offices supports the Bank’s move toward reducing its over-all GHG emissions.

- The Bank’s updated Sustainability e-Learning has a module on contributions to the UN SDGs through each employee’s daily activities. This includes practical and useful ways of promoting efficient energy consumption practices in line with UN SDG 7 (Affordable and Clean Energy).
- Starting 2025, the Bank’s ATM systems have provided optional printing functions. In the credit cards business, RCBC has been promoting the use of electronic Statement of Account (SOA) to reduce printing of paper SOA. Most of monthly SOAs generated are sent via electronic mail. The reduced paper consumption resulting from these initiatives decreases the use of energy and other resources needed for transporting and discarding paper.

Water conservation measures are applied in the Bank’s day-to-day operations. The updated 2025 Sustainability e-Learning includes reminders and prudent measures for conserving water in line with UN SDG 6 (Clean Water and Sanitation).

Materials Use	By Weight or Volume
Renewable (in kg)	115,678
Non-renewable (in kg)	1,070
Percentage of recycled input materials used to manufacture the organization’s primary products and services ²⁶	89.3%

RCBC continues to improve its existing supply chain procedure to avoid negative environmental and reputational impacts. The Bank employs sustainability-related questionnaires in the accreditation/vetting process of vendors. Furthermore, the YGC holds information campaigns geared towards vendors regarding YGC’s sustainability initiatives.

RCBC pioneered the use of recycled materials for the Bank’s credit cards in 2023, thereby reducing the use of virgin plastic in the Bank’s operations. In 2025, around 4 tons of recycled plastics were used for personalized credit cards.

Ecosystems and Biodiversity (Whether in Upland/Watershed or Coastal/Marine)

RCBC’s operational sites are not in, or adjacent to, protected areas, areas of high biodiversity value, protected or restored habitats, or areas where International Union for Conservation of Nature (IUCN) Red List species and national conservation list species have habitats. The operational sites of the Bank’s clients, however, may be such, and the clients’ operations may have negative environmental impacts.

In accordance with the ESMS Policy, all credit proposals for loans and other credit accommodations from RCBC need to go through E&S risk and impact assessment. Only activities or projects which pass the E&S risk and impact assessment shall be eligible for financing. The ESMS Policy is aligned with the requirements of the DENR and provides industry-based requirements that consider the nature of the clients’ business operations.

Environmental Impact Management

Air Emissions: GHG	Quantity
Direct (Scope 1) GHG Emissions ²⁷ in tonnes CO ₂ e	Stationary ²⁸ : 105 Mobile sources ²⁹ : 1,634
Energy indirect (Scope 2) GHG Emissions in tonnes CO ₂ e	8,737 ³⁰
Emissions of ozone-depleting substances (ODS) in tonnes	0

GHG emissions result from RCBC’s energy consumption and emissions relating to diesel generators and fuel consumption in bank-owned vehicles.

In addition to the details under Energy Consumption Within the Organization, starting December 2024, RCBC has implemented the SFTG as adopted by BSP Circular 1187. In its application of the SFTG, the Bank has identified borrowers that are able to contribute to climate change mitigation by avoiding or reducing GHG emissions through the nature of their businesses.

RCBC as PCAF Signatory

RCBC published its fourth annual reporting of portfolio GHG emissions through its 2025 Allocation and Impact Report (www.rcbc.com/sustainability). Similar to past disclosures, RCBC’s GHG measurements covering FY2024 remain faithful to The Global GHG Accounting and Reporting Standard: Part A Financed Emissions (Second Edition)³¹ or “the PCAF Standard”. The process supports the GHG Protocol Corporate Accounting and Reporting Standard on Scope 3 Category 15.

	FY2024 (amounts in Tons CO2 equivalent or tCO2e)	Breakdown / Applicable Portfolio
RCBC Scope 3: Absolute Financed Emissions (Scopes 1 to 3 of covered portfolio)	8,824,334	
Scope 1 and Scope 2 of covered portfolio	4,627,394	• Business Loans = 97% • Motor Vehicle Loans = 1% • Housing Loans = 2%
Scope 3 ³² of covered portfolio	4,196,140	Business Loans Only
RCBC Avoided Financed Emissions	521,053	Business Loans – Renewable Energy (RE) Only

RCBC’s Avoided Financed Emissions amounted to 455,611 tCO2e in the previous year’s disclosure. The increase in this year’s disclosure reflects the growth in the Bank’s RE portfolio from 2023 to 2024 (up by over 80%).

²² This pertains to generator sets which make use of diesel.

²³ Data as of reporting date for RCBC Plaza has been updated to reflect only the RCBC banking floors with direct meter measurements.

²⁴ Aggregate consumption for all the branches. Energy reduction from electricity for further verification

²⁵ US Green Buildings Council Inc. RCBC Plaza. <https://www.usgbc.org/projects/rcbc-plaza>

²⁶ Data provided and collated from various suppliers.

²⁷ Starting FY2025, the emissions relating to diesel use in generators (stationary sources) and fuel consumption in bank vehicles (mobile sources) have been disaggregated to reflect in the Bank’s Scope 1 calculations.

²⁸ Emission factor for diesel at 0.0741 tonnes CO2e/GJ from ADB (<https://www.adb.org/sites/default/files/institutional-document/296466/guidelines-estimating-ghg.pdf>).

²⁹ Emission factor for mobile combustion are referred from the GHG Protocol (https://ghgprotocol.org/calculation-tools-and-guidance#cross_sector_tools_id)

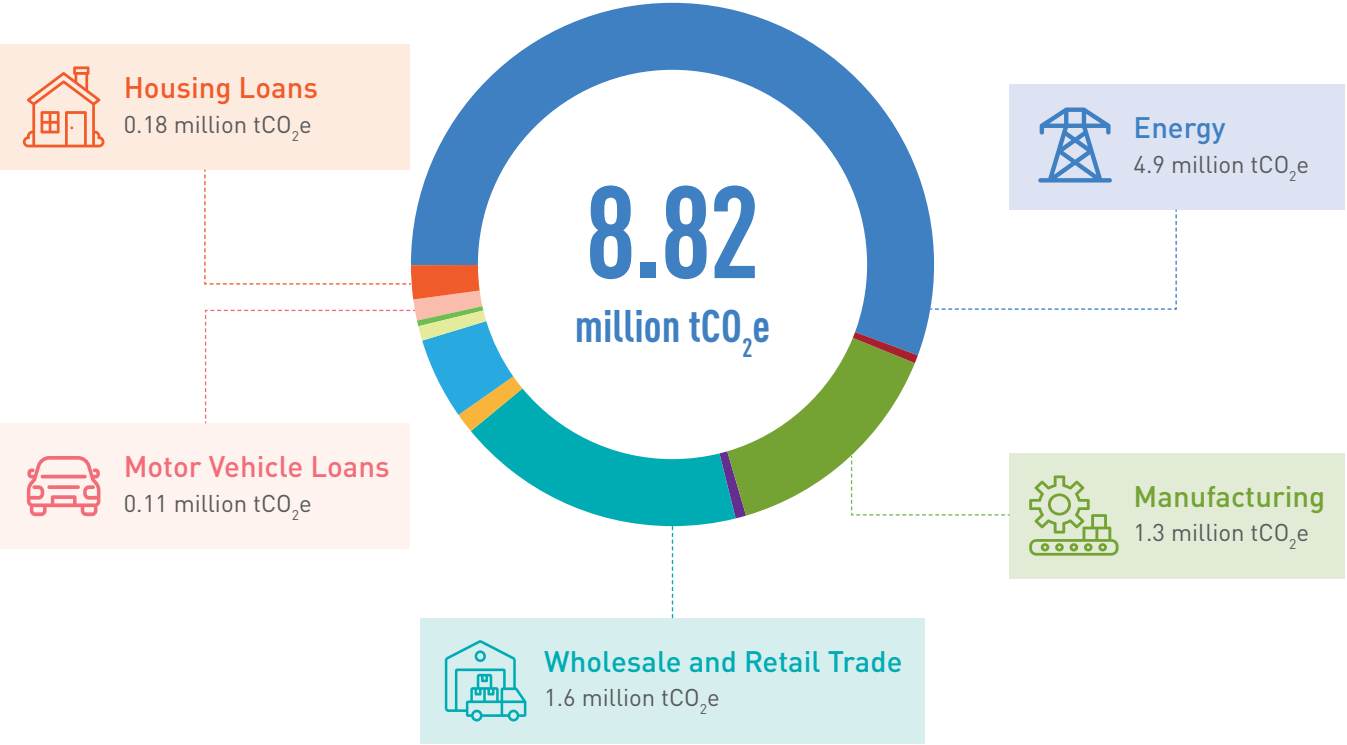
³⁰ RCBC Plaza, A.T. Yuchengco Centre, and Branches; emission factor for electricity at 0.7122 kgCO2e/kWh (simple operating margin, average EF from the grid) and 0.6836 kgCO2e/kWh (combined margin for wind and solar projects) from DOE (<https://www.doe.gov.ph/electric-power/2015-2017-national-grid-emission-factor-ngefl>);

³¹ In December 2025, PCAF has published the standard’s Third Edition introducing methodologies to four new asset classes. In its Technical Webinar, PCAF indicates no fixed deadline and allows for gradual adoption.

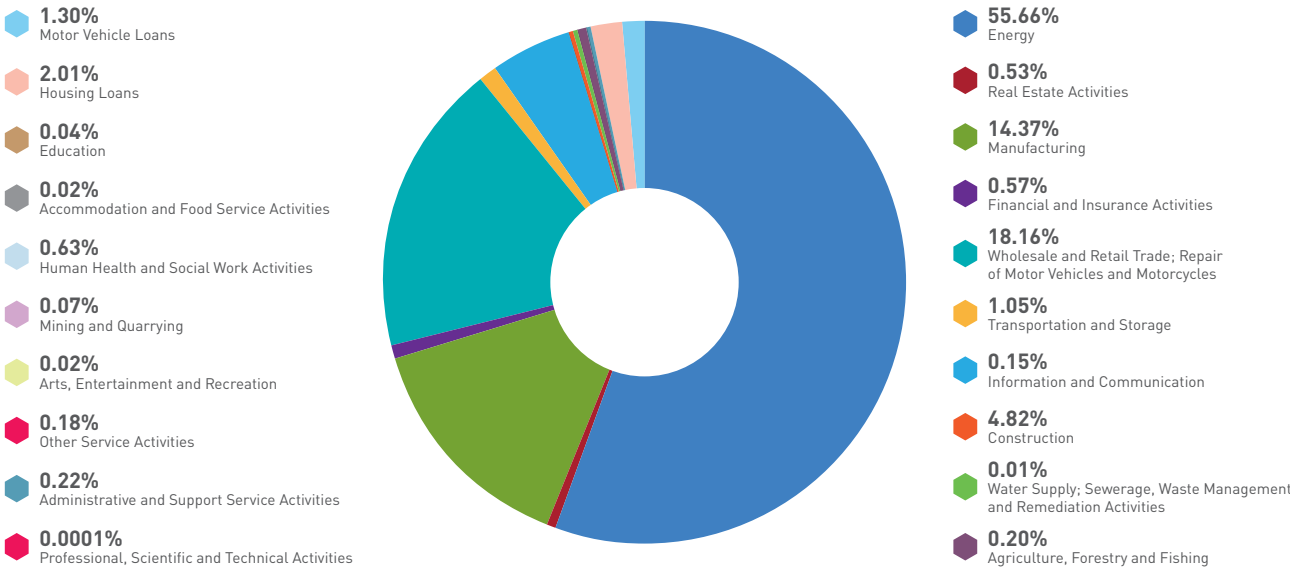
³² Per the PCAF Standard, the Financed Emissions Scope 3 for all sectors is required for reports published starting 2025.

SUSTAINABILITY

RCBC Scope 3 Financed Emissions: Distribution for Business Loans and Consumers Loans



RCBC Scope 3 Financed Emissions: By Sector - Business and Consumer Loans



Solid and Hazardous Wastes

Solid Waste Generated	Volume in Kg
Total solid waste generated	RCBC Plaza: 789,894 ³³ A.T. Yuchengco Centre: 53,950 ³⁴
Reusable	0
Recyclable	RCBC Plaza: 631,394
Composted	0
Incinerated	0
Residuals/Landfilled	RCBC Plaza: 158,500 A.T. Yuchengco Centre: 53,950

RCBC will continue to implement initiatives aimed at operational efficiency and digitization, including waste reduction / paper consumption. These include employees being encouraged to apply double-sided printing and lessening plastic waste.

RCBC’s customer banking experience continues to promote ZERO forms to fill out³⁵, hence significantly decreasing paper usage. In 2025, RCBC started to shift from paper-based correspondences to e-mail notifications. This project significantly lowers the paper consumption and waste along with less energy use in the transport and delivery of paper-based correspondences. Savings have also been realized due to lower postage and printing costs. These applies to the following implemented activities:

- Cessation of sending paper-based Time Deposit (TD) Statement of Accounts (SOAs)
- Reduction of paper usage by shifting paper-based notifications via registered mail to email notifications for various account correspondences

RCBC Plaza’s Solid Waste Management Plan includes reducing material costs and environmental impacts thus educating and encouraging tenants to reduce, reuse, and recycle for long-term purposes to lessen solid waste and minimize ecological impacts. Solid wastes are hauled by a third party; total amounts are then recorded and tabulated.

Environmental Compliance

Non-Compliance with Environmental Laws and Regulations	Quantity
Total amount of monetary fines for non-compliance with environmental laws and/or regulations	0
No. of non-monetary sanctions for non-compliance with environmental laws and/or regulations	0
No. of cases resolved through dispute resolution mechanism	0

RCBC is committed to comply with all environmental laws and regulations and conform to performance standards. Under RCBC’s ESMS Policy, activities or projects funded by the Bank are evaluated in accordance with the guidelines of the DENR, Philippine Clean Water Act, Philippine Clean Air Act, The Indigenous Peoples Rights Act, and other E&S legislations.

In the context of ESMS implementation, the clients’ compliance with E&S legislations is an affirmation of a shared commitment with RCBC in mitigating E&S risks and identifying opportunities in sustainable business practices.

³³ Available solid waste data pertains to the entire premise of the building not just the RCBC-occupied floors.

³⁴ Estimated volume proportionate to the total leased area by RCBC

³⁵ Additional one form to fill out and sign if client applies for a Hexagon Club Membership (i.e. Hexagon Enrollment Form)

SUSTAINABILITY



Social

Employee Data	
Total number of employees	6,635
a. Number of female employees	4,305
b. Number of male employees	2,330
Attrition rate ³⁶	8.94%
Ratio of lowest paid employee against minimum wage	1.03:1

RCBC’s Most Important Asset: Its People

In support of the Bank’s growth strategy and plans, the Human Resources Group (HRG) is committed to organizational capability building and continues to lead programs and initiatives on talent management and development, leadership continuity, retention programs, employee well-being, and corporate social responsibility. RCBC invests in human resources. The quality of benefits for full-time employees is a key factor in retaining employees.

- **Employee Retention:** Recognizing the continuing competition for talent, HRG’s retention programs have helped manage the Bank’s attrition rate at 8.94% in 2025 which is below industry level.
- **Employee Engagement:** RCBC provides employee satisfaction survey to the employees. The survey reflects the employee’s assessment of the unit’s delivery of service and the areas for improvement.
- **Performance Management Policy:** This governs the Bank-wide Performance Management System (PMS) and effectively communicate the Bank’s goals and strategies while aligning with each employee’s goals and target results.

The Bank implements this Performance Management Policy that purports to govern the bank-wide Performance Management System (PMS) and effectively communicate the Bank’s goals and strategies while aligning with each employee’s goals and target results. Specifically, this policy focuses on the following objectives:

1. Define and agree on key result areas, performance indicators, and measures;
 2. Discuss feedback on employees’ output and accomplishments based on clearly defined goals and objectives, job description, and performance standards;
 3. Communicate information for career planning and individual development;
 4. Provide a structured basis for decisions on total rewards, employee movements, and discipline management; and
 5. Encourage open communication and supportive relationships between employees and their supervising officers and within work teams.
- **Institutionalized Hybrid Work Arrangement:** Employees who are part of this arrangement are expected to perform their daily tasks and complete their set goals. The telecommuting workforce is given the same treatment as that of comparable employees working at the office.
 - **Human Resource Information System:** HRG maintains and manages the Bank’s Human Resource Information System (HRIS) where all employee data (from hiring to separation) are inputted and stored. Even prior to the pandemic, the HRIS had already been set-up and available for employees to access offsite.

³⁶ Attrition rate = (no. of new hires – no. of turnover)/[average of total no. of employees of previous year and total no. of employees of current year]

Employee Compensation and Benefits

Employee Benefits	Yes / No	% of female employees who availed for the year	% of male employees who availed for the year
SSS	Y		
Maternity/Paternity	Y	6%	
Sickness	Y	1%	<1%
Salary Loan	Y	35%	25%
PhilHealth	Y	7%	3%
Pag-IBIG Loan	Y	26%	20%
Parental leaves	Y	1%	4%
Vacation leaves	Y	87%	85%
Sick Leaves	Y	73%	62%
Medical benefits (aside from PhilHealth)	Y	66%	44%
Housing assistance (aside from Pag-IBIG)	Y	<1%	<1%
Retirement fund (aside from SSS)	Y	2%	3%
Telecommuting	Y	32%	22%

RCBC 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.

RCBC gives a 17th-month pay for rank-and-file employees, a benefit that is superior to other peer banks. It constantly improves its employee benefit packages to keep them competitive, to retain employees, and attract new applicants. Promotion is based on full-year performance and accomplishments are measured through predefined Key Results Areas (KRAs), including the Sustainability KRA. While not all non-officer employees are members of the RCBC Employees Association, they are covered by the Collective Bargaining Agreement (CBA)³⁷. In November 2021, the Bank (not including its subsidiaries) and the RCBC Employees Association peacefully agreed on the 3-year economic provisions and the 5-year non-economic terms of the CBA for the period 01 October 2021 to 30 September 2026.

³⁷ The formal grievance escalation and reporting is covered under the Bank’s Collective Bargaining Agreement.

SUSTAINABILITY

Employee Training and Development

RCBC is committed to provide a strong learning and development platform for all employees across all job levels. The HRG continued to strengthen the talent pipeline and brought further competencies on the job by facilitating various training programs and seminars benefiting 16,511 (internal training) attendees, addressing the competencies of Leadership, Customer Service, Sales Planning and Management, Product and Technical Knowledge, Risk Management, AML/Compliance. A total of 2,921 employees were also sent to various external training programs, including eLearning courses offered by external providers. In 2025, RCBC also subscribed to LinkedIn Learning and provided licenses to all employees to allow them access learning anytime, anywhere.

Resulting from an internal employee survey conducted in 2025, RCBC was recognized by BusinessWorld as the Best Place to Work for very large organizations due to its “People First” philosophy³⁸. In addition, RCBC won Merit Awards in several categories:

- Merit Award for Best Places to Work across all Organization Sizes
- Merit Award for Best Places to Work for:
 - Women Employees
 - Ethnic Minorities
 - LGBTQIA+ Employees
 - Disabled Employees
 - Employees Ages 16-34
 - Employees for Ages 55 and up
 - Employee Well-Being

Employee Training and Development	
Total training hours provided to employees	1,305,414
a. Female employees	848,519
b. Male employees	456,895
Average training hours provided to employees	197
a. Female employees	128
b. Male employees	69



³⁸ <https://www.bworldonline.com/special-features/2025/12/09/718044/a-celebration-of-raising-workplace-standards/>

The Power of Partnership:
How RCBC’s ‘People First’ Strategy
Drives Sustainable Growth

In the competitive landscape of Philippine banking, success is often measured by digital adoption rates, asset growth, or market share. But while RCBC excels in all these metrics, its true competitive advantage lies in a deeper, more enduring philosophy: that employees are not mere headcount, but essential partners in its progress. This partnership model has transformed RCBC into a multi-award-winning institution, recently securing a spot on the Philippine Daily Inquirer’s 2026 Best Employers List for the third consecutive year.

Cultivating a Pipeline of Future Leaders

RCBC’s dedication to its people begins with a robust commitment to leadership continuity. The Bank acknowledges that maintaining seamless business operations across transitions requires a deep bench of talent. To achieve this, the Bank looks beyond simple technical readiness, prioritizing a profound understanding of the unique motivations that drive both current leaders and their successors.

At the heart of this talent development is the newly rebranded **RCBC University**, which serves as the cornerstone of the Bank’s “People Transformation Initiative”. The university is structured around three strategic pillars designed to meet the evolving demands of modern banking:

- 1. The RCBC Leadership Academy:** Focused on developing the next generation of management through programs like DELTA (Digital Excellence and Leadership Training Academy) and the Middle Management Development Program, conducted in partnership with the De La Salle University School of Lifelong Learning.
- 2. The RCBC Digital Academy:** Equipping employees with future-ready skills such as Design Thinking, Agile Scrum Project Management, and Fintech foundations.
- 3. The RCBC CX Excellence Academy:** Driving a customer-centric culture by rewarding individuals and teams who provide remarkable service through the ACE (Award for Customer Excellence) initiative.

A Culture of Continuous Learning and Digital Mastery

As RCBC cements its leadership in the digital banking space, it ensures no employee is left behind. The Bank provides comprehensive learning opportunities across all job levels, from senior management to rank-and-file staff.

In 2025 alone, over 2,200 employees completed the Fintech Foundation Program Flex, while others pursued specialized certifications in Treasury, Trust Operations, and even a unique JPY (Japan Yen) Certification. The Bank supports employees who need to get certification, especially those that are related to the role that they have.

Recognizing the shift towards artificial intelligence (AI), the Bank curated an “AI for Everyone” learning

pathway to provide foundational AI knowledge to the entire workforce. This is further supported by a global partnership with LinkedIn Learning, making educational resources accessible to all employees anytime and anywhere.

Wellness and the ‘Working with Cancer’ Pledge

The partnership between RCBC and its employees extends far beyond professional development; it encompasses holistic well-being. In 2025, the Bank spent around Php250 million in 2025 to provide health benefits for employees and their dependents.

In a landmark move, RCBC formalized its commitment to the Working with Cancer Pledge in partnership with AC Health. This global movement aims to eliminate the stigma of cancer in the workplace. To provide tangible support, RCBC introduced the Cancer Care Leave benefit, allowing diagnosed employees additional time for recovery. In its inaugural year, employees availed of 40.5 credits of this specialized leave, proving the program’s vital importance. The Bank also conducted the “Your Well-Being Matters” webinar series to address mental and emotional health, covering topics like cultivating self-awareness and building resiliency.

Bridging the Generational Gap

As the workforce evolves, RCBC has been proactive in integrating Gen Z partners. Programs like GRIT (Empowering our Gen Z Partners) and KYZ (Know Your Gen Z) are designed to help younger employees navigate their work environment while teaching leaders how to optimize performance and foster meaningful connections with the newest generation of bankers.

This focus on generations is perhaps most beautifully illustrated by the **RCBC Legacy Club**. Membership is defined by “virtue of DNA,” honoring family ties where children follow in their parents’ footsteps to work for the Bank. With 49 current members, the club emphasizes the importance of passing down values and knowledge, treating the Bank’s history as a shared legacy between the institution and its families.

Sustainability as a Shared Accountability

RCBC’s vision of partnership includes a collective responsibility toward the planet. Sustainability is not just a corporate policy; it is a Mandatory Key Result Area (KRA) for every employee, including Senior Management.

Through specialized eLearning modules and training on the Bank’s Sustainable Finance initiatives, RCBC empowers its staff to advance inclusivity and environmental stewardship in their daily roles.

By treating employees as true partners—investing in their minds, supporting their health, and honoring their families—RCBC has built a culture that is both resilient and innovative. This human-centric foundation is what allows the Bank to maintain its “six-peat” streak as the Best Bank for Digital while simultaneously being recognized as one of the nation’s best places to work.

At RCBC, growth is not just about the numbers; it is about the people who make those numbers possible.

Labor-Management Relations	
% of employees covered with Collective Bargaining Agreements	39%
Number of consultations conducted with employees concerning employee-related policies	2,000 est.

RCBC has a union of rank-and-file employees, which negotiates with Management for a collective bargaining agreement (CBA) every five years. This shows that Management and the union regularly evaluate and update the salaries and benefits of employees. Every negotiation has been peaceful and fruitful at least in the past 15 years.

Diversity and Equal Opportunity	
% of female workers in the workforce	65%
% of male workers in the workforce	35%
Number of employees from indigenous communities and/or vulnerable sector ³⁹	243 ⁴⁰

RCBC gives equal opportunity for all. When an organization actively promotes diversity and equality at work, it can generate significant benefits for both the organization and workers, such as access to a larger and more diverse set of potential workers. As the numbers show, RCBC employs more women than men, indicating the opportunity that the Bank gives to all as RCBC actively promotes diversity and equality at work.



³⁹ Vulnerable sector includes, elderly, persons with disabilities, vulnerable women, refugees, migrants, internally displaced persons, people living with HIV and other diseases, solo parents, and the poor or the base of the pyramid (BOP; Class D and E).
⁴⁰ Refers to persons with disabilities based on data gathered in 2025

SUSTAINABILITY

Workplace Conditions, Labor Standards, and Human Rights

Occupational Health and Safety	
Safe Man-Hours	14,013,120 ⁴¹
No. of work-related injuries	0
No. of work-related fatalities	0
No. of work-related ill-health	0
No. of safety drills	2

RCBC gives importance and commits to upholding occupational health and safety in the workplace through worker training and incident investigations. The Bank has safety officers, certified Basic Occupational, Safety and Health (BOSH) personnel, and first-aiders trained by the Philippine Red Cross.

Procedures are in place to protect all employees from generally recognized workplace hazards such as fire, earthquake, robberies and other natural and man-made calamities. In 2025, the Bank spent around Php250 million for the health benefits of employees and their dependents.

Below are the various policies and programs of the Bank:

- Substance Abuse and Health & Safety 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. The Bank also promotes the health and safety of its employees and their families, thus, the enactment of the following policies: RCBC’s Drug-Free Workplace Policy & Programs, Policy Against Alcohol Abuse, Policy on Off-Duty Substance Abuse, Family Welfare Policy, TB Workplace Program and HIV/AIDS Workplace Program.
- 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.
- Employee Welfare and Well-Being: In 2025, the HRG conducted the following activities to sustain the promotion of health, safety and welfare of RCBC employees:
 - Maintained its partnership with Maxicare, the Bank’s HMO provider, in giving health and medical services in accordance with the benefits being enjoyed by employees.
 - The Bank also partnered with Sunlife Grepa Financial Inc. in utilizing the clinic located at the RCBC Plaza and serviced more than 324 availments in 2025. Moreover, there is a clinic set-up at the A. T. Yuchengco Centre in BGC to give free check-up and consultation services to more than 915 employees.
 - Department of Labor and Employment (DOLE) certified Basic Occupational Safety and Health Seminar
 - Philippine Red Cross certified first aid training
 - Basic training course for Pollution Control
 - Pollution Control training course for Managing Heads
 - Safety and life support trainings, fire and earthquake seminars and drills for employees
 - Pre-employment physical and medical examination for new hires
 - Random drug testing for employees
 - Flu vaccination
 - Maintenance of operational breastfeeding stations for nursing associates.
 - Precautionary measures: Since Management recognizes the precarious situation of employees in areas affected by natural calamities and man-made adversities, it has always been keen on immediately issuing work suspension orders in such perilous areas during fortuitous events.
 - All associates are covered with a life insurance policy inclusive of accidental death, total and permanent disability and burial assistance benefits.



Labor Laws and Human Rights		
Number of legal actions or employee grievances involving forced or child labor		0
Policies that explicitly disallow violations of labor laws and human rights (e.g., harassment, bullying) in the workplace		
Forced labor	Y	All newly hired employees sign a contract stating that they agree to the terms and conditions of their employment. The Bank does not employ forced labor.
Child labor	Y	RCBC’s Recruitment Policy requires that college graduates are hired, at the minimum. The Bank does not employ child labor.
Human Rights	Y	Existing Philippine laws set expectations and standards that promote human rights and disallow violations. RCBC abides by these laws.

RCBC gives importance to and upholds labor standards and human rights in the workplace. Employees can be certain that RCBC follows existing labor laws and standards and protects human rights at all times. RCBC complies with all four principles of the International Labour Organization (ILO): i) freedom of association and the effective recognition of the right to collective bargaining, ii) the elimination of forced or compulsory labor, iii) the abolition of child labor, and iv) the elimination of discrimination in respect of employment and occupation.

⁴¹ Estimated at 6,635 employees working 8 hours per day over 264 working days

SUSTAINABILITY

Supply Chain Management

RCBC subscribes to the YGC Group’s established Supplier Accreditation Policy, supported by comprehensive procurement and supplier management policies, which are consistently implemented and applicable to all vendors. These policies provide clear guidelines to ensure that accredited vendors can deliver products and services that meet YGC’s minimum standards for quality, reliability, and performance.

The accreditation process requires vendors to demonstrate a proven track record, sound financial viability, and the capacity to meet contractual and operational requirements. In addition, YGC promotes compliance with applicable laws and regulations while reinforcing sound and ethical business practices across its supplier base.

Vendors are classified based on defined risk and criticality criteria to identify potential operational, financial, and compliance risks. This risk-based classification enables the application of the most appropriate accreditation requirements and controls, balancing governance rigor with the criticality of the vendor’s products and services. Through this structured and proportionate approach, YGC strengthens supplier resilience, mitigates risks, and ensures continuity and sustainability of its supply chain.

Topic	Y/N	Reference in the Supplier Policy
Environmental performance	Y	Sustainability Attestation: YGC Sustainability Practices Prescribed for Vendors. A sustainability requirement for vendor accreditation which states that the vendor company observes environmental laws, and engages in energy saving and waste management practices, as well as in programs that promote ecological habitat.
Forced labor	Y	Sustainability Attestation: YGC Sustainability Practices Prescribed for Vendors. A sustainability requirement for vendor accreditation which calls for the vendor company to recognize the right of employees to freedom and collective bargaining. The YGC views its supply chain as an extension of its workforce and community and therefore requires all suppliers, contractors, and service providers to strictly comply with ethical and legal standards, particularly those related to the prevention of forced labor. The YGC maintains zero tolerance for any form of forced labor across its supply chain. As part of the vendor accreditation and engagement process, all vendors are required to formally attest to their compliance with forced labor and human rights standards through the Sustainability Attestation Form. Any non-compliance may result in the disapproval of vendor accreditation and/or termination of engagement.
Child labor	Y	Sustainability Attestation: YGC Sustainability Practices Prescribed for Vendors. A sustainability requirement for vendor accreditation which states that the vendor company does not employ persons below 18 years of age. The YGC views its supply chain as an extension of its workforce and the communities it serves and requires all suppliers, contractors, and service providers to adhere to ethical and legal standards, including the absolute prohibition of child labor. Verification of compliance is conducted through vendor self-reported sustainability surveys and formal attestation forms. A zero-tolerance policy is enforced across the supply chain. As part of the vendor accreditation and engagement process, all vendors are required to provide a credible and formal attestation of their compliance with child labor prohibitions and broader human rights standards through the Sustainability Attestation Form. Non-compliance or the submission of an insufficient or non-credible attestation may lead to the disapproval of vendor accreditation and or cessation of engagement.
Human rights	Y	Sustainability Attestation: YGC Sustainability Practices Prescribed for Vendors. A sustainability requirement for vendor accreditation: • which calls for the vendor company to recognize the right of employees to freedom and collective bargaining • to have an employee engagement system in place • to work with the community around it • with clear policies on equality of gender, race, color, and greed • the company is compliant with all government-mandated laws in the employment of personnel

Bribery and corruption	Y	Code of Ethics for Vendors is available that serve as guideline to promptly address instances of unsatisfactory performance, illegal practices and violations committed during any vendor business engagement. There is Blacklisting Policy for Vendors to ensure that all vendors dealing with the YGC will comply with its policies, rules and regulations. Vendors are expected to adopt ethics of highest standard and degree of integrity, provide optimum value, quality products and services, commitment and sincerity towards work undertaken As YGC expands its business, procurement function has become increasingly responsible for an extensive range of activities in a growing number of areas. The objective is to transform the buying approach of the Procurement organization of YGC member companies from tactical to strategic role, with more focus on value creation. This includes process health check, alignment, and resilient vendor selection. As such, there’s a need to upscale the current understanding of the procurement personnel through YGC Community Learning. Regular lectures and training were done for more innovative approaches to optimize sourcing, supplier relationship management, sustainability in procurement, risk management and other procurement activities. The following lectures and training were conducted to support the above-mentioned initiatives: • Refresh on “Procurement Ethics and Responsibility” for all Business Units, with the aim of providing a practical understanding of what it means to ‘buy ethically’, how purchasing practices can impact workers, and how to integrate ethical procurement into buying practices and understand the process of building a sound ethical procurement policy and selecting of vendors. • “Sustainability in Procurement: Responsible Sourcing for Sustainable Sourcing”, which aims to provide introduction to procurement sustainability that will demonstrate how sustainability impacts procurement processes and how procurement function can take an active role in it. The training also provides familiarization with the different standards, tools & approaches for sustainable supply chain management, and guidance to evaluate which are suitable for the YGC procurement organizations. It is specified in the policy that suppliers shall not offer bribes or kickbacks to employees or family members in exchange for any favors. In the same manner, the Bank’s Code of Conduct specifies that employees must avoid situations which may unduly influence relationships with customers or suppliers. Copy of the Code of Conduct may be accessed at https://www.rcbc.com/corporate-governance. YGC Group maintains a zero-tolerance policy toward bribery and corruption in any form. This commitment is reinforced through clear policies, ethical standards, and control mechanisms that apply to both employees and suppliers. Any violation of anti-bribery and anti-corruption requirements is treated as a serious breach of trust and may result in disciplinary action, contract termination, disqualification from future engagements, and other actions as permitted under applicable laws and regulations. Through these measures, YGC Group upholds integrity, accountability, and transparency across all business relationships.
Health and safety	Y	Sustainability Attestation: YGC Sustainability Practices Prescribed for Vendors. A sustainability requirement for vendor accreditation which states that the vendor company is compliant with government rules relating to occupational health and safety standards There is Blacklisting Policy with provisions on Safety Policies and procedures as ground for Permanent or Temporary Blacklisting. New Facilities Inspection Checklist is applied (as relevant to the vendor’s service offering) Stricter compliance with Philippine Contractors Accreditation Board (PCAB) license for contractor is observed to ensure lawful and safe construction activities

SUSTAINABILITY



Due diligence, data gathering and baselining prevent and mitigate negative impacts in the supply chain. These include impacts the organization either causes or contributes to, or that are directly linked to its activities, products, or services by its relationship with a supplier.

The implementation of the Sustainability Attestation Compliance for Vendors is part of the accreditation requirements which covers the above attributes. This initiative makes possible the profiling of the key vendors efforts, to measure, set goals and to improve visibility on sustainability compliance that will facilitate follow-up of improvement in actions.

The aim is to achieve a better assessment of the current sustainability-related performance of YGC’s key vendors through data gathering and baselining using the Vendor Sustainability Attestation Form, to check the compliance and current initiatives of the vendors on the Economic, Environmental, Social and Ethical/legal sustainability attributes. Vendors are assessed for a range of criteria, including risk incidents (such as bribery, coercion, and corruption).

New vendors applying for accreditation, for applicable categories, are being checked through actual facilities inspection as part of the accreditation process. This process covers assessment of vendor’s facilities to determine the capability to support and satisfy the requirements of YGC members as applicable to the critical categories. RCBC is already in the process of enhancing the existing vendor accreditation policy targeted for implementation. Furthermore, the Enhanced Vendor Performance Evaluation Policy and Enhanced Vendor Blacklisting Policy have been adopted.

The following policies and procedures have been enhanced and implemented:

- 1. Vendor Accreditation: to ensure that accredited vendors are capable of providing products and services to satisfy the minimum acceptable quality and reliability requirements of the YGC and that all accredited suppliers have proven track record, viable financial position, and promote sound and ethical business practices
- 2. Vendor Performance Evaluation: to establish an efficient & effective mechanism to measure, analyze, and manage YGC vendor’s performance in an effort to optimize costs, minimize risks, and drive continuous improvement.

RCBC initiates due diligence as early as possible in the development of a new relationship with a supplier. Impacts may be prevented or mitigated at the stage of structuring contracts or other agreements, as well as via on-going collaboration with suppliers. Employees are also bound by

the Bank’s Code of Conduct and Conflict of Interest Policy to lay out acceptable behaviors in dealing with stakeholders. Copy of the Code of Conduct and information on certain policies may be accessed at the RCBC website⁴².

RCBC continues to improve its existing supply chain procedure to avoid negative E&S impacts (refer to details under Materials Used by the Organization). The following sustainability assessment initiatives are work-in-progress:

- 1. 100% compliance with Sustainability Vendor Attestation for Primary / Active Vendors since 2024. This is improved visibility on vendor’s sustainability compliance and performance for easy follow-up of improvement actions and collaboration on sustainability initiatives to facilitate identification of priority areas.
- 2. Enhanced and implemented the Vendor Accreditation Policy. The new policy will ensure that all accredited suppliers have proven track record, viable financial position, and promote sound and ethical business practices. The policy will cover the different stages of accreditation as to: (1) Vendor Sourcing; (2) Vendor Registration & Pre-screening; (3) Vendor Pre-Qualification; (4) Vendor Technical Assessment; (5) Facilities Inspection; and (6) Final Recommendation.
- 3. Implementation of the Enhanced Blacklisting Policy. The enhancement promptly addresses instances of unsatisfactory performance, illegal practices and violations committed during any vendor business engagements, while providing comprehensive and balanced blacklisting policy and guidelines.
- 4. Implementation of the Enhanced Vendor Performance Evaluation Policy to ensure that accredited vendors are capable of providing products and services that will satisfy the minimum acceptable quality and reliability requirements of the YGC.
- 5. Enhanced Facilities Inspection parameters for applicable categories only or as required by the Business Units. This covers the actual inspection and checking of Vendor’s general facilities, equipment availability, tools and machinery, safety and protection, availability of workforce, regulatory compliance and permitting, sustainability programs, risks identification and mitigation plans as applicable to contractors depending on the criticality and complexity of the service or as required by the Business Units. This may not be applicable to all vendor offerings.
- 6. Inclusion of RCBC’s and other YGC companies’ plans and strategies pertaining to sustainability to ensure that suppliers are compliant with RCBC’s sustainable practices.

- 7. Expansion of the scope of third-party risk assessment process for 2026 to cover the evaluation of cybersecurity and supply chain disruption risks through the following programs:
 - a. Integration of Cyber Risk Assessment in Vendor Management. Cyber risk assessment is embedded in the vendor management process, beginning at the vendor data collection stage, through the Cybersecurity Assessment Questionnaire. This applies to vendors with access to the YGC’s critical assets and those providing critical IT services. The assessment evaluates vendors’ cybersecurity policies, systems, and controls to identify potential vulnerabilities and assess their maturity and compliance with information security requirements through the Third-Party Cybersecurity Assessment Framework. This was implemented with on-going enhancement.
 - b. Centralized Supplier Risk Monitoring. A centralized supplier risk monitoring dashboard is being established for vendors operating in critical areas of the supply chain. This will enable consistent recording, tracking, and continuous monitoring of cybersecurity and operational risks associated with third-party vendors. The dashboard will provide enterprise-wide visibility of identified risks, corresponding mitigation actions, and response plans, strengthening governance, monitoring, and timely risk remediation across the vendor ecosystem. Target completion is 2026.
 - c. Enhanced Vendor Performance Evaluation. The vendor performance evaluation process will be continuously enhanced by integrating supplier risk monitoring results and defining comprehensive, and objective metrics across key assessment criteria. This will support more consistent, data-driven, and risk-informed vendor evaluations. Target completion is 2026.

Relationship with Community

Significant Impacts on Local Communities

Operations with significant (positive or negative) impacts on local communities	Location	Vulnerable groups (if applicable) ⁴³	Does the particular operation have impacts on indigenous people?	Mitigating measures (if negative) or enhancement measures (if positive)
RMB Micro & Small Business Loans & Savings Products	Available in key areas in Luzon, Visayas and Mindanao with a total of 15 branches and 13 branch-lite units.	RMB is RCBC’s thrift bank	Yes. RMB serves the unbanked and underserved markets in the Philippines, including the unbanked agricultural communities and low-income sectors	• RMB supports inclusive and sustainable economic growth by providing access to financing for farmers, producers, and traders engaged in coconut agriculture, agri-exports, coffee, and animal feeds. Implemented through various key partners namely SanteH, Agri-Exim, Franklin Baker Philippines, and Equilibrium. RMB helps improve cash flow and income stability for rural borrowers while supporting their continued participation in formal markets. In FY 2025, RMB disbursed PHP 2.02 Billion in loans to at least 2,251 borrowers, enabling timely working capital, reducing reliance on informal lending, and contributing to more resilient livelihoods and long-term community development. • RMB still offers the Basic Deposit Account (BDA) product called “Pangarap Savings”. With RMB’s cloud-based core-banking system, financial services such as cash-in (deposit), cash -out (withdrawal), bills payment, and opening of BDA can be done real time through a secured electronic platform provided to the accredited agents. • RMB supports micro and small business owners through its Small Biz Lite loan product, designed to improve access to financing for entrepreneurs in underserved and rural communities. To expand reach and improve accessibility, RMB deployed additional 215 loan agents to engage micro and small enterprises directly at the community level. Through Small Biz Lite, RMB disbursed more than PHP 163.2 million in loans to micro and small enterprises, supporting livelihoods, job continuity, and local economic activity.

⁴² RCBC. Corporate Governance. <https://www.rcbc.com/corporate-governance>

⁴³ Vulnerable sector includes children and youth, elderly, persons with disabilities, vulnerable women, refugees, migrants, internally displaced persons, people living with HIV and other diseases, solo parents, and the poor or the base of the pyramid (BOP; Class D and E)

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Operations with significant (positive or negative) impacts on local communities	Location	Vulnerable groups (if applicable) ⁴³	Does the particular operation have impacts on indigenous people?	Mitigating measures (if negative) or enhancement measures (if positive)
DiskarTech – a Financial Inclusion mobile-based application	Mobile-based	An inclusion application that mainly targets class C, D, and the unbanked sector	Yes. DiskarTech is an inclusion application that targets the unbanked and underserved Filipinos nationwide, especially those who live in grassroots communities.	DiskarTech also offers the BDA deposit product. Refer to details under Economic Performance
ATM Go	Handheld ATM Terminals in 82 provinces nationwide	An inclusion application that mainly targets class C, D, and the unbanked sector.	Yes. ATM Go is an Inclusion application that targets the unbanked and underserved sector.	Expanded coverage nationwide and is available through sari-sari stores, pharmacies, rural banks, grocery stores, bakeries, and pawnshops.
Credit Risk Database (CRD) project of the BSP for SMEs	Created out of a collaboration between the BSP and Japan International Cooperation Agency (JICA) to establish a Credit Risk Database (CRD) for SMEs in the Philippines	The CRD project aims to improve the access of SMEs to bank financing and support a post- COVID recovery scenario, especially since more than 70% of MSMEs in the Philippines were forced to close a month after the outbreak.	Yes, the CRD project is an inclusion application for the underserved sector. The CRD project gives long- term support to MSMEs to reduce their dependence of financial institutions on collateral when granting loans	The CRD is an ongoing risk-based lending project which uses a statistical scoring model that assesses the capacity of SMEs to repay their loan.

RCBC empowers communities and families towards financial inclusion. Its presence in communities facilitates access to capital in the local economy, spurring economic growth and employment generation. Below are some of the initiatives of the Bank in partnership with and for the benefit of local communities:

- **Earth Care Project: A 100-Hectare Reforestation Project in Sierra Madre:** The YGC, in celebration of its centennial anniversary, launched the YGC Earth Care project in 2011 which involve the adoption of Kaliwa Watershed for YGC’s tree planting program. For more details on the YGC Earth Care Project, please refer to the Feature story on pp 22-23.
- **Typhoon Tino Relief Operations:** In November 2025, RCBC, along with the AY Foundation (AYF) and Sun Life Grepa Financial, mobilized relief operations for the communities devastated by Typhoon Tino. Volunteers helped deliver hundreds of essential relief packs with food, water and sleeping mats in severely affected communities in Consolacion, Liloan and Talisay City.
- **YGC Christmas Fund Drive:** The AYF organized a donation drive encouraging all YGC employees to support its annual fund-raising initiative. AYF received over Php8 million in total donations in the 2025 YGC Christmas Fund Drive. The amount helped provide meals for more than 8,300 families channeled through the Caritas Manila feeding program.

Customer Management

Customer Management	
Customer Satisfaction	None ⁴⁴
Health and Safety	
No. of substantiated complaints on product or service health and safety ⁴⁵	0
No. of complaints addressed	N/A ⁴⁶
Marketing and Labelling	
No. of substantiated complaints on marketing and labeling ⁴⁷	0
No. of complaints addressed	N/A ⁴⁸
Customer Privacy	
No. of substantiated complaints on customer privacy ⁴⁹	1
No. of complaints addressed	1
No. of customers, users and account holders whose information is used for secondary purposes	1,043,223 ⁵⁰
Data Security	
No. of data breaches, including leaks, thefts and losses of data	0

RCBC is committed to fully implementing the Financial Consumer Protection (FCP) Framework and Reputational Risk Management (RRM) Framework. This commitment is upheld through regular compliance assessments against regulatory conduct standards, with the goal of fostering a service culture rooted in fair dealings and responsible business practices across all primary operations. The FCP Framework includes dedicated mechanisms for receiving, investigating complaints, and implementing corrective actions.

RCBC further ensures that consumer protection standards and practices defined in its FCP Framework are strictly observed and integrated into business operations. This strengthens the corporate culture and reinforces commitment to fair treatment of customers throughout every stage of their relationship with the Bank. The FCP Framework comprises key components: FCP Policies and Procedures, FCP Code of Conduct, Consumer Assistance

and Risk Assessment Mechanism, FCP Training Program, FCP Compliance Program, FCP Audit Program, and Financial Consumer Education and Awareness Program. It is guided by five core consumer protection principles:

1. Disclosure and transparency
2. Protection of client information
3. Fair treatment
4. Effective recourse
5. Protection of consumer assets against fraud and misuse

Meanwhile, the RRM Framework addresses prudential requirements for managing the reputational risks, ensuring compliance failures, service lapses, or external events are addressed promptly to preserve public trust in the financial system across the banking industry.

The Bank has established a Financial Consumer Protection Assistance Mechanism (FCPAM) through its Loans Customer Care communication channels and Provincial Lending Centers (PLCs), located in strategic areas. Staffed with well-trained personnel, these facilities address consumer concerns including debt collection matters and assistance with loan modification options.

The FCPAM is RCBC’s internal redress system designed to efficiently address consumer complaints, inquiries, and requests. As the first-level recourse for consumers, it operates in line with regulations outlined in BSP Circular No. 1160, which governs Financial Consumer Protection (FCP). The key components of the FCPAM include:

- Complaints Handling Mechanism
- Designated Point of Contact (Consumer Assistance Officers)
- Accessible Communication Channels
- Timely Resolution Protocols
- Documentation and Recording Procedures
- Board-level and Regulatory Reporting

Guided by the Bank’s complaints handling and escalation procedures, Consumer Assistance Officers (CAOs) are tasked to manage customer complaints across various business units, branches, and subsidiaries. RCBC has further strengthened its FCPAM with a dedicated team including Customer Care Department (for general concerns), Customer Care-Loans Team (for loans-related matters), DiskarTech Customer Support Team (for mobile app concerns), where consumers can conveniently lodge complaints, inquiries, and requests. All personnel with direct customer interaction are trained on the structure and implementation of the Bank’s complaints handling mechanism. Complaints resolution Service Level Agreement (SLA) performance remained at 95% (above standard) for 2024 and 2025, with risk impact at 0.01%—well below the 1% year-on-year threshold.

⁴⁴ RCBC has an established feedback mechanisms via the following: (1) QR Code installed at the branches; (2) Consumer Lending Group (CLG) feedback from loan clients via Google Forms; (3) Client feedback generated from Sales Force (ticketing system); feedback posted via Social Media; and (5) direct email from different Head Office Units (if any) in order to effectively resolve complaints/concerns and to ultimately manage client expectations in general. The result of the feedback mechanism is being reported and discussed internally on a regular basis.

⁴⁵ Substantiated complaints include complaints from customers that went through the organization’s formal communication channels and grievance mechanisms as well as complaints that were lodged to and acted upon by government agencies.

⁴⁶ No recorded complaints attributed to Health and Safety for the year 2025.

⁴⁷ Substantiated complaints include complaints from customers that went through the organization’s formal communication channels and grievance mechanisms as well as complaints that were lodged to and acted upon by government agencies.

⁴⁸ No recorded complaints attributed to Marketing and Labeling for the year 2025.

⁴⁹ Substantiated complaints include complaints from customers that went through the organization’s formal communication channels and grievance mechanisms as well as complaints that were lodged to and acted upon by government agencies.

⁵⁰ With opt-in (includes opt-in for at least 1 RCBC or YGC product)

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Third party concerns related to ESG are forwarded by the Bank’s Customer Care to the ESR0s for investigation and response. There were no such concerns recorded in 2025.

All CAOs submit monthly complaints reports to the Bank’s Reputational Risk Department (RRD). The RRD consolidates and analyzes complaints from all channels to identify material risks, conduct root cause analysis for systematic issues, and coordinate immediate resolution with front-line business/operating units, or relevant units. A management report on customer complaints is submitted to the ROC (a Board-level committee) regularly and discussed in targeted forums including the Branch Services and Operational Risk Forum (BSORF), Digital Enterprise & Innovations Group (DEIG) Forum, Transaction Banking Group (TBG) Forum, Consumer Lending Group (CLG) Forum, and Risk Officers Forum.

RCBC is also focused on embedding Customer Experience (CX) principles across all operations, recognizing CX as a key business priority. To enhance customer experience, the Bank’s Human Resources Group (HRG) has formed the CX Excellence Academy, a self-paced certification program aligned with global standards for Certified CX Qualifications. As one of the fastest-growing disciplines corporate management, CX helps drive business growth by retaining customers, thereby, increasing new business sales, and reducing service delivery costs.

RCBC conducts regular forums, trainings and mandatory eLearning courses for employees, along with periodic examinations, to ensure all customer-facing personnel are familiar with and reminded of the Bank’s Consumer Protection Program. Additionally, RCBC has further strengthened its customer feedback mechanism by expanding platforms to include Quick Response (QR) facility, enabling near real time resolution of issues and concerns. QRs, including inputs for customer satisfaction rating, are accessible at Branches, Provincial Lending Centers and guest lobbies in selected Head Office units.



RCBC places the highest importance on keeping data secure, aiming to reduce disruptions to operations as a consequence of information security incidents. Concretely, this aim expands to the following objectives:

- To protect the information assets that support the Bank’s operations;
- To provide Management with an accurate view of significant current and future information security risks and assist them to make well-informed risk management decisions about the extent of the risk, risk appetite and risk tolerance
- To provide an end-to-end guidance on how to manage information security risks, beyond purely technical control measures;
- To establish a risk profile to better understand the Bank’s full exposure, and better utilize its resources;
- To integrate the management of information security risk into the overall enterprise risk management of the Bank; and
- To implement and continuously improve a sound framework for the identification, measurement, control, monitoring, and reporting of key risks faced by the Bank.

RCBC may store personal data physically or electronically with third party data storage providers. When the Bank does this, the Bank uses contractual arrangements to ensure that those providers take appropriate measures to protect that information and restrict the uses to which they can put that information. The data privacy and security policy are considered and applied in 100% of the Bank’s operations.

The Bank acknowledges and upholds the rights of data subjects as stipulated in the Philippines’ Data Privacy Act (R.A. 10173). To facilitate the exercise of these rights, the Bank provides an Online Privacy Contact Us Form, which is readily available in its Data Privacy Notice on the website. This form serves as a convenient means for data subjects to assert their rights and communicate any concerns to the Bank’s Data Privacy Office.

RCBC’s Contributions to the UN Sustainable Development Goals

RCBC is committed to delivering products and services which support the UN SDGs.

The Bank’s financial inclusion programs and services, together with RCBC’s Sustainable Finance Framework, address **all of the 17 UN SDGs**. The Bank is committed to safeguarding our people and our planet, while fostering partnerships, and pursuing prosperity that will usher in a sustainable and resilient path by 2030.

Key Products and Services	SDGs	Societal Value / Contribution to UN SDGs
Delivering in the New Normal Through Digital Acceleration: [Refer to details under the Economic and Social portions] • RCBC Pulz • DiskarTech • ATM Go Potential Negative Impact of Contribution Engaging the unbanked and underserved towards financial inclusion may expose us to credit risk and other types of risk which traditional risk tools may ordinarily not be able to adequately manage. Management Approach to Negative Impact The risk of default and other risks are mitigated by performing additional Know Your Customer (KYC) and credit risk assessment procedures on clients. The bank partners with various organizations and LGUs to reach more Filipinos and educate them about financial services that can grow and protect their income.		No Poverty. Both DiskarTech and ATM Go are instrumental in the government’s distribution of funding assistance. • DiskarTech targets lower economic classes, C and D, and provides all-in-one online financial services needed by the unserved and underserved consumers • In 2025, Diskartech, in partnership with the Social Security System (SSS), rolled out MySSS cards to expand digital access for more Filipinos. This partnership aims to deliver digital financial access particularly to SSS members and pensioners. • ATM Go offers its services to all 82 provinces of the Philippines and is available through sari-sari stores, pharmacies, rural banks, grocery stores, bakeries, and pawnshops. • To deliver quality services across the country, RCBC has integrated satellite internet via Starlink into the ATM Go network⁵¹. Zero Hunger and Good Health and Well Being. Services have been instrumental conduit for government financial aid and assistance for food and nutrition and education of beneficiary children in schools. Quality Education. In partnership with the Department of Migrant Workers (DMW), modules on financial literacy for global Filipinos have been offered. This is to deepen adoption of responsible digital banking among OFWs and Filipino migrants. Gender Equality. The digital innovations improve the economic lives of women with low or no income, working class women and members of female-led households. Decent Work and Economic Growth. Digital acceleration provides and expands access to banking and financial services for all. Industry, Innovation and Infrastructure. The banking products increase access to financial services. Reduced Inequalities. Addressing needs since the pandemic, RCBC responded swiftly through digitization which provided access to unbanked and underserved Filipinos. Sustainable Cities and Communities. Financial capacity building is offered at the barangay level through the ATM Go at geographically isolated, disadvantaged and conflict areas. RCBC also took the lead to fully adopt PalengQR which empowered merchants and market vendors in different pilot cities and provinces’ public markets to accept digital payments through the interoperable QRPh code. The Bank has similarly supported the initiatives of the Department of Transportation (DOTr) for cashless payments in the MRT and LRT⁵². Climate Action. Bridging the gap through digital engagements among and between government and non-government organizations promote reduction in carbon footprint. Partnerships for the Goals. Boosting financial inclusion in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), RCBC signed a landmark agreement with the Ministry of Social Services and Development (MSSD) to expand digital literacy and deliver digital financing solutions to the region.

⁵¹ <https://mb.com.ph/2026/02/19/rcbc-taps-starlink-satellites-to-reach-philippines-unbanked>
⁵² <https://www.philstar.com/business/2025/07/25/2460643/mrt-3-goes-cashless-lrt-follow-soon>

SUSTAINABILITY

Key Products and Services	SDGs	Societal Value / Contribution to UN SDGs
Deposits Savings Accounts such as: - OneAccount - iSave - GoSavers - Hexagon Club Potential Negative Impact of Contribution Banks are custodians of public money. Given the banking sector’s systemic importance, it is critical that credit risk, market risk, and other bank risks are properly managed to prevent bank failure. Management Approach to Negative Impact The Bank identifies, measures, controls, and monitors the risk inherent to its business activities or embedded in products and portfolios. RCBC continually develops an efficient and effective risk management infrastructure, and complies with regulations on risk and capital management.		No Poverty. RCBC offers inexpensive, easy to open and customizable deposit accounts. Good Health and Well Being. RCBC offers account types that come with free personal accident insurance, free hospitalization benefit, and free life insurance. Affordable and Clean Energy. RCBC launched the Philippines’ first Peso Green Time Deposit (TD) in February 2022 for clients who would like to support green loans and projects under RCBC’s Sustainable Finance Framework. Reduced Inequalities. GoSaver is a savings account for kids and teens. SSS Pensioner is a savings account for those looking for a convenient way to access their pension. Peace, Justice and Strong Institutions. RCBC supports the government’s efforts through the Presidential Office for Child Protection (POCP) and the strengthening of institutions particularly on the drive against online sexual abuse and exploitation of children. RCBC and RCBC Trust Corporation have established a framework to address the matter of bank account opening for minor victims to facilitate monetary compensation with safeguards aligned with the requirements of national agencies such as the Department of Social Welfare and Development (DSWD). Partnership for the Goals. In April 2025, RCBC launched a partnership with the Haribon Foundation for the Conservation of Natural Resources, Inc. (HARIBON) to promote biodiversity conservation through customer engagement. HARIBON is the pioneer organization in environmental conservation in the Philippines, well known for its initiatives toward biodiversity conservation such as the Forests for Life Movement. Under this partnership, RCBC Hexagon Club members are given the opportunity to support HARIBON by donating directly or redeeming their credit card points for donations.
Loans - Corporate Loans - Home Loans - Auto Loans - Personal Loans Potential Negative Impact of Contribution Banks are custodians of public money. Given the banking sector’s systemic importance, it is critical that credit risk, market risk, and other bank risks are properly managed to prevent bank failure. Management Approach to Negative Impact The Bank identifies, measures, controls, and monitors the risk inherent to its business activities or embedded in its products and portfolios. RCBC continually develops an efficient and effective risk management infrastructure, and complies with regulations on risk and capital management.		RCBC’s PHP 357.3B UN SDG Loans comprised approximately 41% of the Bank’s total loan portfolio in 2025⁵³. Of this, around 43% support UN SDG 9: Industry, Innovation, and Infrastructure. Affordable and Clean Energy. RCBC participated in the ETM project of ACEN for the early decommissioning of SLTEC’s coal-fired power plant by 15 years. Decent Work and Economic Growth. RCBC provides and expands access to banking and financial services for all. The Bank lends to corporations and SME, promoting inclusive, and sustainable economic growth, full and productive employment, and decent work for all. Industry, Innovation and Infrastructure. RCBC Credit Cards’ Personal Loan and Salary loan products increase access to financial services. Moreover, through the credit card’s Digital Cash Loan platform, RCBC enables credit cardholders to easily avail of a loan by converting their unused credit limits into cash with real-time loan approval. RCBC Personal Loans leverages on digital innovation to provide efficient and inclusive access to financial services with majority of disbursed transactions sourced digitally. RCBC also partners with fintech lenders as a means to support financial inclusion. Reduced Inequalities. RCBC’s loan products empower and promote economic inclusion. RCBC Personal Loans provide access to affordable funding across market segments including the underserved and low-income individuals, promoting socio-economic advancement and empowerment⁵⁴. RCBC Payday NOW, the bank’s product addressing bridge funding needs, continues to provide assistance to customers who may be in need of emergency funding in between paydays. “Pasado”, a loan product accessible through RCBC Diskartech, aims to introduce the underserved to a personal loan facility while providing education on responsible credit handling⁵⁵.

Key Products and Services	SDGs	Societal Value / Contribution to UN SDGs
		Sustainable Cities and Communities. RCBC’s personal loan products increase access to safe and affordable housing and transport. RCBC Personal Loans support this initiative through providing financing for home renovation and automobile acquisition. Climate Action. RCBC has exited from lending to new coal-fired power plants since December 2020. The Bank’s coal exposure will be zeroed out by 2031.
Credit Cards Potential Negative Impact of Contribution Engaging in the credit card business exposes us to credit risk and other types of risk which traditional risk tools may ordinarily not be able to adequately manage. Management Approach to Negative Impact RCBC mitigates the risk of default and other risks by performing additional KYC and credit risk assessment procedures on clients.		Zero Hunger and Gender Equality. In a continued demonstration of the Yuchengco-led Bank’s commitment to social responsibility, RCBC Credit Cards remains a steadfast partner of Gawad Kalinga, a Philippine-based movement dedicated to poverty alleviation and nation-building. This partnership is fueled by the RCBC Credit Cards’ Diamond Cares Program, which serves as a key pillar in sustaining missions that provide better nutrition and support for children across the country. As part of the card’s rewards program, every purchase made by RCBC Diamond Platinum Mastercard holders contributes directly to these community-building efforts. Good Health and Well-Being and Life on Land. Through the Rewards for the Soul initiative—the social advocacy component of the RCBC Credit Cards Rewards Program—cardholders can transform their spending into meaningful impact. By redeeming the peso value of their earned rewards points, cardholders can provide vital support to various causes: - Good Health, Well-Being, and Environmental Conservation: Beneficiaries include the Philippine Red Cross, World Vision Philippines, and WWF-Philippines. - Disaster Relief: RCBC Credit Cards continues to mobilize support for Filipinos affected by natural calamities. Cardholders can choose to redeem and donate their rewards points to organizations like Gawad Kalinga and the Philippine Red Cross to fund relief and recovery operations for impacted communities. - Biodiversity & Conservation: Starting in 2025, RCBC Hexagon Club members can now donate the cash equivalent of their rewards points to the Haribon Foundation, supporting critical projects dedicated to preserving the Philippines’ unique biodiversity. Quality Education. Other beneficiaries of RCBC Credit Cards’ Rewards for the Soul are AY Foundation and SOS Children’s Village Philippines. Cardholders can voluntarily donate to help support the education and provide homes & facilities to the most vulnerable children and communities using their Rewards Points. Responsible Consumption and Production. In 2023, RCBC pioneers the use of recycled materials for the Bank’s credit cards indicating a strong commitment to promoting environment-friendly materials reducing the use of virgin plastic in the Bank’s operations. In 2025, around 4 tons of recycled plastics were used for personalized credit cards. RCBC Credit Cards has been promoting the use of electronic Statement of Account (SOA) to reduce printing of paper SOA. Most monthly SOAs generated are sent via electronic mail.

⁵³ RCBC’s Sustainable Finance Framework (initially issued April 2019 and amended February 2024) expounds on the alignment of the Green / Social Bond Principles with the UN SDGs and their corresponding target descriptions. Estimates on the UN SDG loans were derived from the Bank’s Sustainable Finance Framework and continuing internal cross-checking with other industry practices such as the BSP definition for Small and Medium Enterprises (SMEs), Department of Human Settlements and Urban Development (DHSUD) definition of Economic and Socialized Housing and the Philippine Standard Industrial Classification (PSIC) among others.

⁵⁴ <https://diskartech.ph/rcbc-makes-lending-easier-for-every-filipino/>

⁵⁵ <https://diskartech.ph/pasado-loan-by-rcbc-diskartech-2/>

SUSTAINABILITY

Key Products and Services	SDGs	Societal Value / Contribution to UN SDGs
Micro & Small Business Loans & Savings Products Potential Negative Impact of Contribution Engaging the unbanked and underserved towards financial inclusion may expose us to credit risk and other types of risk which traditional risk tools may ordinarily not be able to adequately manage. Management Approach to Negative Impact RCBC mitigates the risk of default and other risks by performing additional KYC and credit risk assessment procedures on clients.		No Poverty. RMB's loan and savings products cater to the underserved and small businesses in the country. RMB studies each business carefully to make certain that the additional working capital has a positive effect on cash flow, potentially reducing or eliminating poverty. Zero Hunger. RMB provides access to financing for farmers, producers and traders engaged in coconut agriculture, agri-exports, coffee and animal feeds. Decent Work and Economic Growth. Correlated to helping reduce poverty, RMB's loans products provide additional funds to small businesses which in return further employs underserved individuals, thus, increasing employment. Industry, Innovation and Infrastructure. RMB's products increase access to financial services, including affordable credit. Reduced Inequalities. Regardless of financial status, RMB's loan and savings products cater to underserved individuals not covered by commercial banks.
Sustainable Finance Framework The Sustainable Finance Framework strategy is to deploy Sustainable Financing Instruments to fund all types of loans that have clear environmental and/or social benefits which are classified as Eligible Green (and its subset of Eligible Blue) and Eligible Social assets. Potential Negative Impact of Contribution The Framework should promote transparency and credibility in order to minimize the risk of greenwashing. Management Approach to Negative Impact The Sustainable Finance Framework has a clear project selection and evaluation process. It is also vetted through a Second Party Opinion issued by a reputable ESG third party reviewer.		<i>Download RCBC's Annual and Sustainability Report from www.rcbc.com/sustainability. This report presents the Bank's Sustainable Finance Framework's impact and contribution to the UN SDGs.</i>

Download the full version of RCBC's 2025 Sustainability Report and RCBC's 2025 Allocation and Impact Report (<https://www.rcbc.com/sustainability>)



2025 Allocation and Impact Report



2025 Sustainability Report

Content Index: UN Sustainable Development Goals

	UN SDG	Reference	Page
1	End poverty in all its forms everywhere.	- Economic Impact - Continuing Support for Financial Inclusion and Digitalization, Digital Products and Services - Social Impact – Relationship with Community - Contribution to the UN SDGs – Delivering in the New Normal Through Digital Acceleration, Deposits: Savings Accounts, Micro & Small Business Loans & Savings Products	29 53 57-60
2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	- Economic Impact - Continuing Support for Financial Inclusion and Digitalization, Digital Products and Services - Social Impact – Relationship with Community - Contribution to the UN SDGs – Delivering in the New Normal Through Digital Acceleration, Credit Cards	29 53 57-60
3	Ensure healthy lives and promote well-being for all at all ages.	- Economic Impact - Continuing Support for Financial Inclusion and Digitalization, Digital Products and Services - Social Impact – Relationship with Community - Contribution to the UN SDGs – Delivering in the New Normal Through Digital Acceleration, Deposits: Savings Accounts, Credit Cards, Sustainable Finance Framework	29 53 57-60
4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	- Economic Impact – Continuing Support for Financial Inclusion and Digitalization, Digital Products and Services - Social Impact – Relationship with Community - Contribution to the UN SDGs – Delivering in the New Normal Through Digital Acceleration, Credit Cards, Sustainable Finance Framework	29 53 57-60
5	Achieve gender equality and empower all women and girls.	- Economic Impact – Continuing Support for Financial Inclusion and Digitalization, Digital Products and Services - Social Impact – Relationship with Community - Contribution to the UN SDGs – Delivering in the New Normal Through Digital Acceleration, Deposits: Savings Accounts, Credit Cards, Sustainable Finance Framework	29 53 57-60

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6	Ensure availability and sustainable management of water and sanitation for all.	Contribution to the UN SDGs – Sustainable Finance Framework	60
7	Ensure access to affordable, reliable, sustainable and modern energy for all.	- Economic Impact – Continuing Support for Financial Inclusion and Digitalization, Digital Products and Services - Social Impact – Relationship with Community - Contribution to the UN SDGs – Delivering in the New Normal Through Digital Acceleration, Deposits: Savings Accounts, Loans, Sustainable Finance Framework	29 53 57-60
8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	- Economic Impact – Continuing Support for Financial Inclusion and Digitalization , Digital Products and Services - Social Impact – Relationship with Community - Contribution to the UN SDGs – Delivering in the New Normal Through Digital Acceleration, Loans, Micro & Small Business Loans & Savings Products, Sustainable Finance Framework	29 53 57-60
9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.	- Economic Impact – Continuing Support for Financial Inclusion and Digitalization , Digital Products and Services - Social Impact – Relationship with Community - Contribution to the UN SDGs – Delivering in the New Normal Through Digital Acceleration, Loans, Micro & Small Business Loans & Savings Products, Sustainable Finance Framework	29 53 57-60
10	Reduce inequality within and among countries.	- Economic Impact – Continuing Support for Financial Inclusion and Digitalization , Digital Products and Services - Social Impact – Relationship with Community - Contribution to the UN SDGs – Delivering in the New Normal Through Digital Acceleration, Deposits: Savings Accounts, Loans, Micro & Small Business Loans & Savings Products, Sustainable Finance Framework	29 53 57-60
11	Make cities and human settlements inclusive, safe, resilient and sustainable.	- Economic Impact – Continuing Support for Financial Inclusion and Digitalization , Digital Products and Services - Social Impact – Relationship with Community - Contribution to the UN SDGs – Delivering in the New Normal Through Digital Acceleration, Loans, Sustainable Finance Framework	29 53 57-60

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12	Ensure sustainable consumption and production patterns.	Contribution to the UN SDGs – Credit Cards, Sustainable Finance Framework	59-60
13	Take urgent action to combat climate change and its impacts.	- Economic Impact – Continuing Support for Financial Inclusion and Digitalization , Digital Products and Services - Social Impact – Relationship with Community - Contribution to the UN SDGs – Delivering in the New Normal Through Digital Acceleration, Loans, Sustainable Finance Framework	29 53 57-60
14	Conserve and sustainably use the oceans, sea and marine resources for sustainable development.	Contribution to the UN SDGs – Sustainable Finance Framework	60
15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.	Contribution to the UN SDGs – Credit Cards	59
16	Peace, Justice and Strong Institutions	Contribution to the UN SDGs – Deposits	58
17	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.	- Economic Impact – Continuing Support for Financial Inclusion and Digitalization, Digital Products and Services - Social Impact – Relationship with Community - Contribution to the UN SDGs – Delivering in the New Normal Through Digital Acceleration, Deposits: Savings Accounts	29 53 57-60

RCBC’s Allocation and Impact Report detailing the Bank’s Eligible Green and Social Portfolio and how it addresses the UN SDGs can be accessed through the Sustainability page of the Bank’s website: <https://www.rcbc.com/sustainability>

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BSP SEC Disclosures

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About RCBC	SEC Memorandum Circular No. 4, Annex A citing GRI 102-46	4-5
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Ecosystems and Biodiversity	SEC Memorandum Circular No. 4, Annex A and Annex B citing GRI 303, GRI 304 and SASB SGIC: Ecological Impacts	41
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Employee Management	SEC Memorandum Circular No. 4, Annex A and Annex B citing GRI 401, GRI 402, GRI 404, GRI 405, GRI 406, GRI 407, GRI 102-8, GRI 102-41 and SASB SGIC: Labor Practices; Employee, Engagement Diversity & Inclusion	44
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Customer Management	SEC Memorandum Circular No. 4, Annex A and Annex B citing GRI 416, GRI 417, GRI 418 and SASB Standards General Issue Categories: Product Quality & Safety; Customer Welfare; Selling Practices & Product Licensing	55
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SASB Standard for Commercial Banks

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	Description of approach to identifying and addressing data security risks	30, 55
Financial Inclusion & Capacity Building	(1) Number and (2) amount of loans outstanding that qualify for programmes designed to promote small business and community development	53
	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	Not Disclosed
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Incorporation of Environmental, Social, and Governance Factors in Credit Analysis	Description of approach to incorporation of environmental, social and governance (ESG) factors in credit analysis	31
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	Gross exposure for each industry by asset class	41-42
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	Description of whistleblower policies and procedures	38, 150
Systemic Risk Management	Global Systemically Important Bank (GSIB) score, by category 5	Not Applicable
	Description of approach to integrate results of mandatory and voluntary stress tests into capital adequacy planning, long term corporate strategy, and other business activities	35
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Risk Management



Risk Governance Framework

The RCBC Group (the Group) recognizes that risk is an inherent part of its activities, and that banking is essentially a business of managing risks. 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 the following policy precepts:

- 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.

The RCBC Group’s Risk Governance Framework⁵⁶ aims to:

- Identify, measure, control, and monitor the risk inherent to the Group’s business activities or embedded in its products and portfolios;
- Formulate, disseminate, and observe the corporate risk philosophy, policies, procedures and guidelines;
- Guide risk-taking units in understanding and measuring risk-return profiles in their business transactions;
- Continually develop an efficient and effective risk management infrastructure; and
- Comply with regulations on risk and capital management.

The Framework shall be reviewed at least annually to account for changes in related policies and regulations.

⁵⁶ Applies to RCBC parent and BSP-regulated RCBC subsidiaries and RCBC affiliates.
⁵⁷ ISO 31000 enumerates 11 principles

Risk Management Principles⁵⁷

Risk management is a dynamic activity. For risk management to be effective, it needs to be practiced within all layers of the organization. The Board of RCBC expects the management of risk to be guided by the following principles:

Principle 1: Risk management creates and protects value.

Risk management creates and protects value by increasing the likelihood of achieving the organization’s objectives. It also creates and protects value as it results in improving governance and control process, compliance with regulations and effectiveness and efficiency in the allocation of scarce capital and resources.

Principle 2: Risk management is an integral part of all organizational processes.

Risk management is not a standalone activity that is separate from the main activities and processes of the organization. Aside from ensuring profitability and delivering shareholder value, risk management should form part of the responsibilities of management.

Principle 3: Risk management is part of decision making.

To be effective, risk management should be part of the decision-making process. Risk management should help decision makers make informed choices, prioritize actions and distinguish among alternative courses of action.

Principle 4: Risk management explicitly addresses uncertainty.

In risk management, risk should not be viewed in a deterministic manner. Rather, it should explicitly take into account uncertainty, the nature of the uncertainty, and how this uncertainty can be addressed.

Principle 5: Risk management is systematic, structured, and timely.

Risk management is a systematic, structured, and timely process that contributes to efficient, consistent, comparable, and reliable results. It is a rigorous process that encourages everyone in an organization to assess uncertainty in a structured and systematic manner, and design mitigation strategies methodically.

Principle 6: Risk management is based on best available information.

While risk management aims to assess and manage risk in a forward-looking manner, it has to rely on the best available information as of a specified predetermined date. Examples of information sources that can be used as inputs to the risk management process are:

- Historical data
- Past experience
- Stakeholder feedback
- Observation
- Forecasts
- Expert judgment

Principle 7: Risk management is tailored.

Risk management is not a one-size-fits-all exercise. Each banking organization has unique circumstances that must be considered in designing the organization’s risk governance framework and process. Risk management should be aligned with the organization’s external and internal context and risk profile.

Principle 8: Risk management takes human and cultural factors into account.

The effectiveness of risk management processes, no matter how sophisticated the designs are, still depends on the commitment and capabilities of everyone in the organization. Risk management considers the capabilities, perceptions and intentions of external and internal people that can facilitate or hinder achievement of the organization’s objectives.

Principle 9: Risk management is transparent and inclusive.

To be effective, risk management should not be an isolated activity. Everyone in an organization should be involved. Risk management is relevant and up-to-date if stakeholders and decision makers at all levels are involved in an appropriate and timely manner.

Principle 10: Risk management is dynamic, iterative and responsive to change.

Risk management should continually evolve and recognize the dynamic environment in which the banking organization operates in. As external and internal events occur, context and knowledge change, monitoring and review of risks take place. New risks emerge, some evolve, some change, and some disappear. Risk management should be able to capture and calibrate its responses to the changing nature of uncertainty.

Principle 11: Risk management facilitates continual improvement of the organization.

Risk management should develop and implement strategies to improve their risk management maturity alongside all aspects of the organization.

Risk Culture⁵⁸

There are four elements of a sound risk culture - tone from the top, accountability, effective communication and challenge, and incentives.

Tone from the Top

The Board and senior management are expected to establish a risk culture that represents an expectation of values and conduct from all staff. This expectation outlines what is expected from each individual in terms of behavior and actions. The Board expects all staff to demonstrate exemplary conduct, act responsibly, fairly, and with integrity towards clients, staff, and in the communities in which we live and work.

The BOD expects all staff to:

Lead by Example	• Establish, monitor, and adhere to an effective risk appetite statement. • Have a clear view of the risk culture. • Systematically monitor and assess the prevailing risk culture and proactively address any identified areas of weakness or concern. • Promote through action and words, a risk culture that expects integrity and a sound approach to risk. Promote an open exchange of views, challenge, and debate. • Have mechanisms in place which help lessen the influence of dominant personalities and behaviors.
Adopt Corporate Values	• Systematically monitor and assess whether the espoused values are communicated and adhered to by management and staff at all levels. • Ensure that the risk appetite statement, risk management strategy, and overall business strategy are clearly understood and embraced by management and staff at all levels and effectively embedded in the decision-making and operations of the business. • Establish a compensation structure that supports the institution’s espoused values and promotes prudent risk-taking behavior.
Develop Common Understanding and Awareness of Risk	• Demonstrate a clear understanding of the quality and consistency of decision-making throughout the business, including how decision-making is consistent with the Group’s risk appetite and risk strategy. • Have a clear view on the business lines considered to pose the greatest challenges to risk management and these are subject to constructive and credible challenge about the risk-return balance. • Systematically monitor how quickly issues raised by the Board, supervisors, internal audit, and other control functions are addressed by management.
Learn from Risk Culture Failures/ Mistakes	• Establish processes to ensure that failures or near failures in risk culture are reviewed at all levels of the Group and are seen as opportunities to strengthen the Group’s risk culture and make it more robust.

⁵⁸ Financial Stability Board (FSB), 2014. “Guidance on Supervisory Interaction with Financial Institutions on Risk Culture: A Framework for Assessing Risk Culture”

RISK MANAGEMENT

Accountability

The Board and senior management should ensure that employees are held accountable for their actions and are aware of the consequences of not adhering to the desired behavior toward risk. There should be a clear delineation of responsibilities with regard to monitoring, identification, management, and mitigation of risk. Employees at all levels should understand the core values of the Group’s risk culture and its approach to risk, be capable of performing their prescribed roles, and be aware that they are held accountable for their actions in relation to the Group’s risk-taking behavior.

Risk Ownership	• Clear expectations should be set with respect to monitoring, reporting, and responding to current and emerging risk information across the institution, including from the lines of business and risk management to the Board and senior management. Mechanisms should be in place for the lines of business to share information on emerging and unexpected risks. • Employees are held accountable for their actions and are aware of the consequences for not adhering to the desired risk management behavior.
Escalation Process	• Escalation processes should be established and used with clear consequence for non-compliance with risk policies and escalation procedures. • Employees should be aware of the process and believe that the environment is open to critical challenge and dissent. These mechanisms should be established for employees to raise concerns when they feel discomfort about products or practices. • Whistleblowing should be proactively encouraged and supported by the Board and senior management.
Enforcement	• Consequences should be clearly established, articulated, and applied for the business lines or individuals who engaged in excessive risk-taking relative to the risk appetite statement. Breaches in internal policies, procedures, and risk limits and non-adherence to internal codes of conduct should impact an individual’s compensation and responsibilities or affect career progression, including termination.

Effective Communication and Challenge

A sound risk culture promotes an environment of effective communication and challenge in which decision-making processes promote a range of views, allow for testing of current practices and stimulate a positive, critical attitude among employees and an environment of open and constructive engagement.

A sound risk culture must encourage transparency and open dialogue in order to promote the identification and escalation of risk issues.

Open to Alternative View	• Alternative views or questions from individuals and groups are encouraged, valued and respected, and occur in practice. Senior management should have mechanisms in place to ensure that alternate views can be expressed in practice, and should request regular assessments of the openness to dissent at all layers of management involved in the decision-making process.
Stature of Risk Management	• The Chief Risk Officer and risk management function (RMG) share the same stature as the lines of businesses, actively participating in the Senior Management Committee, and proactively involved in all the relevant risk decisions and activities. They should have appropriate access to the Board and senior management. • Compliance, legal, and other control functions should have sufficient stature, not only to act as advisors, but also to effectively exert control tasks with respect to the institution’s risk culture.

Incentives

Financial and non-financial incentives should support the core values and risk culture at all levels of the Group. Performance and talent management should encourage and reinforce maintenance of the institution’s desired risk management behavior. Remuneration systems should reward servicing the greater, long-term interest of the Group and its clients. Risk management and compliance considerations should have sufficient status in driving compensation, promotion, hiring, and performance evaluation.

Remuneration and Performance	• Remuneration and performance metrics should consistently support and drive the Group’s desired risk-taking behavior, risk appetite, and risk culture. Annual performance reviews and objective-setting processes include steps taken by the individual to promote the Group’s desired core values, compliance with policies and procedures, internal audit results, and supervisory findings. • Incentive compensation programs systematically include individual and group adherence to the Group’s core values and risk culture, including: • Treatment of clients; • Cooperation with internal control functions and regulators; • Respect for risk exposure limits; and • Alignment between performance and risk.
Talent Development and Succession Planning	• Understanding key risks and essential elements of risk management and the culture of the organization is a critical skill for senior employees. These should be reflected in the development plans for employees. Succession planning processes for key management positions include risk management experience and not only revenue-based accomplishments. Training programs are available for all staff to develop risk management competencies.

Risk Appetite Framework⁵⁹

The Risk Appetite Framework (RAF) is the overall approach, including policies, processes, controls and systems, through which risk appetite is established, communicated and monitored. It includes a risk appetite statement, risk limits and an outline of the roles and responsibilities of those overseeing the implementation and monitoring of the RAF.

At the highest level, Executive Management and the Board need to have a solid understanding of the risks the firm as a whole is taking. A key weakness that has disastrous effects, as evidenced by financial crises, is a disparity between the risks that a firm takes and those that its Board perceives the firm to be taking⁶⁰. Supervisors see insufficient evidence of active Board involvement in setting the risk appetite for firms in a way that recognizes the implications of that risk-taking⁶¹. It is critical that the Chief Executive and Board members understand and consider the risk appetite and the risks being taken for the potential returns in evaluating major business decisions.

Management and the Board must know beforehand the firm’s capacity for risk-taking, the previously specified amount of different risks they want the firm to take and the current and targeted risk profile relative to the desired level and capacity – to be able to evaluate and take action.

This is – in essence – what a risk appetite framework does for an organization. Information needs to flow up to the Board and be presented in a timely way that drives decision making.

A fully functioning risk appetite framework establishes a firm-specific quality and style of internal communication that enables risk messages to feed up the organization from the people who take or manage risk.

Conscious Risk-Taking

No business can thrive without taking on risks. A key benefit of deploying a risk appetite framework is that these risks are identified and quantified in a structured way that relates them to the firm’s business objectives and strategy.

The trade-offs between risk and rewards in a risk appetite framework are made upfront, in a conscious attempt to decide the right calibration, and at a firm-wide level.

A risk appetite framework ensures that risk-taking is specific, measured, and consistent within established limits.



Joined-Up Risk Management

Beyond the benefits of breadth, a risk appetite framework also provides depth to risk management activities. It is the collective impact of risk-taking across a firm that needs to be managed. This will always require the coordination among various parts of a firm, alignment between broader objectives and the more specific objectives of business units or individuals, and a translation between technical language of the risk or product specialist and the more general firm-specific risk appetite language.

This is where risk appetite frameworks come to the fore. Firstly, they facilitate top-down direction from the Board via the cascading of risk appetite statements and their ongoing monitoring and control – in a risk appetite language that is meaningful to everyone. Second, they rely on bottom-up information and insight from the businesses and control functions through the calibration of risk appetite limits and triggers, as well as the reporting of risks and the risk profile versus risk appetite.

Drivers of Quality Risk Management

To have an effective risk appetite framework, the following must be present:

- A **strong, independent risk function** that has the confidence of its convictions and the internal clout to design, build, launch and embed risk language and concepts across the firm; the risk personnel need to be good at reaching out to their colleagues in the business lines and advocating the risk appetite perspective;
- A **sponsor at the executive level** who has enough authority to make risk appetite the way the firm approaches risk. Without senior buy-in from a President/Chief Executive Officer (CEO) or Chief Risk Officer (CRO), risk appetite will wither on the vine;
- A **robust process to aggregate risk** – Risk definitions are uniformly understood across the firm. The people and processes that identify and aggregate risk need to be of high caliber to support completeness of coverage and this should cover financial and non-financial risks;
- A **well-established methodology to produce risk adjusted metrics** (with the active buy-in of both the finance and risk departments) so that the risk appetite perspective takes root outside of the risk department;
- A **good capacity for change management**, since embedding risk appetite requires some deep-seated changes to be made to the way a lot of people go about their jobs;
- A **culture within a firm that enables free flow of information** up and down the hierarchy. The bosses are not afraid to hear bad news, nor do the business units water down messages for fear of giving offense; and
- A **culture that weaves risk considerations into the rest of the firm** in such things as business strategy, capital planning, day-to-day risk-taking by the business, governance and the design of remuneration plans.

⁵⁹ Deloitte, 2014. “Risk Appetite Frameworks: How to Spot the Genuine Article”
⁶⁰ Senior Supervisors Group (SSG), 2009. “Risk Management Lessons from the Global Banking Crisis of 2008”
⁶¹ As noted of some firms during the 2008 financial crisis, by the Senior Supervisors Group (SSG)

RISK MANAGEMENT

Risk Appetite Statement of RCBC

Risk appetite is the amount of risk the RCBC Group is willing to take in pursuit of its strategic objectives, reflecting the Group’s capacity to sustain losses and continue to meet its obligations under normal as well as adverse circumstances.

The RCBC Group’s risk appetite statement is approved by the Board and forms the basis for establishing the risk parameters within which the businesses must operate, including risk management policies, and limits.

The Group defines its risk appetite in terms of volatility of earnings, the maintenance of adequate capital buffers, and the assessment by the Regulator.

The RCBC Group recognizes that risk is an inherent part of its activities, and that banking is essentially a business of managing risks. The Group aims to achieve sustainable growth in profitability and shareholder value through an optimum balance of risk and return.

The Group shall take on risk prudently and manage exposures proactively for the purpose of sustainable growth, capital adequacy, and profitability. It shall be

aligned with internationally accepted standards, practices, and regulations in the day to day conduct of risk and performance management.

The Board and Senior Management are committed 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.

The Group sets risk limits to constrain risk-taking within its risk appetite, taking into account the interest of customers and shareholders as well as capital and other regulatory requirements.

The Group will not compromise adherence to its risk appetite to pursue revenue growth or higher returns.

The Risk Oversight Committee shall oversee compliance to the established risk appetite, risk management policies, and limits.

Furthermore, the Group articulates its appetite for specific risk types.

Risk Appetite for Specific Risk Types

Risk Type	Definition	Risk Appetite
Credit Risk	Risk of loss arising from counterparty’s failure to meet the terms of any contract with the bank or otherwise perform as agreed. Credit risk is found in all activities where success depends on counterparty, issuer, or borrower performance. It arises anytime funds are extended, committed, invested, or otherwise exposed through actual or implied contractual agreements, whether reflected on or off the balance sheet. Credit risk is not limited to the loan portfolio.	The RCBC Group shall only engage with counterparties that are foreseen to be able to meet the terms of the contract or perform as agreed. The Group shall manage credit risk in its portfolio and activities to ensure that credit risk losses do not cause material damage to the Group’s liquidity and capital position.
Credit Concentration Risk	Risk of loss arising from excessive credit exposures to individual borrower, groups of connected counterparties and groups of counterparties with similar characteristics (e.g., counterparties in specific geographical locations, economic or industry sectors) or entities in foreign country or a group of countries with strong interrelated economies.	The RCBC Group shall not be overexposed to specific industries, borrowers, counterparties, or groups, where the risk of loss has not been considered and/or mitigated. The Group shall manage credit concentration risk in its portfolio to ensure that credit risk losses do not cause material damage to the Group’s liquidity and capital position.
Market Risk	Risk to earnings or capital arising from adverse movements in market factors that affect the value of instruments, products, and transactions in the Bank’s trading book portfolio, both on- and off-balance sheet.	The RCBC Group shall manage market risk in its trading portfolio and activities to ensure that losses arising from adverse movements in market prices do not cause material damage to the Group’s net income and capital position.
Interest Rate Risk in the Banking Book	Current and prospective risk to earnings and capital arising from adverse movements in the interest rates that affect the Bank’s banking book positions.	The RCBC Group shall manage interest rate risk in its banking book portfolio and activities to ensure that losses arising from movements in interest rates do not cause material damage to the Group’s net income and capital position.
Liquidity Risk	Current and prospective risk to earnings or capital arising from a bank’s inability to meet its obligations when they come due without incurring unacceptable losses or cost. Liquidity risk includes the inability to manage unplanned decreases or changes in funding sources.	The RCBC Group shall be able to meet its obligations when they come due, under normal as well as adverse circumstances, while ensuring compliance with regulatory requirements. The Group shall manage its liquidity position under extreme but plausible liquidity stress scenarios without recourse to extraordinary central bank support.
Operational Risk	Risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. This definition includes legal risk, but excludes strategic and reputational risk.	The RCBC Group shall control operational risks to promote sustainable safe and sound operations and ensure that operational losses are mitigated and do not cause material damage to the Group’s liquidity, income, capital position and reputation. The Group has a Medium residual risk tolerance to losses arising from operational incidents or business as usual activities.
IT Risk	Risk of loss resulting from adverse outcome, damage, loss, violation, failure or disruption associated with the use of or reliance on computer hardware, software, devices, systems, applications and networks.	The RCBC Group shall manage its computer hardware, software, devices, systems, applications, and networks to ensure that losses resulting from their failure do not cause material damage to the Group’s liquidity and capital position, and reputation.

Risk Type	Definition	Risk Appetite
Information Security Risk	Risk of loss resulting from information security/cyber security breaches.	The RCBC Group has zero tolerance for information security/cyber security breaches. The Group shall protect its information assets to ensure that breaches do not cause material damage to the Group’s liquidity and capital position, and reputation.
Business Continuity Risk	Risk of loss resulting from a prolonged interruption in business operations.	The RCBC Group shall be able to resume critical operations that are adversely affected by disruption due to internal and external threats, which may be natural, man-made or technical in origin in a timely manner.
Regulatory Risk	Risk of loss arising from probable midstream changes in the regulatory regime affecting current position and/or strategy.	The RCBC Group shall be prepared for any changes in regulations affecting its current position and/or strategy.
Compliance Risk	Current and prospective risk to earnings or capital arising from violations of, or non-conformance with, laws, rules, regulations, prescribed practices, internal policies and procedures, or ethical standards.	The RCBC Group shall comply with laws, regulations, rules, related self-regulatory organization standards, and codes of conduct applicable to its banking activities. The Group has no appetite for deliberately or knowingly incurring a breach of the letter or spirit of regulatory requirements.
Money Laundering/ Terrorist Financing (ML/TF) Risk	Risk of loss arising from a covered person’s failure to prevent itself from being used as money laundering site and conduit for the proceeds of unlawful activities as well as financing the act of terrorism.	The RCBC Group has zero tolerance for any involvement in money laundering and terrorist financing activities. The Groupshall manage ML/TF risk to avoid any involvement in money laundering and terrorist financing activities.
Fraud Risk (Internal & External)	Risk of loss resulting from falling victim to activities involving internal and/or external fraud.	The RCBC Group shall manage fraud risk to ensure that losses resulting from activities involving internal and/or external fraud do not cause material damage to its liquidity and capital position, and reputation. The Group has zero tolerance for any incident involving internal fraud, or any inappropriate conduct by a member of staff or by any Group business.
Legal Risk	Risk of loss resulting from uncertainty of legal proceedings that the Bank is currently or expected to be involved in.	The RCBC Group shall manage legal risk to ensure that losses arising from legal proceedings do not cause material damage to the Group’s liquidity and capital position, and reputation.
Human Resource Risk	Risk of loss arising from non-compliance with the Human Resources policies including Code of Conduct.	The RCBC Group has adequately disseminated its Human Resources policies and Code of Conduct to all its employees. As such, the Group has very low tolerance for non-compliance to ensure that ensuing losses do not cause material damage to the Group’s operations, business, strategy and reputation.
Third Party Risk	Any risk associated with engaging a third party in the context of providing a service or product to a client (the second party). It is an umbrella term covering several potential risk types depending on the product or service, the third party and the nature of the engagement / relationship.	The RCBC Group will manage third party risk within the respective appetite of the ensuing risk/s brought about by engaging a third party and by regular evaluation and monitoring of the risk profiles of third parties.
Strategic Risk	Current and prospective impact on earnings or capital arising from adverse business decisions, improper implementation of decisions, or lack of responsiveness to industry changes and other external developments.	The RCBC Group shall only pursue strategies whose foreseeable risks have been considered and/or mitigated. The Group shall manage strategic risk to ensure that there is no material damage to the Group’s liquidity and capital position, and reputation.
Reputational Risk	Risk to earnings, capital, and liquidity arising from negative perception on the Bank of its customers, shareholders, investors, and employees, market analysts, the media, and other stakeholders such as regulators and other government agencies, that can adversely affect the bank’s ability to maintain existing business relationships, establish new businesses or partnerships, or continuously access varied sources of funding.	The Group has very low tolerance for engaging in any business activity where foreseeable reputational risk or damage has not been considered and/or mitigated. It shall protect its reputation to ensure that there is no material damage to the Group.
Environmental and Social (E&S) Risk	Risk of potential financial, legal, and/or reputational negative effect of E&S issues on the bank. E&S issues include environmental pollution, climate risk (both physical and transition risks), hazards to human health, safety and security, and threats to community, biodiversity and cultural heritage, among others.	The RCBC Group shall promote sustainable practices that will minimize negative environmental, social and reputation impact of the Bank’s financing and investing ⁶² activities as well as its clients’ operation. The Group shall mitigate negative impact on the environment and affected communities, and enhance positive sustainable development impact.

⁶² BSP Circular 1149

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Risk Limits

Risk Limits are quantitative measures based on forward-looking assumptions that allocate the Group’s aggregate risk appetite statement to business lines, subsidiaries as relevant, specific risk categories, concentrations, and other levels as deemed appropriate. Some of the Risk Oversight Committee’s expectations when Management sets risk limits are as follows:

- Risk limits should be set at a level to constrain risk-taking within the approved risk appetite, taking into account the interest of customers and shareholders as well as capital and other regulatory requirements, in the event that a risk limit is breached and the likelihood that each material risk is realized.
- Risk limits should be established for business lines and subsidiaries, and generally expressed relative to:
 - Earnings
 - Capital
 - Liquidity
 - Other relevant measures, e.g. growth and liquidity
- Risk limits should include material concentrations at the group-wide, business line and subsidiary levels.
- Risk limits should not be strictly based on comparison to peers or default to regulatory limits.
- Risk limits should not be overly complicated, ambiguous, or subjective.
- Risk limits should be monitored regularly.

Risk Governance

The Risk Governance Framework of the Group follows a top-down approach, whereby the Board takes ultimate accountability for: the risks taken, setting the tolerance level for these risks, business strategies, operating budget, policies, and overall risk philosophy.

In the interest of promoting efficient corporate governance, the Board constitutes committees to perform oversight responsibilities. These committees perform oversight functions in the area of risk policy formulation, decision-making, and risk portfolio management.

BOARD OF DIRECTORS			
Executive Committee	Risk Oversight Committee	AML Committee	Audit and Compliance Committee

Board of Directors

The Board ensures that the Group’s corporate objectives are supported by a sound risk strategy and an effective risk governance framework that is appropriate to the nature, scale, and complexity of its activities. The Board provides effective oversight of senior management’s actions to ensure consistency with the risk strategy and policies, including the risk appetite framework.

The Board:

- Sets policies, strategies and objectives and oversees the executive function
- Sets the risk appetite and ensures that it is reflected in the business strategy and cascaded throughout the organization

- Establishes and oversees an effective risk governance and organizational structure

Board Committees

Overall responsibility for risk management is with the Board of Directors. More specific responsibilities of the board-level and management committees involved, and assisting the Board, in the risk process are provided below.

The Executive Committee

The Executive Committee has the authority to act on matters as the Board 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 Risk Oversight Committee (ROC)

The ROC supports the Board with respect to oversight and management of risk exposures of the RCBC

parent bank and subsidiaries (the Group)⁶³. In this regard, the ROC exercises authority over all other risk committees of the Group, with the principal purpose of assisting the Board in fulfilling its risk oversight responsibilities. The ROC shall:

- **Oversee the risk governance framework.** The ROC ensures that an appropriate risk governance framework is in place, and adopted (as appropriate) across all entities of the RCBC Group.
- **Oversee adherence to risk appetite.** The ROC shall oversee compliance to established risk management policies and limits. The ROC shall ensure that the current and emerging risk exposures are consistent with the Group’s strategic and overall risk appetite. It shall assess the overall status of adherence to the risk appetite based on the quality of compliance with the limit structure, policies, and procedures relating to risk management and control, and performance of management, among others;
- **Oversee the risk management function.** The ROC shall be responsible for the appointment/selection, remuneration, and dismissal of the Chief Risk Officer (CRO). It shall also ensure that the risk management function (RMG) has adequate resources including personnel, systems, and other risk management capabilities necessary for the conduct of sound risk management, and effectively oversees the risk taking activities of the Group.
- **Oversee capital planning and management.** The ROC shall review, evaluate, periodically assess, and report to the Board, the Group’s Internal Capital Adequacy Assessment Process (ICAAP), especially relating to:
 - Current and projected capital and risk-weighted asset levels and requirements;
 - Capital allocation among risk-taking units of the Group; and
 - Perceived threats to capital adequacy arising from both identified and unexpected risk factors
- **Oversee recovery plans.** The ROC shall ensure that there is periodic review of the effectiveness of the risk management systems and recovery plans. It shall ensure that implementation is carried out on an enterprise-wide basis, and that corrective actions are promptly implemented to address risk management concerns.

The Anti-Money Laundering Board Committee

The Anti-Money Laundering Committee is constituted by the Board for the purpose of carrying out its mandate to fully comply with the Anti-Money Laundering Act, as amended, its Revised Implementing Rules and Regulations and the Anti-Money Laundering Regulations under the MORB; and to ensure that Money Laundering/Terrorist Financing risks are effectively managed. The AML Board Committee has oversight on all AML-related matters such as the implementation of the Bank’s Anti Money Laundering and Terrorist Financing Prevention Program (MTPP), AML findings, alerts management, and CTRs & STRs. This Committee also ensures that infractions are immediately corrected, issues are addressed and AML training of directors, officers, and staff are regularly conducted.

The Audit And Compliance Committee

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

- Oversight of the Bank’s financial reporting and control and of internal and external audit functions. This includes responsibility for the setting up of internal audit and for the appointment of the internal auditor as well as the independent external auditor who shall both report directly to the Audit and Compliance 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.
- Oversight of regulatory/compliance aspects.

Role of Parent Bank, Subsidiaries and Affiliates⁶⁴

The Board and senior management of subsidiaries are held responsible for effective risk management processes at the subsidiary and affiliate⁶⁵ level and must have appropriate influence in the design and implementation of risk management in the subsidiary and affiliate⁶⁶. Conversely, the Board and management of the parent bank are responsible for the risk management of the Group and must exercise oversight over its subsidiaries and affiliates⁶⁷ with appropriate processes established to monitor the subsidiaries’ and affiliates’⁶⁸ compliance to the Group’s risk management practices.

⁶⁴ Applies to BSP-regulated RCBC subsidiaries and RCBC affiliates

⁶⁵ *ibid*

⁶⁶ *ibid*

⁶⁷ *ibid*

⁶⁸ *ibid*

⁶⁹ Institute of Internal Auditors, 2013. “The Three Lines of Defense in Effective Risk Management and Control”, with updates in July 2020

Three Lines of Defense Model

Notwithstanding its defined specific risk management functions, the Group recognizes that the core banking activity of managing risks is not the sole province of RMG. It is rather a function that cuts across the entire organization.

In the Three Lines of Defense model, management control is the first line of defense in risk management, the various risk control and compliance oversight functions established by management are the second line of defense, and independent assurance [or audit] is the third. Each of these three lines plays a distinct role within the organization’s wider governance framework.⁶⁹

	Responsibilities
1 st Line: Business Lines & Support Units	• Every employee is a risk officer; the day-to-day management of all material risks is the responsibility of all bank personnel. • Business lines and support units: • Know our customers well and are best placed to act in both customers’ and RCBC’s best interests; • Own the risks and are responsible for identifying, monitoring, and controlling them to stay within appetite; and • Are responsible for promoting a culture of compliance and control.
2 nd Line: Risk & Control Units	• Risk control owners for their respective specialized risk types: • Monitor and facilitate the implementation of effective risk management practices by the 1st line; • Set standards by which the 1st line is expected to manage risk, including compliance with applicable laws, regulatory requirements, policies, and other relevant standards; • Develop and maintain policies, standards and guidelines, set risk appetite and limits; • Challenge the 1st line on effective risk management, their inputs to, and outputs from, the Bank’s risk management tools; and • Oversee the optimization of risk-reward trade-off. • Scope of responsibilities is defined by risk type, and not constrained by functional/ business/organizational boundaries
3 rd Line: Audit	• Auditors: • Evaluate the effectiveness of the risk governance framework (design and implementation); and • Provide an independent, objective assessment to improve the effectiveness of the first two lines of defense.

⁶³ Applies to BSP-regulated RCBC subsidiaries and RCBC affiliates.

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1st Line of Defense: Business Lines & Support Units

The first line of defense is the risk-originating units of the Bank, which are the business lines and support units. They originate products and activities which are the sources of risks. They are, therefore, in the best position to address risk issues at the onset. Business lines are expected to embed the risk governance framework and sound risk management practices into their respective standard operating procedures. It is the responsibility of every level of management, in every business or functional unit, under the oversight of the Board, to ensure that the risk management process is performed. The establishment of a bank-wide “independent risk management function” to assist the Board does not take away the responsibility for risk management from the line business/functional units. They must, therefore, adhere to all applicable policies, procedures, and processes established by the risk management function.

The management of credit risk, for instance, encompasses the Group’s various units involved in the credit or lending cycle spanning origination, evaluation, approval, implementation/account management, and collection/ remedial management. Each stage of the cycle is governed by a specific set of policies and procedures. The January 2025 reorganization to include credit analysis teams within the Bank’s Institutional Banking Group underscores this first line responsibility on evaluating credit risk.

The same is true with the management of market, interest rate, and liquidity risks. As a general principle, risk-taking units (e.g., Trading, Investment, and Liquidity desks) are themselves risk managers, and are therefore expected to recognize and identify the risks attributed to various traded instruments, investment outlets, and counterparties. Moreover, they are expected to exercise risk control via observance of trading and/or investment rules, and compliance to risk limits set by regulation and those internally approved and set by the Board. Risk control units (e.g., Treasury back office, Settlements) on the other hand are reposed with the responsibility of being the second line of defense.

The management of operational risk, too, is the responsibility of all Group personnel, with all units of the Group effectively becoming stakeholders in the ORM Framework. In addition to the ORM tools employed by the Group, operating manuals and policies relating to people, process, and systems management are in place and are supplemented by the Group’s risk-based internal audit process.

2nd Line Of Defense: Risk & Control Units

The second line of defense are the control functions; independent of the first line. The second line is responsible for developing and implementing a policy framework that reduces or eliminates preventable risks, and reduces the likelihood and impact of strategic and external risks. The second line of defense must:

- Identify, monitor, and escalate risk issues to the Chief Risk Officer;
- Oversee and challenge first line risk-taking activities and review first line risk proposals; and
- Set risk data aggregation, risk reporting, and data quality requirements.

Risk Types

Risk types are risks that are inherent in our strategy and business model. These risks are managed by distinct risk type frameworks.

Risk Type	2 nd Line Ownership
1. Credit Risk	Credit Management Group
2. Credit Concentration Risk	Credit Management Group
3. Market Risk	Risk Management Group
4. Interest Rate Risk in the Banking Book	Risk Management Group
5. Liquidity Risk	Risk Management Group
6. Operational Risk	Risk Management Group
7. Strategic Risk	Corporate Planning Group
8. Reputational Risk	Risk Management Group
9. Environmental and Social (E&S) Risk	Risk Management Group

Operational Risk Subtypes

At the enterprise level, the Operational Risk Management function under RMG has overall responsibility for operational risk as Risk Control Owner in the 2nd line of defense. However, the broad scope of operational risk requires subject matter expertise and specialization in areas such as: IT, compliance, ML/TF, fraud, legal, among others. These specialized areas are categorized as operational risk subtypes. The Risk Control Owners responsible for these subtypes have the same level of authority and responsibility for setting risk management standards as all other Risk Control Owners. They are not subordinated to the Operational Risk Management function. The Operational Risk Management function collaborates with all Risk Control Owners to ensure risk management standards are applied consistently.

Operational Risk Subtype	2 nd Line Ownership
1. IT Risk	Risk Management Group
2. Information Security Risk	Risk Management Group
3. Business Continuity Risk	Risk Management Group
4. Regulatory Risk	Regulatory Affairs Group
5. Compliance Risk	Regulatory Affairs Group
6. ML/TF Risk	Regulatory Affairs Group
7. Fraud Risk	Risk Management Group
8. Legal Risk	Legal Affairs Group
9. Human Resource Risk	Human Resources Group
10. Third Party Risk	Risk Management Group

3rd Line of Defense: Audit

The third line of defense is internal audit. Internal audit reviews the effectiveness of risk management practices. It confirms the level of compliance, recommends improvements, and enforces corrective actions when necessary.

Risk Management Function

The following functions support the above-mentioned committees and are an integral part of the risk organization of the Bank:

RCBC’s Risk Management Group

RCBC’s Risk Management Group (RMG) supports the ROC in carrying out its mandate.

Administratively and functionally, risk management follows the “centralized risk monitoring – decentralized risk management” approach. The risk units in the subsidiaries implement the risk management process individually, and report to their respective risk committees.

The Parent Bank’s RMG implements the risk management process in the parent and consolidates the risk MIS from the various subsidiary and affiliate⁷⁰ risk units for a unified risk profile that is presented to the ROC.

The Parent Bank’s RMG is responsible for overseeing the risk-taking activities across the Group, as well as in evaluating whether these remain consistent with the Bank’s risk appetite and strategic direction. It ensures that the Risk Governance Framework remains appropriate relative to the complexity of the Bank’s risk-taking activities. The Parent Bank’s RMG shall be responsible for identifying, measuring, monitoring, and reporting risk on an enterprise-wide basis. It shall directly report to the ROC. Personnel in the Parent Bank’s RMG should collectively have knowledge and technical skills commensurate with the Bank’s business activities and risk exposures.

Effective January 1, 2025, the policy-making and control functions of the Parent Bank’s former Credit Management Group were merged into RMG, with RMG as the surviving Group. The structure and discussions below reflect this merger.

The Risk Management Group (RMG)

CHIEF RISK OFFICER				
Risk Management			Credit Management	
Sustainable Finance	Market and Liquidity Risk Management		Analytics	Institutional Banking
Operational Risk Management	Enterprise Fraud Risk	Information Security Governance	Consumer Lending	RCBC Cards

Chief Risk Officer

The Chief Risk Officer (CRO) shall have sufficient stature, authority, and seniority within the Bank. He shall be independent from executive functions and business line responsibilities, operations and revenue-generating functions, and shall have access to such information as he deems necessary to form his judgment. The CRO has direct access to the Board and the Risk Oversight Committee without any impediment. He shall serve on a full-time basis and functionally report to the ROC.

Responsibilities of the CRO: The CRO has the broad and exclusive responsibility for all risk issues. The CRO performs the critical executive function relating to risk management. The CRO should be able to adequately communicate the risk assessment to the Board and facilitate sound board-level risk decisions. The CRO shall be responsible for overseeing the risk management function and shall support the Board in the development of the risk appetite and risk appetite statement of the Bank and for translating the risk appetite into a risk limits structure. The CRO shall likewise propose enhancements to risk management policies, processes, and systems to ensure that the Bank’s risk management capabilities are sufficiently robust and effective to fully support strategic objectives and risk-taking activities.

The following are the major risk management divisions and departments under RMG.

CHIEF SUSTAINABILITY OFFICER AND SUSTAINABLE FINANCE DIVISION HEAD	
Sustainable Asset Management	Sustainable Lending

Sustainable Finance Division: The Chief Sustainability Officer (CSO) is tasked to lead and oversee the Bank’s sustainability efforts and harmonize such with different groups and subsidiaries of the Bank. The CSO is the Chairperson of the Bank’s Sustainable Finance Committee and also serves as the Head of Sustainable Finance Division (SFD) which handles the integration of sustainable financing within the organization alongside E&S risk mitigation functions. The Sustainable Asset Management and Sustainable Lending Departments are tasked to implement RCBC’s Sustainable Finance Framework and Environmental and Social Management System (ESMS) Policy, respectively. This is in support of MORB Section 153 and of the Bank’s commitment to uphold E&S responsibility in all its business activities. Regular SFD updates are submitted to the ROC. SFD contributes to risk portfolio management and attainment of financial sustainability through the assessment of the Bank’s overall portfolio quality in terms of its E&S impact.

MARKET AND LIQUIDITY RISK MANAGEMENT DIVISION HEAD	
Market Risk	Liquidity Risk

Market and Liquidity Risk Management Division: The Market and Liquidity Risk Management Division (MLRMD) is primarily tasked with the development and implementation of market risk, liquidity risk, and IRRBB policies and measurement methodologies, recommending and monitoring compliance to risk limits, and reporting the same to the appropriate bodies. It regularly reports to the ROC and the Asset & Liability Committee (ALCO) activities relevant to market risk, liquidity risk, and IRRBB management of the Group.

⁷⁰ Applies to BSP-regulated RCBC subsidiaries and RCBC affiliates.

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OPERATIONAL RISK MANAGEMENT DIVISION HEAD			
Business Operational Risk	Reputational Risk	Business Resiliency	Trust & Insurance Risk

The **Operational Risk Management Division (ORMD)** was created to ensure that operational risks are managed at an enterprise level, the systems and processes used to manage these risks are effectively implemented, and that management of these risks is embedded in the Group’s processes.

ORMD is tasked to ensure implementation of the Operational Risk Management Framework (ORMF) across the Group; and to develop an appropriate operational risk management environment where operational risks are identified, assessed, reported, monitored, and controlled/mitigated. It is also expected to identify and recommend mitigants for emerging risk types, and to promote and maintain quality operational risk programs and infrastructure. ORMD also ensures the timely and quality renewal of institutional-wide insurance policies to protect the Bank against unexpected and substantial unforeseeable losses.

ORMD, through the Business Resiliency Department (BRD) is responsible for ensuring the Bank’s capability to plan and respond to incidents and business disruptions and enable the continuity of key business operations at predefined acceptable levels.

ORMD, through the Reputational Risk Department (RRD), provides the processes and methodologies designed to protect the clients via the Bank’s Financial Consumer Protection Assistance Mechanism (FCPAM), Consumer Protection Framework and Reputational Risk Framework.

To facilitate implementation of ORM tools in the various business lines of both the parent bank and its subsidiaries, various officers are deputized and serve as embedded Deputy Operational Risk Officers (DORO), Consumer Assistance Officers (CAO) and Business Continuity Planning (BCP) Leaders. A DORO, CAO or BCP Leader functions as ORMD’s liaison to and implementation arm in the various business units for Operational Risk, Reputational Risk and Business Resiliency, respectively.

ENTERPRISE FRAUD RISK DIVISION HEAD		
Investigation and Resolution	Special Cases Investigation	Detection and Monitoring

The **Enterprise Fraud Risk Division (EFRD)** is responsible for the end-to-end fraud management program—covering prevention, detection, investigation, recovery, and strategic recommendation. EFRD establishes the Enterprise-wide Fraud Risk Management Framework, providing policies and standards that govern both the Bank and its subsidiaries. This framework serves as the foundation for Business, Operations, and Support units to develop specific procedures that operationalize controls to mitigate inherent fraud risks.

EFRD also conducts periodic analyses of fraud incidents and losses and defines the parameters for the Bank’s 24/7 transaction monitoring team, which provides real-time detection and immediate handling of fraud alerts.

Furthermore, the Bank’s detection and response protocols are strictly aligned with the AFASA law in terms of preventing the unauthorized use of financial accounts and ensuring swift action against suspicious activities. By identifying emerging fraud trends and reporting to the Board (via the ROC) and Management, EFRD enables well-informed risk management decisions and ensures continued regulatory compliance.

CHIEF INFORMATION SECURITY OFFICER AND INFORMATION SECURITY GOVERNANCE DIVISION HEAD		
Information Security Risk	IT Security Governance	Data Governance

The **Information Security Governance Division (ISGD)** deals with all aspects of information whether spoken, written, printed, electronic, or relegated to any other medium regardless of whether it is being created, viewed, transported, stored, or destroyed. This covers all business units, branches/offices, and subsidiaries, both domestic and overseas, third party institutions, and individuals. ISGD also performs oversight on data governance.

The ISGD is tasked to ensure compliance with regulatory requirements set forth by the regulating bodies and laws in the areas of information security and electronic banking services. The department monitors and ensures that policies, procedures, and standards in managing information security and technology risk are observed across the Group. It also oversees and is part of the process for detecting, analyzing, and responding to any information security incident. ISGD also keeps the senior management and Board apprised on information security risks.

ISGD executes an Information Security Strategic Plan (ISSP) and Information Security Program (ISPr) aligned with the business objectives of the Group. The department also establishes governance-specific policies, standards, and procedures for information security risk management, conducts trainings and issues advisories to increase information security awareness, and performs the Information Security Risk Assessment (ISRA) and Information Security Annual Certification (ISAC) for the whole RCBC Group to manage, identify, and address information security risks.

ISGD is responsible for setting and enforcing policies, procedures, and standards for data management, ensuring its integrity, security, and compliance with policies and regulations. ISGD works closely with other business units to define data ownership, access controls, and usage guidelines, ultimately safeguarding the organization’s data assets and maintaining trust with stakeholders. By fostering a culture of accountability and transparency, the data governance department empowers organizations to utilize data as a strategic asset, enhancing decision-making and generating business value.

IBG - CREDIT DIVISION	CLG - CREDIT DIVISION	RCBC CARD CREDIT
CREDIT ANALYTICS DIVISION		

Credit management within RMG focuses on the following aspects of the credit cycle:

- 1. Setting up credit policies and guidelines that standardize lending principles across units (consumer, cards, and business lending).
- 2. Credit analysis is embedded in the respective lending units while maintaining matrix reporting with RMG to ensure continued credit independence while assuring increased responsiveness (customer experience).

Credit analysts, while embedded in the lending group, shall:

- Report directly to the Group Head of the Lending Unit
- Be responsible for the independent credit evaluation of accounts processed, where applicable,
- Independently run scorecards, risk ratings on recommended credit exposures.

CREDIT ANALYTICS DIVISION		
Credit Policy Department	Asset Quality Department	Credit Re-Engineering Department

Credit Analytics Division: Following the reorganizational movements in 2025, Credit Policy and Asset Quality Management Division (CPAQMD) of Credit Management Group (CMG) was transferred to Risk Management Group (RMG) and has been renamed as Credit Analytics Division (CAD). CAD is responsible for providing reasonable assurance to stakeholders on the quality of the Bank’s loan books through its three (3) departments, namely: Asset Quality Department (AQD), Credit Re-Engineering Department (CRED), and Credit Policy Department (CPD).

AQD handles monitoring of the Bank’s Loan Portfolio and provides feedback on lagging indicators and early warning signals of unacceptable credit quality, including escalation and/or recommendation for line suspensions if warranted, and ensures that the Bank is adequately provisioned across its lending portfolio. The department serves as the Bank’s alert system during the in-between period after the loan has been approved and released, and before the next account review. During this time, AQD monitors the accounts for possible credit deterioration and conducts portfolio reviews when necessary.

CRED is tasked to perform credit management reviews related to the end-to-end credit cycle for Unsecured Lending (Personal & Salary Loans, Credit Cards), Consumer Lending (Auto and Housing Loans), and Business Lending (Business Banking Group and Corporate Banking Group). The credit reviews and validations shall evaluate and identify the quality of outputs of concerned processing units focused on detection of areas for process improvement / enhancements and ensuring compliance to internal guidelines and external regulations. Additionally, CRED has started handling the monitoring and measurement of Bank’s compliance on BSP requirements effective 18 August 2025, following transfer of Portfolio Analytics functions from SFD to CAD-CRED to

further streamline the functions within the RMG. Tasks encompass the preparation of monthly reports to the ROC on the Bank’s adherence to capital adequacy and stress testing requirements, including the Internal Capital Adequacy Assessment (ICAAP) and Recovery Plan (RP) reports.

Results of CRED’s credit reviews and AQD’s portfolio analysis are considered when updating the Bank’s credit policies, which is the core function of the Credit Policy Department (CPD). The department is primarily accountable in formulating, implementing, monitoring, and constant updating of the bank’s credit policies. CPD helps to enable the Bank’s lending strategies, risk appetite, and business objectives, while adhering to regulations and following industry’s best practices.

Credit Risk

Risk Assessment

Credit risk is the risk of loss arising from counterparty’s failure to meet the terms of any contract with the bank or otherwise perform as agreed. Credit risk stems from the probability that the borrower, issuer or counterparty in a transaction may default and cause potential loss to the Group, as it is exposed to risk as a trading counterparty to dealers and customers, as direct lender, and as a holder of securities.

The assessment of this risk, in relation to its impact on capital adequacy, is governed by the Standardized Approach, as prescribed under Basel II and by BSP Circular 855.

The Bank uses a credit risk rating system that permits credit analytics and qualitative features that accommodate expert judgment when assessing credit worthiness. Following the Group’s efforts to align with international best practice, the Bank, since 2013, has been using the following Standard and Poor’s (S&P) Scorecards:

- **Generic Corporate Scorecard:** General framework for corporate borrowers regardless of industry
- **Utilities Suite:** Scorecards covering Power (Electricity, Gas, Power), Generation, Transmission, Distribution
- **Real Estate Developer:** Scorecards covering Real Estate entities engaged in Diversified Development and Sale, and Buying and Selling of a portfolio of Real Estate assets
- **Small & Medium Enterprise:** Scorecard for borrowers classified as Small or Medium
- **Overlays:** Parent-Subsidiary and Multi-Activity and Holding Company
- **Financial Institutions:** Scorecard for banks

The S&P scorecards are a formalization of the S&P rating methodology. By applying the same principles of assessing creditworthiness, the scorecards leverage on S&P’s extensive rating experience and over 30 years of available default data, thus serving a need specific to low default portfolios and institutions that may have issues with the existence (or non-existence) of clean historical credit and default data.

The Scorecards are designed to be used for: 1) the whole of corporate lending by RCBC and RCBC Leasing, and 2) relevant portfolios assessed by Treasury and Trust for investment purposes. The resulting ratings shadow the international S&P rating scale and therefore map to S&P probabilities of default (PD).

RISK MANAGEMENT

The general description of each rating grade is as follows:

S&P Letter Grade	Description
AAA	Extremely strong capacity to meet financial commitments
AA+	Very strong capacity to meet financial commitments
AA	
AA-	
A+	Strong capacity to meet financial commitments, but somewhat susceptible to adverse economic conditions and changes in circumstances
A	
A-	
BBB+	Adequate capacity to meet financial commitments, but more subject to adverse economic conditions
BBB	
BBB-	
BB+	Less vulnerable in the near-term but faces major ongoing uncertainties to adverse business, financial and economic conditions
BB	
BB-	
B+	More vulnerable to adverse business, financial and economic conditions but currently has the capacity to meet financial commitments
B	
B-	
CCC+	Currently vulnerable and dependent on favorable business, financial and economic conditions to meet financial commitments
CCC	
Lower than CCC	Currently highly vulnerable

Following BSP Circular 855, the Group has set out to subject all accounts to risk rating either on an individual or collective basis.

Investment securities likewise undergo credit evaluation. The latter is initiated by the Treasury Group, and later validated by the IBG Credit Division . International ratings play a major role in the determination of a security’s acceptability.

For Consumer Loans, the risk assessment is conducted on an individual borrower through the use of a credit application scorecard for Credit Cards, Housing, Auto and Personal Loans. For Auto Loans, the Bank implemented an application scorecard in April 2022 that was internally developed by the Data Science Analytics Group (DSAG). While a similar application scorecard was implemented in January 2025 for Housing Loan applications. As for the other products, the Bank has adopted the use of TransUnion credit scores alongside with the application and behavioral scorecards

For Corporate Salary Loans, however, a rule-based set of credit criteria on company accreditation and borrower evaluation is used.

The assessment of the Group’s exposure to credit risk is also manifested in its loan loss/impairment provisioning process. The total credit risk exposure of the Group, net of provisioning, is detailed in Note 4.4.7 of the accompanying Notes to Financial Statements. The details of the Group’s impairment testing exercise are found in Note 16 of the NFS.

Expected Credit Loss

The ECL framework is approached on a Group-wide basis, with peculiarities depending on the portfolio and asset classes being assessed.

The ECL is computed in line with the standard Basel formulation of $ECL = PD \times LGD \times EAD$. Both the PD and LGD parameters are based on the Group’s credit experience, while EAD is the outstanding loan balance including contingent accounts at any given cut-off. Across the UniBank’s loan portfolio, the PDs are default probabilities arising from its use of the S&P Scorecards or identified risk buckets, whose performance is reviewed periodically. LGD on the other hand is based on an analysis of the UniBank’s recovery experience, taking into account both the facility and collateral position at time of default, and the recovery method employed.

In addition to the standard ECL formulation, an Overlay methodology is likewise employed. Essentially, an Overlay represents a forward-looking view of credit that may be based on macroeconomic studies or other bottom-up approaches that serve to modify any or all of the variables used in ECL calculation. For the UniBank’s ECL framework, the overlay results in an adjusted set of adjusted PDs, estimated via an analysis of macroeconomic scenarios.

Risk Monitoring and Reporting

The following table summarizes the various reports produced by the Group to monitor its credit risk exposures are summarized below:

ANNUAL REPORTS	DESCRIPTION
Industry Exposure Report (IER) - FCDU	FDCU exposure breakdown as to industry
SEMI ANNUAL REPORTS	DESCRIPTION
Stress Testing of Credit Risk	BSP’s Uniform Stress Testing Program for Banks
S&P Rating Model Performance Review	Internal credit risk rating model validation and backtesting of probability of default
Risk Rating Transition/ Migration and Analysis	Matrices that show actual performance of the rating system over time
QUARTERLY REPORTS	DESCRIPTION
NPL Sectorial Analysis	NPL by industry
Portfolio Stress Testing	Assessing the loan portfolio’s vulnerability to adverse events

MONTHLY REPORTS	DESCRIPTION
Expected Credit Loss	Computation of the required allowance for credit losses and monitoring adequacy of booked reserves
Credit Exposure Report (CREDEX)	Credex and BSP code assignment based on the specific reserves and rating of account
Past Due Report	Consolidated Status Reporting of Past Due Accounts as updated by RMs
Non-Performing Loans (NPL)	Report on past due, NPL and Net NPL level and ratio of the bank
NPL Movement	Reason for movement of NPL
Industry Exposure Report (IER)	Monitoring of exposures per industry against the internal limit
Alcohol, Tobacco and Gaming Exposures	Monitoring of exposures to alcohol, tobacco and gaming industries against internal limit
Top 50 Borrowers Top 50 Past Due Loans Top 50 NPLs Top 50 Exposures (Group/Individual)	Monitoring of concentration risks
Consolidated Industry Exposure Report	Monitoring concentration risk per Industry of consolidated RCBC, RSB and RLFC Portfolios
Consolidated Top Borrowers Report	Monitoring concentration risks

These reports are disseminated to both the Group’s risk-taking units for guidance; and more importantly to senior management and the ROC.

Independent Credit Review

Compliance with the credit review requirements of BSP Circular 855 was strengthened through the creation of the Independent Credit Review (ICR) function within the RMG. The ICR covers the evaluation of credit procedures, policy formation, and action plan monitoring. The ICR’s assessment of the overall portfolio quality of the bank seeks to contribute to Risk Portfolio Management as governed by the ROC. Major credit risk issues or high priority observations as defined in the ICR Manual are reported periodically to the ROC, following discussions with accountable groups in line with the requirements of BSP Circular 855.

In 2025, two (2) ICR reports covering at least 75% of the UniBank’s total loan portfolio were submitted to the ROC. The overall quality of the portfolio reviewed has remained acceptable, although certain accounts were identified as having vulnerability to recent adverse news, credit risk, and facility risk as highlighted in the second report for the year. This kind of assessment of the Bank’s portfolio quality will continually be implemented under the ICR. Monitoring of the implementation of the revised credit risk rating and more frequent reviews using Key Risk Indicators (KRIs) under the Risk Management Group’s new credit monitoring and underwriting policy are also being covered in the ICR.

Credit Concentration Risk

Credit concentration risk is the risk of loss arising from excessive credit exposures to individual borrower, groups of connected counterparties and groups of counterparties with similar characteristics (e.g., counterparties in specific geographical locations, economic or industry sectors) or entities in foreign country or a group of countries with

strong interrelated economies. The Group assesses credit concentration by regularly reviewing the composition of its portfolio. Management of this particular risk is evident throughout the credit process, especially during credit analysis and approval. An analysis of concentrations of credit risk of the loan portfolio at the end of the reporting period is shown in Note 34 of the NFS.

Risk Assessment

Other than the various measures of risk concentration, the Group measures credit concentration risk using the Herfindahl-Hirschman Index (HHI), Risk-Adjusted Herfindahl-Hirschman Index (RA-HHI) and the Comprehensive Concentration Index (CCI).

HHI is one of the most basic measures of concentration. It was traditionally used as an economic analysis tool to determine the degree of market competition. Mathematically, the HHI is the sum of the squares of the relative portfolio shares, divided by the squared portfolio shares sum. If percentages were to represent the relative portfolio shares, the HHI formula is simply the sum of the squares of these percentages, as the square of 100% (the percentage sum) is one (1).

The RA is an extended measure based on HHI. While the HHI assumes perfect diversification as equal exposure to every sector, the RA-HHI takes into consideration the systemic risk of different sectors. From the HHI formula, sector betas (B) are introduced in RA-HHI as weights of relative exposures. B reflects systemic risk of each sector defined as the covariance between market return and sector return, divided by the variance of market return.

While the HHI and RA-HHI find usefulness in indicating industry concentration, the same may not be said for borrower concentration, as these indexes do not take into account a possible skewed lending behavior towards individual borrowers, which itself is an indication of credit concentration. The Parent Bank therefore supplements the HHI by adopting a Comprehensive Concentration Index (CCI). Mathematically, the CCI is the sum of the proportional share of the leading borrower (or borrowers) and the summation of the squares of the proportional sizes of each borrower, weighted by a multiplier reflecting the proportional size of the rest of the portfolio. The CCI therefore provides a view of the dispersion of the portfolio.

The Group works with correlations to further its analysis of concentration risk and stress testing. Using latest national accounts data, the Group regularly tracks correlations among industries to see which of its exposures are likely to move in similar directions.

Risk Monitoring and Reporting

RMG monitors portfolio credit concentration on a regular basis, with information relayed to frontline and support units. It is likewise reported monthly to the ROC, and eventually to the BOD. RMG likewise includes in its monitoring and reporting activity the information on compliance to set individual credit risk limits, particularly SBL. The daily monitoring of ailments vs. limits approved per borrower (including SBL) however rests with the implementing/ operations units.

RISK MANAGEMENT

Market Risk

Market risk is the risk to earnings or capital arising from adverse movements in factors that affect the market value of instruments, products, and transactions in the Bank’s trading book portfolio, both on- and off-balance sheet. The Group assumes market risk in trading activities by taking positions in various financial instruments, such as foreign exchange, fixed income, equities, and derivative contracts. Its understanding of what constitutes market risk is guided by relevant local regulatory issuances, notably BSP Circular 544, as well as by the BIS Basel Committee on Bank Supervision, notably the “Principles for the Management and Supervision of Interest Rate Risk”.

As of end December 2025, the following tables reflect the balances of the Bank’s portfolios exposed to market risk:

FIXED INCOME
Fair Value through Profit and Loss (FVTPL) – (Php Million)

Fair Value Through Profit and Loss	Face Value	Coupon %	Weighted Average Years	Weighted Average Book Yield %	Modified Duration	Book Value	Market Value	Market Yield %
Peso Denominated Holdings								
FXTN	1,704	6.16	6.10	5.66	4.65	1,763	1,750	5.78
ROP GPN	3	6.25	10.19	6.48	7.15	3	3	6.38
RTB	2,501	5.58	2.76	5.38	2.44	2,523	2,516	5.47
T BILL	202	0.00	0.45	4.88	0.43	198	198	4.93
TOTAL PESO FVTPL	4,410	5.55	3.95	5.47	3.20	4,486	4,468	5.57
Foreign Currency Denominated Holdings (in PHP Equivalent)								
FGN SOV BOND	57	6.25	5.85	4.26	4.79	65	59	4.04
FGN CORP BOND	101	5.29	3.71	5.39	3.28	101	104	4.29
FGN GOCC	6	9.63	2.41	3.64	2.13	9	7	4.04
FGN T BILL	5,879	0.00	0.04	3.84	0.04	5,871	5,872	3.79
ROP	372	6.43	7.31	4.52	5.49	399	398	4.45
TOTAL FCDU FVTPL	6,416	0.52	0.58	3.91	0.45	6,445	6,439	3.83
TOTAL FVTPL	10,826	2.57	1.95	4.54	1.57	10,931	10,907	4.54

Fair Value through Other Comprehensive Income (FVOCI) – (Php Million)

Fair Value Through Other Comprehensive Income	Face Value	Coupon %	Weighted Average Years	Weighted Average Book Yield %	Modified Duration	Book Value	Market Value	Market Yield %
Peso Denominated Holdings								
CORP BOND	654	6.20	4.18	6.20	3.55	654	645	6.68
FXTN	57,957	5.69	5.34	5.02	4.27	59,944	58,671	5.75
RTB	5,350	5.93	4.06	5.42	3.49	5,447	5,388	5.71
BSP TBILL	14,444	0.00	0.04	4.89	0.04	14,419	14,419	4.84
TOTAL PESO FVOCI	78,405	4.66	4.27	5.03	3.43	80,463	79,123	5.59
Foreign Currency Denominated Holdings (in PHP Equivalent)								
FGN SOV BOND	3,499	3.65	8.50	3.57	7.03	3,519	3,460	3.80
FGN CORP BOND	15,040	3.44	3.51	3.36	3.06	15,089	14,131	23.48
FGN TBILL	5,879	0	0	4	0	5,876	5,876	4
ROP	1,529	3.80	15.25	2.64	10.77	1,745	1,303	5.22
TOTAL FCDU FVOCI	25,947	2.71	4.08	3.40	3.36	26,228	24,769	15.34
TOTAL FVOCI	104,351	4.18	4.22	4.63	3.41	106,691	103,891	8.01

FOREIGN EXCHANGE

Foreign Exchange Portfolio (Php Millions)

Foreign Exchange Risk Exposures		
Currency Code	Currency Name	Amount in PHP M equivalent
USD	United States Dollar	405
JPY	Japanese Yen	27
CHF	Swiss Franc	104
GBP	British Pound	(326)
EUR	Euro	(449)
CAD	Canadian Dollar	105
AUD	Australian Dollar	138
SGD	Singaporean Dollar	1
Other	All Other Currencies (Net)	751
Sum of net long positions		1,864
Sum of net short positions		(1,108)
Overall net open position		1,864
Total Risk Weighted FX Exposures		3,354

The overall net open position reported in the above table is aligned with the Part IV.3 of the Capital Adequacy Ratio report wherein it states that the “Overall net open position shall be the greater of the absolute value of the sum of the net long position or the sum of net short position”.

DERIVATIVES

Derivatives Portfolio

FX Swaps/Forwards	Notional Amount (USD Millions)	Notional Amount (Php Millions)
Trading		
Sell/Buy USD (Borrow PHP)	2,088	122,735
Buy/Sell USD (Lend PHP)	2,061	121,162
GROSS POSITION		243,896
NET POSITION		1,573

Other Swaps	Peso IRS (Php Millions)	USDPHP Cross Currency/ Asset Swaps (USD Millions)
Trading		
Received Fixed - Pay Float	1,450	17
BPay Fixed - Receive Float	600	9

FX Options	USDPHP (In Millions USD)	EURUSD (In Millions EUR)	USDJPY (In Millions USD)	USDCNH (In Millions USD)
Buying	26	15	5	10
Selling	28	5	5	0

Credit Default Swaps	General Motors (USD Millions)	AT&T (USD Millions)	Disney (USD Millions)
Receiving	0	0	0
Paying	24	5	5

Bond Options	Notional Amount (USD Millions)
Buying	5
Selling	0

Equities

The bank sold all its remaining equity positions in REITS as of end of December 2025.

Risk Assessment

The assessment of market risk, as it relates to capital adequacy, follows the Standardized Approach.

The market risk metrics in use, each of which has a corresponding limit, include the following:

- **Nominal Position:** An open risk position that is held as of any point in time expressed in terms of the nominal amount of the exposure
- **Modified Duration (MD):** A measure of the sensitivity of the position to market interest rate changes. MD is the approximate percentage change in price or market value due to a 1% (100 basis points) change in yield-to-maturity (henceforth “yield”). Modified Duration (MD) is also used to estimate the price impact of any magnitude of yield change by simply applying a scaling factor. For example, to estimate the price effect of a 10-basis point yield change, the scaling factor 10/100 is used. A particular application of this is the so-called “Dollar Value of a 01” (DV01), which is also referred to as the Price Value of a Basis Point (PVBP). In the case of DV01 (the term used by the Bank), which refers to the price change due to a 1-basis point change in yield, the scaling factor would be 1/100.
- **Dollar Value of 01 (DV01):** DV01 is used by the Bank as a unit of measure for expressing limits established for fixed-income portfolios. It effectively captures both the nominal size of the portfolio as well as its duration. A given DV01 limit accommodates various combinations of portfolio nominal size and duration, thus providing a degree of flexibility to the trading / risk-taking function, at the same time represents a ceiling to the rate sensitivity of the exposure according to the Bank’s risk appetite.
- **Value-at-Risk (VaR):** Value-at-Risk (VaR) is defined as the estimated maximum potential loss on a position, during a given time period, at a specified statistical probability level. The probability level at which the Bank estimates VaR is 99%. The Bank uses historical simulation to calculate VaR for all products.

A summary of the VaR position of the trading portfolio as of December 31, 2025 of both the Group and the Parent Bank are found in Note 4.3 of the accompanying NFS.

RISK MANAGEMENT

- **Stress Testing (ST):** ST is performed to measure the Bank’s vulnerability to loss due to stressful market conditions. The Bank has the option to conduct different types of stress testing, such as:
 - Sensitivity Analyses - provides an assessment of the Bank’s sensitivity to changes in certain risk factors. This includes uniform stress testing (e.g. applying a parallel rate shift to relevant rates);
 - Historical Scenario Analyses - measures the overall change in portfolio value by simulating extreme historical scenarios; and,

In addition to this, the BSP requires banks to conduct a Uniform Stress Testing (UST) covering market and credit risk exposures semi-annually. Foreign exchange and debt securities under the trading book as well as the interest rate repricing mismatches of the banking book are subjected to varied magnitude of interest rate and FX shocks. The Bank’s ability to absorb the corresponding losses is measured by way of their impact to the regulatory capital ratios. The BSP stress test results are periodically presented to the ROC for information.

Model Back-Testing

Recognizing that VaR modeling is not perfect, the Bank employs appropriate back-testing methodology to perform a “reality check” on the VaR models used. More specifically, the current VaR back-test procedure employs the “hypothetical P&L” method (where the daily position from which the VaR was computed is marked-to-market using the closing price of that day and the closing price of the next trading day) and the “actual P&L” method (where the daily change in the market value of the book is compared against VaR). Any change in value in excess of the day’s VaR is treated as an exception.

Based on the number of exceptions, and using guidelines provided by the BIS document “Supervisory Framework for the Use of ‘Back-testing’ in Conjunction with the Internal Models Approach to Market Risk Capital Requirements” on the number of acceptable exceptions, a determination is made as to the acceptability of model accuracy. An unacceptable number of exceptions will cause an investigation of the root causes of the problem and ultimate resolution. Back-testing results are reported to the Risk Oversight Committee (ROC) monthly.

Risk Monitoring and Reporting

Market Risk monitoring includes the following:

Report	Description	Frequency	User
Limits Monitoring	Report showing the following limits vs. levels: position, P&L, MAT-Loss, DV01, MAT-VaR	Daily	CRO, Treasurer, Portfolio Managers
HSVaR and Stress VaR	Report showing the maximum potential loss for each portfolio during business-as-usual and stress scenarios	Daily/Monthly	CRO, Treasurer, Portfolio Managers
ALCO Market Risk Report	Report showing latest exposures vs. approved market risk limits	Weekly	ALCO
ROC Market Risk Report	Report showing latest exposures vs. approved market risk limits	Monthly	ROC

On a monthly basis, the daily and weekly information above are reported to the ROC, along with month-on-month movement, averages, noted exceptions and limit breaches.

Management Action Trigger

A Management Action Trigger (MAT) defines a limit which, if breached, should activate a process whereby the risk-taking function is to seek Senior Management guidance and approval on appropriate action to take concerning the position in question. There are two management action triggers (MAT-Loss and MAT- VaR):

- MAT-Loss limit is 50% of the Loss Limit for the FVTPL portfolio.
- The FVOCI portfolios only have a MAT-Loss Limit. At 80% of MAT, losses are reported to the appropriate committees.
- The MAT-VaR is the limit on the maximum potential loss of value as measured by VaR. When the potential loss of value inherent in the actual position taken exceeds the MAT-VAR, ALCO guidance and approval of further action is sought by Treasury. For clarity, further action may or may not allow additional exposure.

Limit Breaches

Limit excesses of up to 10% can be temporarily approved by the Treasurer and risk-cleared by the CRO, with the intent that the excess will be reduced to below the limit or that a higher limit is to be requested by Treasury by the next ROC meeting. Only limits approved by the ROC will be subject to this change and the ROC will still be informed of such excesses.

In cases of further excess, the responsible risk-taking function (Treasury Group) should seek guidance from the ALCO members in regard to the position. Considering ALCO meets weekly, the unit should immediately contact individually even after office hours the following ALCO members namely, the President, and the concerned risk-taking unit Group Head to discuss and decide on how the exposure shall be handled. The decision can be defined in terms of the following three alternatives:

- Unwind the position, wholly or in part (and if the latter, to what extent); and stop trading for the month. In this case no transactions will take place other than sell the position (if long) or buy (if short).
- Hold the position, and (1) Stop trading for the month or (2) Sell or buy but only if this reduces the loss, i.e., for a long position, sell on price up-tick at the discretion of trader subject to approval by the Deputy Treasurer or Treasurer
- Continue normal trading activity and establish a temporary loss limit for the month in question.



Interest Rate Risk in the Banking Book

Interest Rate Risk in the Banking Book (IRRBB) is the current and prospective negative impact to earnings and capital arising from shifts in interest rates. Whereas market risk is primarily associated with trading income, IRRBB is more concerned with balance sheet positions that have more permanence - primarily for accrual income.

In general, IRRBB encompasses the following:

- **Repricing Risk** - risks related to the timing mismatch in the maturity and re-pricing of assets and liabilities and off-balance sheet short and long term positions;
- **Yield Curve Risk** - risks arising from changes in the slope and the shape of the yield curve;
- **Basis Risk** - risks arising from hedging exposure to one interest rate with exposure to a rate which re-prices under slightly different conditions; and
- **Option Risk** - risks arising from options, including embedded options (e.g. consumers redeeming fixed rate products when market rates change).

Risk Assessment

The impact of interest rate changes in the Banks’ financial situation is usually assessed from two perspectives. The first, known as the earnings perspective, consists in the simulation of interest flow changes in a short-term horizon, typically less than one year, bearing in mind repricing moments in that horizon. The second, known as the economic value perspective, consists in the simulation of changes in net worth, assuming that all assets and liabilities equalized to debt are assessed at market prices. RCBC subscribes to both approaches when assessing IRRBB.

The IRRBB metrics used by the Bank are as follows:

- **Repricing Gap:** The repricing gap – the foundation of IRRBB metrics – measures market interest rate exposures arising from mismatches in the repricing profile. The gap is prepared by distributing interest-rate-sensitive on-balance and off-balance sheet positions into a number of pre-defined time bands according to their residual maturity (if fixed rate) or time remaining until their next repricing (if floating rate). For each time band, the level of IRRBB is measured by the size of the gap, calculated as the difference between repricing assets and

repricing liabilities, plus off-balance sheet items. The repricing gap is prepared on a monthly basis for all significant currencies.

For other positions that lack definitive repricing intervals or actual maturities that could vary from contractual maturities, time bands are assigned to these according to the behavioral assumptions derived from the past experience of the Bank; e.g. CASA, generally described as non-rate sensitive, is bucketed based on the results of the quarterly core/non-core deposit model review. The Bank has implemented new models for the accurate slotting of non-maturity deposits (NMD), early redemption of time deposits and prepayment of fixed loans, in compliance to the guidelines set in BSP Circular 1044.

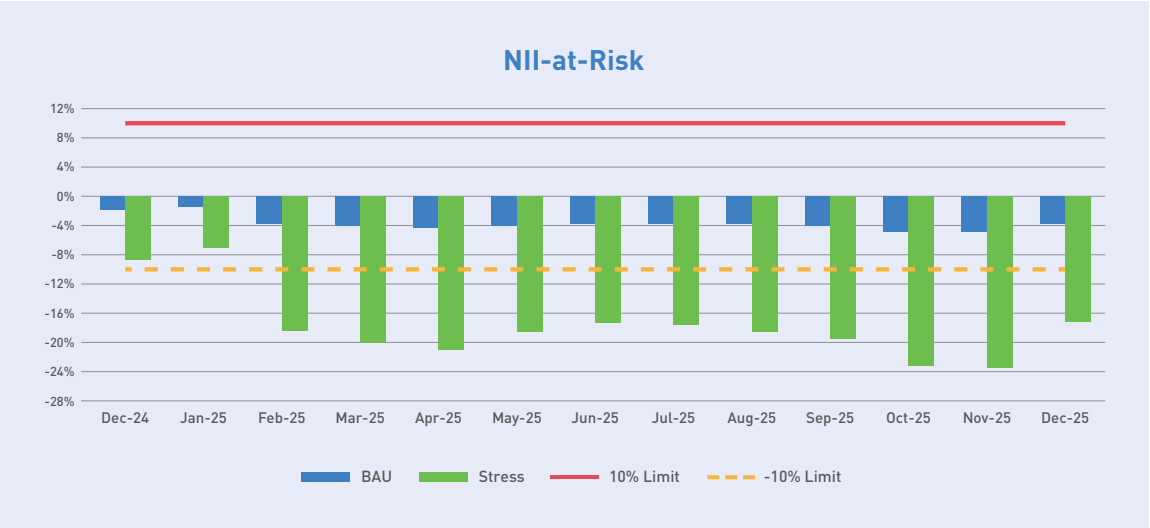
Major assumptions employed in the preparation of repricing gap are as follows:

- Loans and time deposits are subject to re-pricing on their contractual maturity dates. Non-performing loans, however, are not re-priced;
- Debt securities classified under FVOCI and HTC are bucketed based on their repricing profile. Held-for-trading securities are considered non-rate sensitive; and
- For assets and liabilities with no definite repricing schedule or maturity, slotting is based on the Group’s empirical assumptions.

The Group’s December 31, 2025 IR Gap is as presented in Note 4.3.2 of the NFS.

- **Net Interest Income (NII)-at-Risk:** Estimates the potential sensitivity of pre-tax earnings arising from the adverse effect of interest rate movements, given the structure of its assets and liabilities. The calculation of NII-at-Risk uses various assumptions in interest rate changes. For calculating baseline NII-at-Risk, the daily volatility across short-term tenors – from 1-Mo, 3-Mo, 6-Mo, and 1-Yr tenor buckets – is used as rate shock. The 99th percentile of the computed standard deviation, calculated from a 260-day look-back period, is multiplied to the current rate to estimate the potential change in rates. The resulting maximum estimated rate is used as the baseline rate shock.

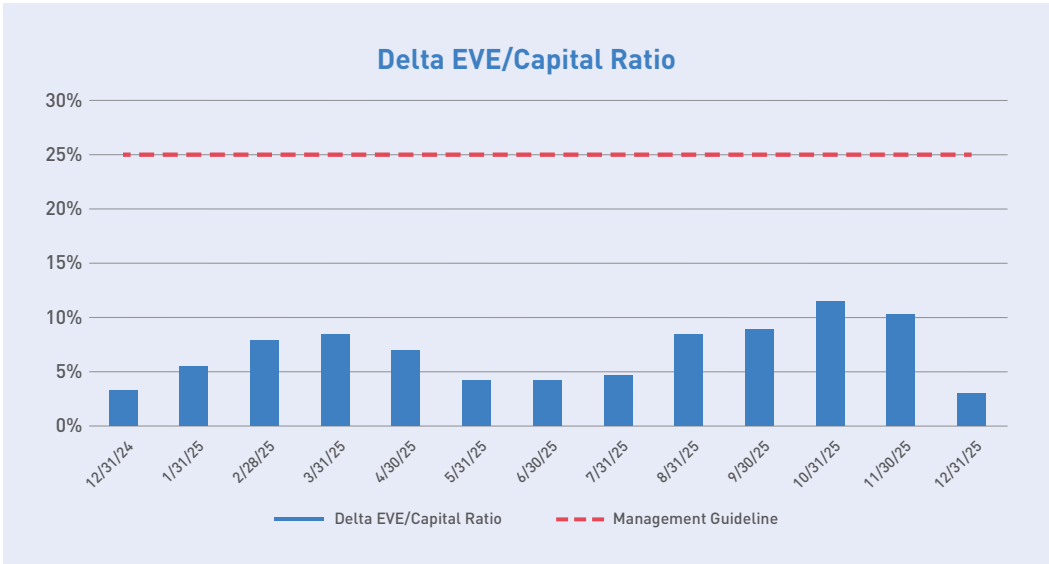
The historical NII-at-Risk for 2025 is as follows:



RISK MANAGEMENT

- **Earnings-at-Risk (EaR):** Adds the FVTPL VaR to the resulting NII-at-Risk to include both the change in short-term repricing gap and the impact of interest changes to trading positions.
- **Capital-at-Risk (CaR):** Adds FVTPL and FVOCI VaR to the resulting NII-at-Risk to include both the change in short-term repricing gap and the impact of interest changes to securities measured at fair value.
- **Economic Value of Equity (EVE):** EVE measures the sensitivity of economic value of rate-sensitive assets, liabilities and off-balance sheet items to changes in the interest rates over a longer term horizon. Similar to NII-at-Risk, EVE is also estimated using the repricing gap as a baseline. The numerator, referred to as the Impact to Economic Value (IEV), is computed by multiplying the balances per tenor bucket by the present value factor, derived from BVAL for Peso and Term SOFR for USD. The sum of these will result in the baseline market value (MV) of the balance sheet. This will be retested using various stress assumptions suggested by Basel. For the details of the different scenarios, refer to the Bank’s IRRBB Management Framework. The scenario with the largest negative change from Baseline MV is identified as the worst scenario for the Bank. The change in IEV is then divided by the Total Qualifying Capital, which includes both Tier 1 and Tier 2 Capital items. The resulting ratio is called the Delta EVE.

Shown below are the monthly changes in EVE for 2025.



There were no recorded breaches for Delta EVE as they are all within the Management Guideline of 25% and range from 3.07% to 11.57%, which was below the approved trigger. For 2026, the Bank will use the Basel Guideline of 15%.

Risk Control

IRRBB is managed by the following controls:

1. **Limits Setting:** Limits are quantitative measures based on forward-looking assumptions that form the risk appetite statement of the Bank. These are set to manage both the impact of IRRBB to earnings (Net Interest Income-at-Risk) and to capital (Economic Value of Equity).
2. **Model Validation:** The models to measure IRRBB are validated (regularly or as needed) by a third-party – either internal or external, to assess the conceptual soundness and mathematical calculations of the models used.
3. **Back-Testing:** This involves statistical methods to determine whether a model’s risk estimate is consistent with the assumptions on which the estimate is based on.
4. **Independent Assessment:** This involves auditing exercise across the whole risk management process. Internal Audit, as a third line of defense, performs regular and independent assessment of the IRRBB process and practices to ensure consistency and compliance with established practices.

Risk Monitoring and Reporting

The NII-at-Risk and EVE are regularly monitored by RMG and reported monthly to the ROC.

Liquidity Risk

Liquidity risk is the risk of loss arising from a bank’s inability to meet its obligations when they come due without incurring unacceptable losses. A potential or probable loss to earnings and capital arising from the Group’s inability to meet its obligations when they fall due may be due to either the Group’s inability to liquidate assets or obtain adequate funding, or the inability to unwind large exposures without significantly lowering market prices. BSP Circular 981 is the Group’s principal guide for its liquidity risk management activities.

As a general policy, the Group holds that managing liquidity risk is among the most critical components of bank management and operations. This is carried out by an ongoing analysis of the liquidity position and risk profile, and by regular examination of how funding requirements are likely to evolve under various scenarios, including adverse conditions. At all times, the Group must hold enough liquidity to survive a liquidity crisis.

The ROC has the main responsibility for establishing a robust liquidity risk management framework adhered to by all business units. Treasury oversees the implementation of the relevant liquidity guidelines, including the deployment and maintenance of liquid assets, as well as business initiatives ensuring that they remain consistent with the framework. The outcome of such activities is ultimately monitored by RMG using tools for liquidity risk management such as the Maximum Cumulative Outflow (MCO) Report, Liquidity Stress Testing (LST), the BSP prescribed Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR). Policies relating to the management of liquidity risk are approved by the ROC.

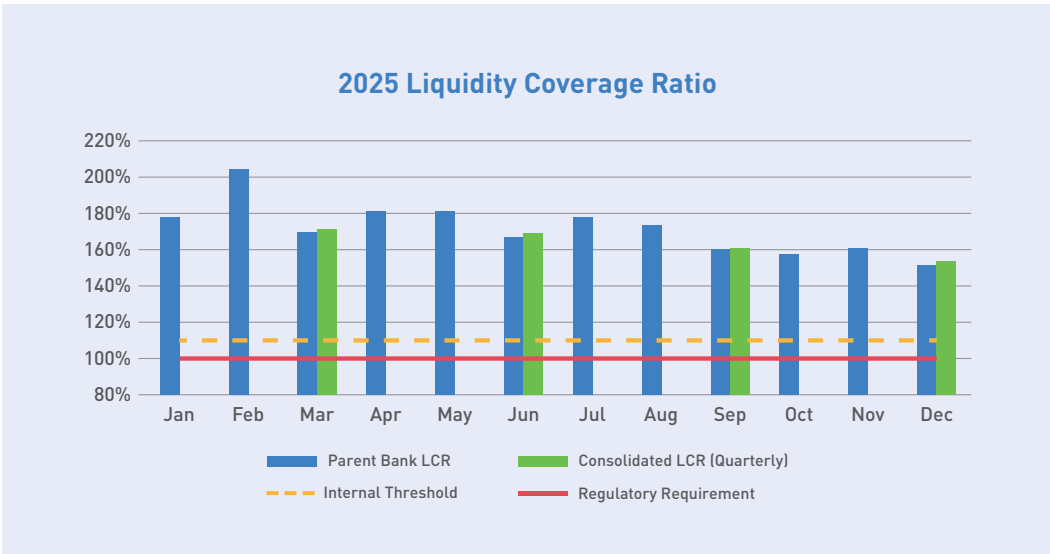
Risk Assessment

Liquidity risk is managed by maintaining adequate liquid buffers and funding to meet expected and unexpected cash flows and collateral needs without adversely affecting daily operations and the financial condition of the Bank.

The risk metrics used by the Bank to measure liquidity risk are as follows:

- **Liquidity Gap:** The liquidity gap measures the mismatch of cash inflows and outflows over various time buckets via the Maximum Cumulative Outflow (MCO) approach. The purpose of liquidity gap is to anticipate periods when a portfolio will have large cash outflows (i.e. large negative liquidity gap). In identifying the Bank’s risk exposure, the balance sheet is divided into time buckets, and the liquidity gap for each (time bucket) is computed. The tabular presentation of the computed liquidity gap per time bucket is known as the Liquidity Gap Report. It provides a snapshot of the Bank’s current net liquidity position over specified time-frames.
- **Liquidity Stress Testing (LST):** Liquidity Stress Test assesses the vulnerability of cash flows and ability of the Bank to survive stress conditions. It involves identifying possible events in the financial and economic conditions, called stress scenarios that could have unfavorable effects on the liquidity position of the bank and assessment of its ability to withstand such changes.
- **Liquidity Coverage Ratio (LCR):** BSP issued Circular 905 on the implementation of the Liquidity Coverage Ratio (LCR) which requires banks to have an adequate stock of high quality liquid assets (HQLA) that can be easily and immediately converted into cash to absorb shocks arising from significant stress scenario lasting 30 calendar days.

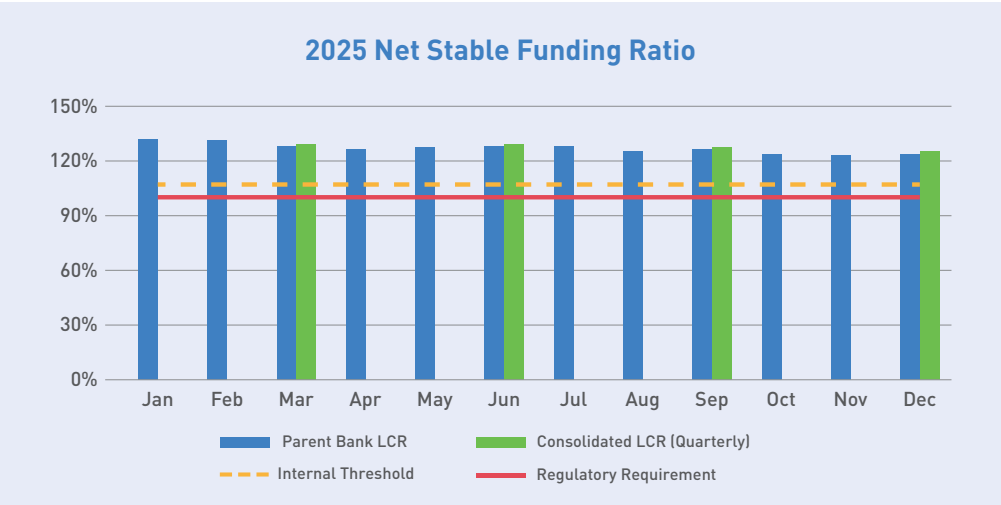
To ensure compliance to the minimum regulatory requirement of 100%, the Bank implemented an Internal LCR Threshold as the Bank’s risk appetite for LCR compliance. For FY2025, no breach was reported in the internal 110% LCR and regulatory 100% LCR limit. The summary of LCR position of the Bank and the RCBC Group for 2025 is as follows:



RISK MANAGEMENT

- **Net Stable Funding Ratio (NSFR):** NSFR measures the availability of medium and long term stable funding to support illiquid assets and business activities on an on-going basis. It is an assessment of the level of sustainable funding required to reduce funding risk over a one year time horizon.

Similar to LCR, an internal threshold of 107% is set up for NSFR. For FY2025, no breach was reported in the internal 107% NSFR and regulatory 100% NSFR limit. The historical NSFR balances reported by RCBC and RCBC Group are as follows:



- **Contingency Funding Plan (CFP):** In addition to the quantitative assessment of the Bank’s over-all liquidity profile, the Bank has a Contingency Funding Plan, which outlines the operational requirement to be taken in the event of a crisis. The plan strives to define the liquidity stress levels from the standpoint of different types of crises - including the identification of early warning indicators and the step-by-step crisis management process once the plan is activated.

Risk Control

Liquidity Risk is managed by the following controls:

1. **Limits Setting:** Limits are quantitative measures based on forward-looking assumptions that form the risk appetite statement of the Bank. These are set to manage the Bank’s level of HQLA, dependency on stable deposits, allowed negative liquidity gap per tenor, etc.
2. **Back-Testing:** This involves statistical methods to determine whether a model’s risk estimate is consistent with the assumptions on which the estimate is based on.
3. **Independent Assessment:** This involves auditing exercises across the whole risk management process. Internal Audit, as a third line of defense, performs regular and independent assessment of the Liquidity Risk process and practices to ensure consistency and compliance with established practices.

Risk Monitoring And Reporting

Results of the liquidity risk metrics are regularly monitored by RMG and reported monthly to ALCO and ROC.

Operational Risk

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people and systems, or external events. Operational risks include the risk of loss arising from various types of human or technical error, settlement or payments failures, business interruption, administrative and legal risks, and the risk arising from systems not performing adequately. The definition includes legal risk, but excludes strategic and reputational risk.

Managing Operational Risk (ORM Tools)

For purposes of identification, monitoring and reporting and analysis, Group categorizes operational risk events as follows:

1. **Internal Fraud:** Losses due to acts of a type intended to defraud, misappropriate funds/property or circumvent regulations, the law or company policy, excluding diversity/discrimination events, which involve at least one internal party. Example is theft of bank property by staff.
2. **External Fraud:** Losses due to acts of a type intended to defraud, misappropriate property or circumvent the law, by a third party. Example includes forgery of the drawer’s signature on checks drawn on the bank.
3. **Employment Practices and Workplace Safety (EPWS):** Losses arising from acts inconsistent with employment, public health or safety laws or agreements, human rights violations that may result in payment of personal injury claims, or claims relating to diversity/discrimination events. This includes events arising from organized labor activity.
4. **Clients, Products and Business Practices (CPBP):** Losses arising from an unintentional or negligent failure to meet a professional obligation to specific clients (including fiduciary and suitability requirements), or from the nature or design of a product. Example is legal liability that may arise from the sale of products to customers deemed without proper risk disclosure.
5. **Damage to Physical Assets (DPA):** Losses arising from loss or damage to physical assets from natural disaster, climate change mitigation and adaptation strategies or initiatives or other events.
6. **Business Disruption and System Failures (BDSF):** Losses arising from disruption of business or system failures including Environmental and Social causes.
7. **Execution, Delivery and Process Management (EDPM):** Losses or events caused due to failure of transaction processing, process management from relations with trade counter parties and vendors/alliance partners/ service providers. Example is incomplete legal documentation of credit exposures.

To aid in the management of operational risk and the analysis of the Group operational risk profile, the following tools are used:

Incident and Loss Reporting (LR)

Internal operational loss information provides data for assessing exposure to operational risk and the effectiveness of internal controls.

Each business and operating unit is required to report their loss events via the Governance, Risk and Compliance (GRC) system effective October 2024, from the previous system,

Operational Risk Management System (ORMS). Recording and reporting of operational losses (e.g Actual Loss, Potential Loss or Near Miss) is an integral part of the operational risk management process and is a regulatory requirement of BSP Section 146 Operational Risk Management.

Key Risk Indicator (KRI)

KRIs are used to monitor the operational risk profile and alert the Group to impending problems in a timely fashion. KRIs facilitate the forward looking management of operational risk and provides information on the level of exposure to a given operational risk at a particular point in time. These indicators allow the monitoring of the Group’s control culture and trigger risk mitigating actions.

KRIs include measurable thresholds that reflect risk appetite. These are monitored to serve as alerts when risk levels exceed acceptable ranges and drive timely decision making and actions.

Control Sample Test (CST)

CSTs are self-assurance checks used to monitor compliance of controls in key processes. CSTs are evidence that operational controls are working effectively, specifically for critical processes and controls that cannot be reliably tracked through automation. Exceptions in CSTs alert the Group to potential lapses in design of the controls and poor execution or documented procedures. The frequency and sample size will depend on the scale of the underlying inherent risk and the importance of the control mitigating it. Processes with high gross operational risk will warrant more frequent assessment than those with lower risk exposure.

Risk and Control Self-Assessment (RCSA)

The Group identifies and assesses all risks within each business and evaluates the controls in place to mitigate those risks. Business and support units use self-assessment techniques to identify risks, evaluate the effectiveness of controls in place, and assess whether the risks are effectively managed within the business.

In this annual self-assessment process, areas with high risk potential are highlighted and risk mitigating measures to resolve them are identified. Risk assessment results are then reviewed and discussed with the heads and senior officers of business and support units. These discussions of assessment results enable the Operational Risk Management Division (ORMD) to detect changes to risk profiles, and consequently take corrective actions.

The Internal Audit Group and Compliance Group use the self-assessment results as a necessary component in aligning their activities to business priorities to determine where key risks lie within the Group.

Risk Assessment

The Group uses the Basic Indicator Approach in its assessment of this risk, as it relates to capital adequacy determination. It however uses ORMS and GRC (effective October 2024) to monitor operational risks, compile and analyze operational risk data and to facilitate timely reporting mechanisms for the Group’s ROC, Senior Management, and business line levels that support proactive management of operational risk. The ORMS and GRC covers the Parent Bank and its subsidiaries.

RISK MANAGEMENT

The following are the current methodologies used in assessing the Group’s operational risk profile:

Probability and Severity Analysis

This tool is used to quantify the likelihood (or frequency) and impact (or consequence) of identified risks in order to prioritize risk response activities. The probability addresses: a) the likelihood of the risk event occurring (the uncertainty dimension) based on current status of mitigation actions, and b) the impact detailing the extent of what would happen if the risk were to materialize (the effect dimension).

Probability assessment uses a 5-scale likelihood factor matrix ranging from “least likely” to “almost certain”. Impact Assessment on the other hand employs a 5-scale severity factor matrix ranging from “least severe” to “very severe”.

Control Rating

Existing material controls are assessed based on control effectiveness, taking into account design and objective evidence of control execution.

Risk Rating

The Probability and Severity Analysis described above, along with the control rating, result in a Risk Rating. It is a quantitative measure of the risk level of each event, and helps to focus on those determined to be high risk. For each risk event identified, a risk score is calculated and later classified as: Very High (Black), High (Red), Medium (Yellow) and Low (Green). The scale is as follows:

Classification	Risk Score	Remarks
Low	1 – 4	Indicates normal operating condition
Medium	5 – 9	Acceptable operating conditions
High	10 – 19	Requires immediate management attention; further action required
Very High	20 – 25	Requires immediate management attention; further action required

Risk Monitoring and Reporting

The continuous monitoring and reporting of operational risk is a key component of an effective Operational Risk Management Framework. It is imperative therefore that reports on operational risks are submitted on a timely basis, and information generated both for external and internal parties are reported internally to Senior Management and the BOD where appropriate.

In accordance with its monitoring and reporting functions, ORMD prepares reports on operational risks as follows:

Particulars	Responsibility	Frequency of Reporting	Reported to
Loss Events Reporting	RMG-ORMD	Monthly	ROC
Key Risk Indicators	RMG-ORMD	Quarterly	ROC
Control Sample Tests	RMG-ORMD	Quarterly/ Semi-Annually/ Annually	ROC
Risk and Control Self-Assessment (RCSA)	RMG-ORMD	Annually	ROC

Deputy Operational Risk Officers (DOROs)

Each business line has an embedded operational risk management officer, headed by the designated Deputy Operational Risk Officer (DORO). The DOROs serve as a point-person on the implementation of various operational risk management tools on a per business unit level. Among others, the DOROs are responsible for assisting the respective business units in the timely, correct and complete submission of operational risk reports. The DOROs report to the ORMD for all its operational risk-related activities initiated by ORMD.

Risk Mitigation

The Group operates within a strong control environment focused on the protection of its capital and earnings, but allows the business to operate such that the risks are taken without exposure to unacceptable potential losses through the utilization of approved policies, sound processes, and reliable information technology systems. These controls include: segregation of duties, dual controls, approvals and authorization, exception reporting, sound technology infrastructure, product manuals, and circulars review.

Insurance

One of the tools to compliment sound controls and risk management is through insurance policies maintained by the Group. Securing insurance protects the Group against unexpected and substantial unforeseeable losses.

ORMD handles the Group’s institutional-wide insurance needs such as the Comprehensive Crime Insurance (CCI) formerly Bankers Blanket Bond (BBB). CCI insurance premiums are allocated to business groups and subsidiaries based on an approved allocation method.



Outsourcing

Outsourcing is an arrangement to contract out a business function to another party (i.e. the service provider) which undertakes to provide the services instead of the financial institution performing the function itself. The Controllership Group maintains an outsourcing policy to guide business units in outsourcing agreements, and to ensure the effective management of operational risks that may arise from such arrangements. Policy requires the business units to perform a risk assessment before engaging the service provider which are noted by ORMD.

Business Continuity Plan (BCP)

The Group has a separate functional department wholly dedicated to the conduct and management of its BCP and Disaster Recovery Plan. These plans aim to establish a planned process, procedure or strategy that can assure and provide for the continuity of major and critical services and operations during any critical event which may prevent or diminish the Group’s capacity to perform normal business operations.

The Group’s Business Resiliency Department is managed by RMG-ORMD.

Manual, Policies, Procedures and Circulars (PM and PPC)

The Product & Operations Manual is the key document which provides a comprehensive description about a particular product. It includes among others, the identification of risks and appropriate measures on the risks identified through controls, procedures and limits, as well as compliance with the consumer protection standards of conduct.

Policies, Procedures and Circulars represent the Group’s basic and primary set of principles and essential guidelines formulated and enforced across the organization.

To ensure that potential risk areas are covered in manuals, policies and circulars, ORMD reviews, as part of the Bank’s Clearing House, these documents.

Exception Reporting

Exception reporting provides the ability to monitor transactions and events that fall outside norms and deemed as an exception. It documents what is abnormal and therefore deserves attention.

Risk Awareness

The Group recognizes the importance of raising risk awareness and instilling an operational risk culture to be able to understand the operational risk management business benefits as well as the responsibilities attached to it. Operational Risk and Business Continuity mandatory eLearnings are in place while Financial Consumer Protection is part of the Bank’s standard training module for new employees, as well as continuing learning for existing associates.

Legal Cases

The Bank is committed to fully enforce the BSP’s policy on Operational Risk Management and Financial Consumer Protection (FCP) through a regular assessment of our compliance with the regulatory standards of conduct. The Bank manages legal risk to ensure that losses arising from legal proceedings do not cause material damage to its liquidity and capital position, and reputation.

All material legal cases / proceedings are disclosed to stakeholders as part of its adherence to transparency, accountability and fairness. All material information / transactions are approved by the Board of Directors and published through the Bank’s Annual Reports and Disclosure Statements.

RISK MANAGEMENT

Business Continuity Risk

Risk of loss resulting from a prolonged interruption in business operations.

The Bank has a separate functional unit, Business Resiliency Department (BRD), dedicated in implementing the Bank’s Business Continuity Management Program (BCMP) that aims to:

- Provide strategic and tactical capability to plan for and respond to incidents and business disruptions.
- Enable the continuity of key business operations at acceptable predefined levels.
- Comply with the BSP Circular 951 on Business Continuity and BCM standards such as ISO 22301 and BS25999.

Framework

The Bank has embarked on an Institutional BCMP framework that identifies risks, threats and vulnerabilities which could impact the Bank’s continued operations. It includes the following basic components of Business Continuity Management:

- Risk Evaluation and Control
- Business Impact Analysis
- Business Continuity Strategies
- Emergency Response
- Plan Implementation and Documentation
- Awareness and Training and BCP Testing Exercise
- Audit and Maintenance

Central to the BCMP are the Institutional Business Continuity Plan (IBCP) and the Crisis Management Plan (CMP). The IBCP describes the organizational structure and governance, scope, business recovery strategies, and plan activation while the Crisis Management Plan (CMP) outlines the processes the Bank will use to respond to a critical situation that would have a negative effect on the Bank’s financial status, reputation, and business continuity.

Incorporated in the program are several BCM plans that address specific scenarios or events that require varying responders and mitigating strategies: Disaster Recovery Plan, Pandemic Plan, Liquidity Plan, Incident Management, Communication Plan, Cyber Attack Plan, and Earthquake Resilience Plan.

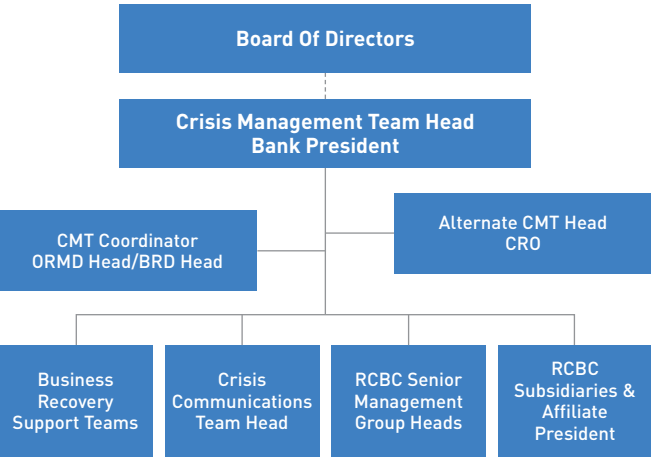
Governance

Business Resiliency Operational Model



- The ROC represents the BOD in setting the overall strategy, direction and control for all business continuity, crisis management and emergency response initiatives.
- The Chief Risk Officer (CRO) leads the Risk Management Group (RMG) and provides executive oversight in the implementation of business continuity, crisis management and emergency response initiatives as approved by the ROC.
- Business Resiliency Department (BRD) has an oversight function over BCP Leaders of Head Office Units, Branches and Subsidiaries with regards to the development, maintenance and implementation of their respective BCPs.
 - BRD ensures that the Emergency Response Teams have developed the Emergency Response Plan to ensure the protection of life and properties during an emergency situation.
 - BRD ensures that the Recovery Teams have been formed to support the business units in assessing the situation and recovering their business and returning to normal operations.
 - BRD assists the CRO in coordinating activities between the Crisis Management Team and Response and Recovery Teams during crisis scenarios.

Crisis Management Team (CMT)



The CMT makes policy decisions and holds ultimate responsibility for decisions involving communications, evacuation, business logistics and normalization activities. The CMT is directed by the President and chaired by the alternate CMT Head and is composed of high-ranking officials of the Bank. It is convened when the highest level of emergency (level 1) impacts the entire organization or a significant portion of the Bank, requiring coordinated operational and policy responses. The main objective of the CMT is to protect life and property during and immediately following a major crisis or disturbance. It is placed into operation whenever an emergency affecting the RCBC Group cannot be controlled through routine, daily and normal channels and procedures.

Controls and Risk Mitigation

The Bank had taken steps to become a resilient organization through the following control measures:

Disaster Recovery

- Installation of hot backup with real-time data mirroring solutions (both software and hardware) to ensure recovery of mission critical systems within agreed Recovery Time Objective (RTO).
- Implementation of the virtualization and consolidation of servers to provide high availability and promote resilience to failure.
- Wider scope and coverage (processing of live transactions in the Disaster Recovery (DR) environment for one week) and frequency (annual to quarterly) for DR tests.

Business Recovery

- Additional business recovery alternate sites are in place (e.g., Angeles Pampanga and Timog Quezon City).
- Satellite phones and UHF base radios assigned to select officers to improve the communication system especially during a disaster scenario such as the “Big One”.

Information Security Risk

Information security risk is the risk of loss resulting from information security/cybersecurity breaches.

Information Security Risk Management aims to reduce the disruptions to the Group’s operations as a consequence of information security incidents. Concretely, this aim expands to the following objectives:

- Safeguard the IT systems needed to store, process, or transmit the Group’s data and correspondence;
- Enable management’s ability to make informed decisions by giving them an accurate view of current and potential information security-related risks and assisting them in making informed decisions concerning the scope of risk, risk appetite, and risk tolerance;
- Provide an end-to-end guidance on how to manage information security-related risks (from technical control measures, security, etc.);
- Establish a risk profile to further understand the Group’s full exposure, and better utilize its resources; and
- Implement (and continuously improve) a sound framework for the identification, measurement, control, monitoring, and reporting of the risks experienced by the Group.

The foregoing objectives are achieved through the following exercises of Information Security Risk Management:

- Identification of the bank’s information assets (covering both IT and non-IT);
- Assistance to IT, business, operational, and support units in identifying the risks affecting information assets (which includes system/data) being handled;
- Assist in aligning information security and information risk management to industry best practices and standards; and
- Implementation of risk assessment to determine current information security risks that identify the threats in the present systems, determine acceptable risk levels, and implement preventive measures to mitigate potential high risks.

Asset Identification And Valuation

Asset Identification and Valuation aim to identify and provide an inventory of all information assets relating to processes and sub-processes. The identified information assets are valued based on their criticality to the process being supported. At the end of the exercise, the following should be produced:

- Inventory of all information assets pertaining to each identified business process assessed;
- Currently identified container/s for each information asset;
- Overall asset (criticality) value of each information asset; and
- Sensitivity or non-sensitivity of each business process based on its assessed information asset/s.

Risk Identification and Assessment

This activity aims to identify the risk factors, i.e. threats, vulnerabilities, impact, and probability/ frequency of occurrence present in the process and assess the identified risks in order to determine measures to mitigate them. Further, this will assist the process owner in determining the risks to be prioritized and monitored.

To assess risk likelihood and impact, the current threat environment and controls are considered. At the end of the exercise, the following are the expected outputs:

- List of potential threats with medium or high risks, and prioritization of those that need immediate mitigation; and
- Risk treatment plan for those threat and vulnerability combinations resulting in moderate to high risks, and determination of the owner/responsible personnel to mitigate the risk.

Risk Treatment

This stage intends to determine the overall Risk Owner, who shall be responsible for managing the risks identified and who shall be directly responsible for the strategy, activity, or functions that relate to the risk. Additionally, this is where the required actions to respond to identified risks shall be determined to reduce the residual risk to the asset to an acceptable level.

Risk Monitoring and Reporting

Upon receipt of the approved Risk Treatment Plan, the ISGD incorporates into the Information Security Risk Register the verified list of risks that were rated “High.” In contrast, all other identified risks will be monitored by the respective Risk Owner.

The overall Risk Owner for the process assessed is responsible for monitoring the necessary action plans agreed to mitigate all High risks. Also, the Risk Owner is responsible for providing ISGD with regular status updates on action plans.

Likewise, the identified Risk Response Owners are responsible for planning and implementing mitigation strategies and for reporting breaches in the risk thresholds to the Risk Owners.

Thereafter, ISGD is responsible for tracking, monitoring, and providing management with a regular report on the status of all IS Risk items registered in the IS Risk register.

RISK MANAGEMENT

Compliance Risk / Regulatory Risk / ML/TF Risk

The Bank differentiates compliance risk as the current and prospective risk to earnings or capital arising from violations of, or non-conformance with, laws, rules, regulations, prescribed practices, internal policies and procedures, or ethical standards from regulatory risk which refers to risk of loss arising from probable mid-stream changes in the regulatory regime affecting current position and/or strategy. ML/TF Risk represents the Bank’s risk of loss arising from a covered person’s failure to prevent itself from being used as a money laundering site and conduit for the proceeds of unlawful activities as well as financing the act of terrorism.

For Compliance Risk, the RCBC Group shall comply with laws, regulations, rules, related self-regulatory organization standards, and codes of conduct applicable to its banking activities. The Group has zero tolerance for unsafe and unsound banking practices and for failure to immediately report compliance breaches.

For Regulatory Risk, the RCBC Group shall be prepared for any changes in regulations affecting its current position and/or strategy.

The Compliance Assurance Framework is the tool used by the Compliance Group (Compliance Office) to manage compliance risk. This framework operates within the context of the Bank’s Enterprise Risk Management Framework.

Compliance Assurance Framework

The Compliance Assurance Framework aligns itself with the Bank’s Operational Risk Management Framework and best practices in embedding the Three Lines of Defense model. As Second Line of Defense, the Compliance Office will focus its assurance resources in providing an independent quality assessment of key controls by building on the testing activities within the First Line of Defense, Risk Management Group and Internal Audit Group.

The framework comprises two types of reviews - Continuous Monitoring Plan (“control-driven”) and the Specialized Assurance Review (“risk prioritization-driven”)

Continuous Monitoring Plan (CMP)

The Continuous Monitoring Plan (CMP) is a set of quality assurance reviews on key control areas and will focus on giving risk and control owners the assurance that controls are operating effectively on an on-going basis.

Specialized Assurance Review (SAR)

Specialized Assurance Review (SAR) is a thematic review and is driven by risk prioritization based on senior management discretion, current and emerging risks, and other regulatory focus. This also addresses specific lines of products / services and businesses that are offered by more complex business units, thus, present elevated challenges (i.e., Treasury, Trust & Investment, Wealth Management, etc.).

Compliance Risk Monitoring and Reporting

The Compliance Assurance Framework outlines the process for tracking and addressing observations or exceptions identified during compliance reviews, specifically the CMP and SAR. Any findings from these reviews are referred to the

concerned units for the development of a management action plan. Status of outstanding observations and exceptions are monitored until these are resolved.

Following the reversion to a “Head Office Oversight” model from the previous “Hub & Spoke” model implementation in February 2025, subsidiaries will now assume primary responsibility for conducting these reviews. The Compliance Assurance team at the Head Office will continue to provide support to the subsidiaries as necessary, with such support documented through an appropriate service level agreement (SLA). The results of these reviews shall be reported directly to the respective boards of the subsidiaries.

To ensure centralized oversight, the Audit and Compliance Committee of the Bank will continue to receive consolidated updates on key findings and compliance matters covering both the Bank’s Head Office units and its subsidiaries.

Report	Prepared by	Submitted to	Frequency
Compliance Group Monthly Activities Report	Compliance Divisions in coordination with Compliance Group Secretariat	Audit and Compliance Committee	Monthly
Continuous Monitoring Plan	Compliance Assurance Division	Audit and Compliance Committee	Quarterly
Specialized Assurance Reviews	Compliance Assurance Division	Audit and Compliance Committee	As needed

Money Laundering (ML) / Terrorist Financing Risk Management (TF)

In the implementation of the ML/TF Risk Management Framework, RCBC adheres to the highest standards of corporate governance and ML/TF prevention as embodied in the laws and regulations with due consideration of other industry leading practices. The Bank’s ML/TF risk management is a holistic, continuous, proactive and systematic process to identify, assess, manage, monitor and report ML/TF risks from a Bank-wide perspective.

The process covers all levels of the Bank - Board of Directors, Senior Management and all personnel. AML/CFT risk management involves assessing the risk attributed to money laundering and financing of terrorism and then implementing an appropriate response to mitigate the risk. RCBC’s AML/CFT risk management structure, well-defined roles and responsibilities and transparent escalation process support the commitment to implement an effective AML/CFT risk management.

ML/TF/PF RISK ASSESSMENT

Institutional Risk Assessment. The Bank is committed towards implementing a risk-based approach to combat Money Laundering and Terrorism Financing (“ML/TF/PF”), which is fundamentally built on the assessment of the ML/TF/PF risks as part of its Money Laundering and Terrorism Financing Prevention Program (“MTPP”). In support of the said risk-based approach, the ComplianceGroup assesses

RCBC’s key exposures to ML/TF/PF risks by performing an Institutional ML/TF/PF risk assessment (“IRA”) focusing on evaluating the inherent ML/TF/PF risks presented by RCBC’s business activities and the controls in place to mitigate said inherent ML/TF/PF risks so as to determine the overall residual risks.

The IRA evaluates potential risks at two levels, i.e., (a) at the level of the Assessed Unit and (b) at the aggregated Institutional Level.

The results of the Assessed Units will be aggregated to give an overall result at the Institutional Level. The overall risk assessment should be reflective of the ML/TF/PF risks identified during the assessment of each business unit.

Risks are dynamic and must be continuously managed. As the environment in which the Bank operates is subject to continual change, the Bank’s IRA must be subject to regular review. An effective risk assessment should be an on-going process and is not a one-time exercise. The IRA shall be conducted at least once every two (2) years, or as often as the Board or senior management may direct, depending on the level of risks identified in the previous risk assessment, or other relevant AML/CFT developments that may have an impact in the Bank’s operations.

- Periodic Exercise - At a minimum, the Bank commits to refresh its IRA once every two years. The period of assessment for a periodic exercise shall cover a two-year period ending 31 December preceding the commencement of the IRA exercise, provided there are no trigger events/ scenarios detailed below;
- Triggered Exercise - The following events might also trigger the review of the IRA even prior to the scheduled IRA exercise:
 - Significant changes in business activities (e.g. when new products/services that carry a high ML/TF/PF risk are introduced, significant changes to existing products/services that may pose a heightened risk of ML/TF/PF, and business expands through mergers and acquisitions);
 - The introduction of a significant new AML/CFT control or major enhancement to an existing AML/CFT control;
 - Key amendments coming from Anti-Money Laundering Council (“AMLC”) AML/CFT laws, regulations, and/or guidance issued by the regulatory authorities in the Philippines.

The assessment triggered by the events mentioned above shall cover a period of six (6) to twelve (12) months preceding the commencement of the IRA exercise.

Risk Assessment Components. In the development of a robust risk assessment process, the Bank has identified components of inherent risks and components of mitigating controls that shall be used in the analysis of its ML/TF/PF risks. These components are set forth below. Analysis of inherent risks and the corresponding mitigating controls shall determine the overall residual risks for each Assessed Unit and for RCBC, as an institution.

In the circumstance that no data/information is maintained by the Bank to provide responses to the inherent risk questionnaire, the respective questions will fall into the high risk category automatically.

- **Inherent Risk** is a measure of “uncontrolled risk”. The level of inherent risk shall be measured using several key factors or components: customer segments, products/ services, geographic locations, delivery/distribution channels, and other risk factors such as staffing level, regulatory risk, historical issues, technology changes, law enforcement requests. Each component of inherent risk shall be evaluated based on the likelihood and impact of a given risk.
- **Mitigating Controls** is an assessment of ability and strength of the existing internal control environment from a design and operating effectiveness standpoint to mitigate the inherent risks. There are controls that, if properly implemented and maintained on an ongoing basis, can effectively mitigate some of the inherent ML/TF/ PF risks. Furthermore, the Bank takes into consideration whether the control categories are present and functioning individually and at the same time operates together in an integrated manner. The following are the mitigating factors used in the assessment:
 - AML/CFT Policies and Procedures;
 - Customer Due Diligence;
 - Name Screening, Transaction Monitoring and Regulatory Reporting;
 - Governance and Oversight;
 - Internal Testing;
 - Staff Training;
 - Staffing Level; and
 - Record Keeping and Management Information Reporting.

ML/TF Risk Monitoring

1. Board of Directors

It is the ultimate responsibility of the Board of Directors to ensure the Bank’s full compliance with the provisions of the Anti-Money Laundering Act (AMLA), as amended, the Terrorism Financing Prevention and Suppression Act (TFPSA) and their Revised Implementing Rules and Regulations (RIRR). It shall ensure that ML/TF risks are effectively managed and that this forms part of the Bank’s risk management system.

The AML Board Committee (AML Board Com) is constituted for the purpose of carrying out the mandate of the Board of Directors’ to fully comply with the AMLA, as amended, its RIRR (ML/TF) and all related Anti-Money Laundering and Counter Terrorist Financing Regulations; and to ensure that oversight on the Bank’s compliance management is adequate.

The AML Board Com has oversight over the Bank’s ML/ TF risk management, including the implementation of the processes in the AML Risk Management Framework, and the conduct of an Institutional Risk Assessment (IRA), execution, implementation, and reporting.

The results of the IRA are reported to the AML Board Com by the Compliance Office. The AML Board Com’s directives to mitigate critical ML/TF risks that are identified and assessed shall be effectively communicated to all affected stakeholders.

RISK MANAGEMENT

2. Senior Management Anti-Money Laundering Management Committee (AMLManCom)

The AML ManCom is mainly responsible for approving/ disapproving the filing of a Suspicious Transaction Report (STR) escalated by the Compliance Group and is guided by its internal policy on handling of accounts with previous STRs filed and shall take into account the deliberations and disposition on the same, as well as the alerts generated by the AML System, among others.

However, AML ManCom’s authority for approving/ disapproving the filing of STRs can be delegated to the bank’s Money Laundering and Reporting Officer (MLRO) who can assess on its own, the presence of the suspicious indicators (SIs) and/or the nexus to the Predicate Crimes (PCs) in a transaction, warranting the filing of such report. The delegated authority has streamlined the investigation, approving and reporting process, more so for transactions with apparent SIs and nexus to the PCs, such as those relating to scams/swindling, phishing, unauthorized fund transfers, fake IDs, ATM card related, among others.

3. Money Laundering and Terrorist Financing Prevention Program (MTPP)

The Bank’s MTPP aligns with the provisions of the Philippines’ Anti-Money Laundering Act (AMLA), as amended, the Terrorism Financing Prevention and Suppression Act (TFPSA), their Implementing Rules and Regulations (IRR), and all Anti-Money Laundering Council (AMLC) and Bangko Sentral ng Pilipinas (BSP) issuances. It follows a risk-based approach in accordance with the recommendation of the Financial Action Task Force.

The Bank’s MTPP covers the basic pillars of an AML/CFT Program, to wit:

- A system of internal policies, procedures, and controls (first line of defense);
- Designated compliance functions with compliance officers (second line of defense);
- An on-going employee training program; and
- An independent audit function to test the overall effectiveness of the MTPP (third line of defense).

The MTPP manual is maintained by the Compliance Group. It is updated at least once every two (2) years or as needed to properly adhere to new rules and regulations of regulatory agencies, laws of the Republic of the Philippines and other countries, and policies and procedures of the Bank. The Bank’s Board of Directors approves the MTPP and amendments thereto.

4. Systems

The Board and Management heavily invested in the purchase of and/or subscription to systems or applications that can help mitigate the Bank’s ML/TF risks:

- **Base60 AML System (Base60)**, a system that processCovered Transaction Reports (CTR) and Suspicious Transaction Reports (STR) for submission to the Anti-Money Laundering Council (AMLC)

- **Predator**, a real-time fraud and ML/TF transaction monitoring system. There are existing parameters for transactional behavioral analyses in Predator.
- **Accuity**, a global watchlist screening online solution that can assist in preventing the onboarding of a client who is connected to any individual or entity who is included in the sanction list of the United Nations and Office of Foreign Assets Control (OFAC) of the U.S. Department of Treasury, as well as identify Politically Exposed Persons; and,
- **Electronic Document Management System (EDMS)** digitizing the Bank’s KYC and transactional forms and documents for easy retrieval.

5. AML Sanctions Policy

As a matter of policy, the Bank has created a more robust sanctioning system by providing more detailed and specific guidelines in handling employee violations of AML/CTF policies. The Bank’s AML Sanction Policy addresses both the preventive and penal nature of the sanctioning system, promotes a culture of compliance, and duly recognizes employees that continuously exhibit a high level of compliance with existing AML-related laws and policies.

The Compliance Office, through the Bank’s AML Sanctions Policy, also ensures that infractions, discovered through the Consolidated Exception Reporting System Report (Branch Operations Control Segment), Exception Tracking Report (Compliance Office), BSP AML Findings, Exceptions Monitoring & Issues Tracking (Internal Audit Group), Compliance Exception Reports and Suspended CIFs Report (Operations Group), are promptly regularized.

6. ML/TF-Related Investigations

The Compliance Office conducts investigations on some but not limited to the following: 1. clients and/or transactions flagged for investigation in AML systems; 2. clients who are the subject of regulatory findings; 3. referrals from other bank units for potential suspicious activity; 4. clients who are the subject of negative/adverse media information; and 5. clients who are the subject of inquiries and court orders. The investigations are conducted to determine if filing of STR is warranted and if there are required actions to take to mitigate money laundering and terrorist financing risks.

7. AML/CFT Training

In order to minimize compliance risk and eliminate deviation from regulatory requirements, the Compliance Group conducts classroom training and created an e-learning module for the employees of the Bank. The AML Training Programs are designed specifically for the different Bank employees depending on their areas of responsibility and exposure to risk. These training programs are consistent and in accordance with the pertinent provisions of the BSP Manual of Regulations for Banks and related BSP and SEC circulars, as well as, the Anti-Money Laundering Act of the Philippines. All responsible officers and employees are informed of all resolutions, circulars and other issuances by the BSP and the AMLC in relation to matters aimed at preventing money laundering and terrorist financing.

ML/TF Risk Reporting

The Compliance Office regularly reports to the AML Management Committee, Senior Management Committee, AML Board Committee, Audit & Compliance Committee and the Board of Directors to ensure that monitoring of AML activities is regularly disclosed allowing management to perform its oversight function on AML and TF matters.

Report	Prepared by	Submitted to	Frequency
AML Monthly Activities Report	Compliance Operations	AML Committee	Monthly

The Operational Risk Management Division (ORMD) reports the progress and results of AML KRIs and issues to the Risk Oversight Committee and the AML Board Committee.

The Internal Audit Group reports the results of independent review and their AML rating are reported to the Audit and Compliance Committee.

When in the conduct of AML risk assessment, the institution is found to be not adequately managing its ML/TF risks, such shall be reported to the AML Board Com and high ML/TF risks are monitored in accordance with the set risk appetite by the AML Board Com. The ML/TF risk-related directives of the AML Board Com are effectively communicated to concerned stakeholders.

The Compliance Office, in coordination with the Human Resources Group also organizes the timing and content of AML training of officers and employees, including regular refresher training, as required under the MORB.

Related Party Transactions

Compliance risk pertaining to related party transactions is monitored through the following reports submitted to BSP pursuant to Section 136 (Related Party Transactions) of the MORB (as amended by BSP Circular Nos. 969 dated 22 August 2017, 917 dated 08 July 2016, 914 dated 23 June 2016, and 895 dated 14 December 2015):

1. Report on Conglomerate Structure - This is a report that is required of Banks that are part of conglomerates and submitted to the BSP within 30 calendar days after the end of every calendar year. The conglomerate structure shall disclose the beneficial owners of shareholdings that are in the name of PCD Nominee Corporation.
2. Report on Material Related Party Transactions - This is a report submitted within twenty (20) calendar days after the end of the reference quarter including the material RPTs not only of the Bank but also including the material RPTs of its non-Bank financial subsidiaries and affiliates.

The foregoing reports required under Section 136 of the MORB are pursuant to the duty and responsibility of the Board of Directors to exercise effective oversight over entities in the Group and to ensure the consistent adoption of corporate governance policies and systems across the Group.

The Bank has further enhanced its Policy on Related Party Transactions which include, among others:

- Coverage of RPTs;
- Coverage of the Bank’s Related Parties;
- Definition of control;
- Database of Related Parties;
- Identification, review, approval and reporting of material and non-material RPTs;
- Guidelines in determining arm’s length terms, with provision on when requirement of a fairness of opinion issued by an independent adviser is warranted;
- Materiality Threshold and Excluded Transactions;
- Individual and Aggregate Exposures;
- Conflict of Interest;
- Controls and Audit, with provision on the periodic review of the Bank’s system and internal controls governing RPTs;
- Whistleblowing Mechanism;
- Restitution of Losses and Remedies for Abusive RPTs
- Training of employees on RPT; and
- Policy review

ASEAN Corporate Governance Scorecard (ACGS) and the Integrated Annual Corporate Governance Reports (I-ACGR)

In September 2012, the ASEAN CG Scorecard was adopted by the Philippines, replacing the national CG Scorecard for Publicly Listed Companies (PLCs). Under this initiative, the Bank’s corporate governance standards and practices shall be evaluated and assessed through publicly available information and/or disclosures posted in its website (e.g., annual report, GIS, structured reports, etc.). In lieu of the submission of the accomplished questionnaire, external evaluators will review and access information directly from the Bank’s website. Thus, regular review and monitoring shall be conducted and coordinated with the unit responsible for the website maintenance to ensure that updated information are uploaded and/or easily accessible to interested 3rd parties (e.g., financial analysts, rating agencies, regulators, etc.) and the public in general.

On 15 December 2017, SEC issued Memorandum Circular No. 15, Series of 2017, requiring all listed companies to submit an Integrated Annual Corporate Governance Report (I-ACGR). The I-ACGR would take the place of the old Annual Corporate Governance Report. The I-ACGR would also be used in place of the PSE Corporate Governance Guidelines Disclosure Survey.

The I-ACGR lists the recommendations under SEC Memorandum Circular No. 19 or the Code of Corporate Governance for Publicly-Listed Companies. Covered companies are then required to disclose compliance with the recommendations, or to explain non-compliance or alternative compliance thereto. The I-ACGR is required to be submitted on May 30 of the following year for every year that the company remains listed in the PSE. The I-ACGR is required to be signed by (1) the Chairman of the Board; (2) Chief Executive Officer or President; (3) All Independent Directors; (4) Compliance Officer; and (5) Corporate Secretary.

RISK MANAGEMENT

In October 2023, the new revision of ACGS was endorsed by the ASEAN Capital Market Forum (ACMF) Chairs in response to the updated G20/OECD Principles of Corporate Governance and considers the recent developments in capital markets and corporate governance policies and practices. It includes new and updated criteria on shareholder rights and equitable treatment, transparency and disclosure, board responsibility, and the new area of sustainability and resilience. The October 2023 revised ACGS was finalized and published in March 2024.

Others

Outsourced and Insourced Banking Activities

New proposals for outsourcing/insourcing of banking functions are first evaluated/assessed taking into consideration both the risks and benefits of outsourcing the said activity, to determine whether the arrangement is material or non-material to the Bank’s business. It is then further reviewed by relevant banking units to ensure that legal, regulatory and operational risks are identified and adequately mitigated. The Bank also maintains and regularly updates its database of outsourcing agreements to ensure consistent and regular KYC and due diligence checks are observed. The Bank’s outsourcing policy sets the guidelines for outsourcing of banking functions, services or activities to all the business units.

Other Regulations

FATCA

The Bank has taken great strides to become globally compliant with the Foreign Account Tax Compliance Act (FATCA) and remains steadfast in this direction. In 2012, the Bank created the FATCA Project Implementation Team that would spearhead the Bank’s implementation of FATCA, while the FATCA Compliance Division (FCOMD) under the Compliance Office, was created in 2014 to support the FATCA Project Integration Team (FATCA PIT) and ensure continuity in FATCA compliance. The FATCA PIT coordinated and assisted the Bank’s subsidiaries in their respective FATCA compliance requirements.

FCOMD (which had evolved into one of the Compliance Group Divisions) has and continues to render various opinions, answers and give frequent assistance to the various Bank units regarding client concerns and FATCA implementation.

To ease FATCA compliance for clients, the Bank rolled out a self-certification form for non-U.S. entity clients. This form replaced the U.S. IRS Form (W-8BEN-E) to give its clients a more comprehensible form that covers all mandatory information required under FATCA. The FATCA status tags are likewise updated to comply with the reporting requirements of the IGA.

The Bank’s FATCA Responsible Officer is the head of the Compliance Advisory Division within the Compliance Group.

Common Reporting Standard

The Common Reporting Standard (CRS) was first introduced by the Organization for Economic Cooperation and Development (OECD) in February 2014.

When the Standard for Automatic Exchange of Financial Account Information in Tax Matters was published, it introduced the CRS framework, a FATCA-like reporting system, which aims to provide for the annual automatic exchange of financial account information between Governments on July 21, 2014. As of date, the Philippine Government has not signed, and has also not committed to sign the CRS.

Data Privacy

Republic Act No. 10173 or The Data Privacy Act of 2012 (DPA) was approved into law on August 15, 2012. Subsequently, the DPA’s Implementing Rules and Regulations (IRR) were promulgated on August 24, 2016, and took effect fifteen (15) days after its publication.

The Bank has completed its registration with the National Privacy Commission (NPC) in 2017 and has an appointed Data Protection Officer, under the Compliance Group.

The Bank has conducted a bank-wide Privacy Impact Assessment (PIA) to determine the DPA’s impact to its operations, possible threats, vulnerabilities and risks. These were made basis of the Bank’s Data Privacy Policy. To educate the Bank’s employees, the Data Privacy e-learning module was first rolled out in May 2018. The new employees are also trained on data privacy upon onboarding and branch induction programs. The Data Privacy e-learning module is regularly updated to incorporate new NPC issuances. The Data Privacy e-learning module is continuously updated to incorporate new NPC issuances every 2 years.

The Bank has crafted its Data Privacy Framework based on the Data Privacy Act of 2012, its IRR and NPC guidelines and issuances. The Data Privacy Policy sets the guidelines for all Business Units to align with the Bank’s general data privacy directives and initiatives. The Bank ensures that its Data Privacy Policy is regularly updated in accordance with the subsequent issuances of the NPC.

Report	Prepared by	Submitted to	Frequency
Material RPT Report	Compliance Operations	RPT Committee / BSP	Quarterly
RPT Exposure Report	Compliance Operations	RPT Committee	Quarterly
YGC Conglomerate Structure	Compliance Operations	RPT Committee / BSP	Annually
Consolidated list of interlocking position of directors and officers	Coporate Secretariat/ HRG	Corporate Governance & Nominations Committee / BSP	Annually
Integrated Annual Corporate Governance Report	Compliance Oversight	Corporate Governance & Nominations Committee/SEC	Annually

Reputational Risk

The Bank defines Reputational Risk as the potential risk to earnings, capital, and liquidity arising from negative perception among its customers, shareholders, investors, and employees, market analysts, media, and other stakeholders including regulators and other government agencies. Such adverse perception may impar the Bank’s ability to sustain exiting business relationships, establish new ventures or partnerships, and maintain continued access to diverse funding sources.

Risk Identification and Assessment

The management of reputational risk within the Bank is guided by its Reputational Risk Management Framework, developed in accordance with BSP Circular 1114. While growth is projected to be driven by various strategic initiatives, the Bank recognizes that potential operational failures can lead to reputational damage. Without the public needing to know exactly what the Bank plans to achieve, reputation is impaired when, for example, profitability dips, a rebranding scheme backfires, incidence of fraud becomes significant and public, or when employee attrition is high.

Financial Performance

Beyond internal self-assessments conducted through quarterly business reviews, which evaluate the Bank’s position relative to financial targets, future outlook, and potential risks, the Bank also relies on evaluations from external rating agencies and regulatory bodies. Any deterioration in these assessments, is considered a material reputation event.

Customer

The Bank recognizes that initiatives aimed at strengthening customer relationships and building brand equity carry inherent risks, as poor execution may lead to unintended negative outcomes. The greater the visibility and integration of these efforts, the more significant the potential impact on reputation should they fail to meet expectations.

In addition to quarterly business reviews, the bank employs a structured feedback mechanism for all products and services. This process is conducted prior to launch, during pilot phases, and throughout the entire lifecycle of offerings, enabling proactive identification or reputational risks related to customer experience.

Internal Processes

While the Bank is committed to continuously strengthening its internal operations, it acknowledges that process gaps or failures may occur. To address this, dedicated risk identification tools are utilized to systematically detect and assess potential risks within existing workflows and procedures.

People

Shortcomings in people management may manifest in publicly visible adverse events, such as labor unrest, attrition or key talent and customers, and challenges in attracting skilled professionals. The Bank leverages benchmarking of recruit practices, compensation and benefit structures, and organizational development initiatives to identify gaps and enhance its people management framework.

Risk Control

Consistent with the view that reputation risk is a product of other material risks, controlling the magnitude of reputation risk is attained by controlling those of the others.

Risk Monitoring and Reporting

The continuous monitoring and reporting of reputational risk are key components of an effective Reputational Risk Management Framework. It is imperative therefore that reports on reputational risks are submitted on a timely basis, and information generated both for external and internal parties are reported internally to Senior Management and the BOD where appropriate.

Report	Reported to	Frequency
Reputational Risk Report	ROC	Quarterly
Consumer Protection Risk Report (consolidated complaints report)	CX Council Business Unit Level Forums	Monthly

RISK MITIGATION

Implementation of an effective internal control system to mitigate reputational risk such as but not limited to the following:

- a. Reputational Risk Identification and Assessment
- b. Reputational Risk Control and Mitigation
- c. Reputational Risk Monitoring and Reporting
- d. Communication and Disclosure
- e. Crisis Preparedness and Resolution
- f. Employee Education and Awareness
- g. Clearing House Review and Approval Function

It is envisioned that the positive stories released to the media will help frame initial public perception in a beneficial light in the event a negative story hits the media. At the same time, the good relationship built with the media over time may be seen as a risk mitigation tool and will be an advantage for the Bank in the event of a crisis.

Financial Consumer Protection

The Framework

To maintain customer trust and confidence amidst a growing diversity of increasingly complex financial products and services, the Bank has continuously strengthened its corporate governance. This is in full compliance with:

- BSP Circulars Nos. 857 and 1048 (BSP Regulations on Financial Consumer Protection)
- BSP Circular 1160 (Regulations on Financial Consumer Protection implementing Republic Act No. 11765, the “Financial Products and Services Consumer Protection Act”)
- SEC Rules and Regulations of the Financial Products and Services Consumer Protection Act of 2022

The framework provides management and regulators with in-depth, comprehensive data analytics on complaints trends, including the conduct of Business Impact Analysis (BIA), Service Level Agreement (SLA) performance monitoring and reporting.

RISK MANAGEMENT

This ensures that our Financial Consumer Protection (FCP) Framework’s standards and practices are consistently upheld across all business operations. This fosters a strong corporate culture committed to fair treatment of customers throughout the stages of their business relationship with the Bank.

The framework is built on the following core principles of consumer protection:

- 1. Disclosure and Transparency:** Open and honest communication with customers.
- 2. Protection of Client Information:** Maintaining the confidentiality and security of customer data.
- 3. Fair Treatment:** Providing equitable and unbiased service to all customers.
- 4. Effective Recourse:** Establishing clear and accessible channels for addressing customer complaints.
- 5. Protection of Consumer Assets Against Fraud and Misuse:** Implementing robust measures to safeguard customer funds and prevent fraudulent activities.

The BOD, together with senior management, bears ultimate responsibility for establishing effective oversight of consumer protection programs and ensuring that related practices are fully embedded into the Bank’s operations.

As part of the RCBC’s corporate-wide risk management system led by the Risk Management Group (RMG), the FCP Consumer Assistance and Risk Assessment Mechanism is established to identify, measure, monitor, and manage consumer protection risks including those affecting both financial consumer and the Bank itself.

In collaboration with select Consumer Assistance Officers (CAOs) across various client-facing business units, all complaints received through any channel (such as social media, branches, business units, the Customer Care Department, and BSP Consumer Affairs Group) are recorded and monitored, regardless of their nature or type. These are then reported to the Reputational Risk Department (RRD) under the Operational Risk Management Division (ORMD). This ensures that consumer assistance processes are carried out effectively in alignment with the Bank’s FCP Framework.

Consumer Assistance Management System (Cams)

The Bank maintains open lines of communication with customers to sustain and strengthen our banking relationships. We highly value suggestions, complaints, and feedback, as these insights are essential in continuously improving our products and services. Customers may raise inquiries, concerns, and feedback regarding our offerings and other related matters through the Customer Assistance Mechanism.

- Customer Care Hotlines: Contact us via email and call
- Website: Use of the online “Talk To Us” facility
- RCBC Social Media Channels: Reach us on Facebook and Instagram
- In-Person Branch Visits: Visit any of RCBC branches
- Direct Referral: Thru RCBC employees

As part of our ongoing efforts to enhance the Consumer Assistance Mechanism (CAM), a tracking and ticketing system has been implemented. This system ensures proper classification of cases (e.g., categorization by main and sub-categories) and aligns processing with embedded Service Level Agreements (SLAs).

Furthermore, this initiative enables the generation of comprehensive data analytics, including the nature and trends of complaints received. These insights are incorporated into the monthly Business Impact Analysis (BIA) for review by management and regulators.

To ensure effective management of customer complaints, the Bank follows a four-step process under CAMS:

- 1.** Acknowledgement of the complaint;
- 2.** Investigation and analysis by designated Customer Care Representatives, Consumer Assistance Officers (CAOs), or Senior Officers;
- 3.** Decision-making and communication of resolution or feedback to the customer;
- 4.** Closure of the complaint case.

While customer complaints increase in 2025, this trend was driven by robust business growth across key segments including loans, deposits, digital banking and a 66% rise in total banking transactions. Despite this, it remained effectively managed, with the overall complaint-to-volume ratio holding at 0.01%, well below the 1% threshold year-on-year (YoY).

The majority of customer complaints in 2025 stemmed from online banking/e-commerce fraud-related transactions. To mitigate this, robust controls were implemented, including: (a) enhanced public awareness campaigns; (b) regular reviews of internal processes to identify vulnerabilities and implement necessary control measures; and (c) adaptive strategies to combat evolving fraudulent activities.

Data Privacy

Managing the risks of data privacy is a significant undertaking for any organization. The Bank, in compliance with the Data Privacy Act of 2012 (DPA) is cognizant of the customers’ fundamental rights to privacy. Under the direct supervision of the Bank’s Data Protection Officer (DPO) of the Compliance Group, compliance with the DPA is effectively monitored and implemented as follows:

- Privacy policies are kept updated at all times;
- Data privacy notices are posted in the Bank’s website;
- Data privacy agreements are in place to ensure personal data of customers are used in legitimate purposes
- Customer are provided with Consent Forms on how to manage their personal information maintained by the Bank; and
- Only information necessary and as mandated by the law and regulation, will required from customers

Commitment

Ultimately, the Bank is committed to fully enforce the Financial Consumer Protection Framework and the Data Privacy Policy through continuous assessment of compliance with the regulatory standards of conduct in order to achieve a culture of fair dealings and responsible business practices as embedded in the Bank’s overall operations.

Environmental and Social (E&S) Risk

E&S Risk refers to the potential financial, legal, and/or reputational negative effect of E&S issues on the Bank. E&S issues include environmental pollution, climate risk (both physical and transition risks), hazards to human health, safety and security, and threats to community, biodiversity and cultural heritage, among others.

RCBC Sustainable Finance Strategy

RCBC commits to the furtherance of sustainable practices that will minimize negative environmental, social and reputational impact of the Bank’s financing and investment activities as well as its clients’ operations. This is embedded in RCBC’s core value of “Nurturing,” where the Bank commits to being responsible stewards of the environment and communities, and to encourage social development and sustainability.

RCBC is among the earliest adopters of BSP Circular 1085 which mandates Philippine banks to integrate sustainability considerations in their governance frameworks, risk management systems, strategies and operations. The Bank has been implementing its Environmental and Social Management System (ESMS) since 2011 and its own Sustainable Finance Framework since April 2019 (with the latest amendments published in February 2024).

The Bank’s ESMS Policy and Sustainable Finance Framework are both aligned with the salient provisions of BSP Circular 1085 and BSP Circular 1128 (E&S Risk Management, issued in October 2021). Both circulars promote the need for periodic assessment of the policies to ensure their relevance with developments in the business environment.

RCBC remains steadfast in supporting the BSP’s call for financial institutions to be enablers of environmentally and socially responsible business decisions.

In December 2020, RCBC committed to cease funding of the construction of new coal power plants in the country or anywhere else. The Bank’s remaining exposure to coal-fired power projects will be zeroed out by 2031. These are clear demonstrations of RCBC’s leadership in shifting financing toward clean energy, supporting the government’s moratorium on endorsements for greenfield coal power plants, and building a more sustainable power supply mix. As approved by the Bank’s ROC in March 2023, RCBC targeted to increase its renewable energy (RE) portfolio by 10% to 15% per annum (p.a.) for the succeeding 12 to 24 months. The Bank has attained this, surpassing the target through actual year-on-year RE portfolio growth of over 80% as of December 2024 and 26% in 2025.

Environmental and Social Management System (ESMS)

The ESMS Policy is a declaration of RCBC’s commitment to sustainable development and management of E&S issues. The policy applies to all lending relationships/credits, both pipeline and portfolio, to be vetted from an E&S risk perspective. The ESMS is aligned with the International Finance Corporation’s (IFC’s) eight Performance Standards (PS) and is implemented to safeguard lending operations from exposure to activities with identified E&S risks.

The ESMS Policy is published on the Bank’s online library and is accessible to all employees (from senior management to rank and file). Those with direct connections with RCBC are familiar with the environmental, social and risk management policies of the Bank.

In accordance with the ESMS Policy, all credit proposals for corporate loans and other credit accommodations from RCBC need to go through E&S screening for risk and impact assessment. Only activities or projects which pass the E&S risk and impact assessment shall be eligible for financing. Initial E&S risk assessment tools include the IFC Exclusion List, the IFC PS, and applicable Philippine laws on the environment, labor conditions, health and safety, and social aspects. The ESMS is aligned with the Department of Environment and Natural Resources (DENR) requirements that provide industry-based reference for the borrowers’ business activities. Environmental Risk Categories (ERC) are assigned to accounts based on the level of E&S risk, and credit approvals obtained in accordance with requirements depending on the ERC. The implementation of RCBC’s ESMS Policy involves Risk Management, Credit Management, Treasury, and Lending Units.

Relationship Managers (first line of defense) conduct the preliminary evaluation of an account’s E&S risks and determine the initial ERC as follows:

- ERC A (high-level risks)
- ERC B (medium-level risks)
- ERC C (low-level risks)

The ERC is then reviewed and validated by the Environmental and Social Risk Officer or ESRO (second line of defense) with the authority to confirm or override initial E&S risk assessment, if warranted. The confirmed ERC is a required component of the credit application approval. Validated ERC assessments are eventually included in the regular review of Internal Audit (third line of defense). The ERC assessment takes place before a lending decision is made and continues during the life cycle of the loan agreement with the client. Applicable environmental covenants are also incorporated in the loan/credit agreement, and these are periodically evaluated and monitored to ensure compliance.

Enhanced due diligence and vetting are applied in the assessment of medium- and high-level risk accounts based on the following IFC PS:

- 1.** Assessment and Management of Environmental and Social Risks and Impacts
- 2.** Labor and Working Conditions
- 3.** Resource Efficiency and Pollution Prevention
- 4.** Community Health, Safety, and Security
- 5.** Land Acquisition and Involuntary Resettlement
- 6.** Biodiversity Conservation and Sustainable Management of Living Natural Resources
- 7.** Indigenous Peoples
- 8.** Cultural Heritage

The Bank’s ESMS principles, along with the IFC PS, are applied in the conduct of the Environmental and Social Due Diligence (ESDD) through site visits or desktop reviews by the ESRO which follows a cycle of 18-24 months. This is an integral monitoring requirement commensurate to the risks involved in selected high risk accounts. RCBC continues to emphasize the importance of the ESDD process to clients and other stakeholders, and requires them to engage in activities that meet the Bank’s sustainability standards. Through the ESDD, the Bank is able to assess, review and validate the client’s management of E&S risks on a regular basis, hence providing a proper monitoring mechanism for addressing potential E&S concerns. The actions taken by the clients affirm the development of the clients’ shared commitment with RCBC towards sustainable practices.

RISK MANAGEMENT

RCBC has continually adhered to its commitment of monitoring the Bank’s environmental performance through monthly ESMS updates submitted by the Risk Management’s Sustainable Finance Division (SFD) to the ROC. The Bank’s commitment to report regularly on E&S issues is also covered through the E&S portfolio developments and highlights in the monthly Chief Risk Officer (CRO) Report to the ROC.

The implementation of the Bank’s ESMS helps identify and create long-term solutions to E&S issues – mitigating negative effects on the environment and affected communities, and enhancing positive sustainable development impacts.

RCBC Sustainable Finance Framework

RCBC published the amended Sustainable Finance Framework in February 2024, updated from its initial publication in April 2019. The RCBC Sustainable Finance Framework articulates the Bank’s strategy to prioritize fund raising and lending to priority sectors. Under this framework, RCBC can issue Sustainable Financing Instruments (SFI) to fund loans and projects that have clear environmental and/or social benefits. SFIs include Green Bonds (and its subset of Blue Bonds), Social Bonds, Sustainability Bonds, Green Loans (and its subset of Blue Loans), and other debt financing instruments. These SFIs conform to global sustainable finance principles, primarily those of the International Capital Market Association (ICMA) and ASEAN Capital Markets Forum. The amended framework also follows the Securities and Exchange Commission (SEC) Guidelines on Eligible Blue Projects and the IFC Guidelines for Blue Finance.

RCBC’s updated Sustainable Finance Framework was reviewed by Sustainalytics, who issued a Second Party Opinion (similar to the maiden version), citing RCBC’s Framework as “credible and impactful.” Both documents are published in RCBC’s website (www.rcbc.com/sustainability).

As of end 2025, RCBC has financed over 18,000 projects under its eligible green and eligible social portfolio amounting to over Php 130 billion.

RCBC’s SFIs aim to increase awareness among peer banks and promote a concerted effort in preventing further damage to the environment and communities while moving toward sustainable economic development. This is aligned with the BSP’s definition of Sustainable Finance in BSP Circular No. 1085: “...any form of financial product or service which integrates environmental, social and governance criteria into business decisions that supports economic growth and provides lasting benefit for both clients and society while reducing the pressures on the environment...”

Eligible Project Categories

In accordance with RCBC’s February 2024 Sustainable Finance Framework, RCBC shall allocate the proceeds of any SFI to finance and refinance RCBC’s loans to customers or its own operating activities in Eligible Green Categories (with a subset of Eligible Blue Categories) and/or Eligible Social Categories where:

- The proceeds of RCBC’s Green Bond or Green Loan will be allocated to Eligible Green Categories;
- The proceeds of RCBC’s Blue Bond or Blue Loan will be allocated to Eligible Blue Categories (a subset of Eligible Green);

- The proceeds of RCBC’s Social Bond or Social Loan will be allocated to Eligible Social Categories;
- The proceeds of RCBC’s Sustainability Bond will be allocated to Eligible Green Categories (with subset of Eligible Blue Categories) and Eligible Social Categories

Reporting

Under the Sustainable Finance Framework, RCBC shall report:

- breakdown of proceeds according to eligible assets
- the balance of unallocated proceeds
- examples of projects being financed (subject to confidentiality considerations)

RCBC’s annual Allocation and Impact Reports are published in the Bank’s website (www.rcbc.com/sustainability).

RCBC COMPLIANCE WITH BSP CIR. NO. 1085, BSP CIR NO. 1128 and BSP CIR NO. 1187

Both the ESMS and the Sustainable Finance Framework conform to the BSP’s directives under BSP Circulars 1085 and 1128. Through identified interoperability with its ESMS and Sustainable Finance Framework, starting December 2024, RCBC has initiated support for BSP Circular 1187 (Philippine Sustainable Finance Taxonomy Guidelines or SFTG) by expanding its assessment of sustainable value chains directed toward climate change mitigation and climate change adaptation. RCBC’s Chief Sustainability Officer (CSO) and representatives have attended workshops and consultative discussions to understand the SFTG. Internal learning sessions with the Bank’s lending units have also been conducted and considered as a continuing activity.

Unwavering support for the BSP’s Sustainable Finance Circulars is further demonstrated through the following activities:

- RCBC continued to incorporate transition risk analysis in its 2026 ICAAP submission to the BSP. This is in line with the ROC approval⁷¹ in September 2020 for RCBC to enter into an advisory engagement (the first in Asia) with IFC and 2 Degrees Investing Initiative (2DII) for the use of the Paris Agreement Capital Transition Assessment (PACTA) tool and the climate stress testing modules developed by 2DII.
- RCBC continued to disclose its portfolio greenhouse gas (GHG) emissions in accordance with the Bank’s commitment to the Partnership for Carbon Accounting Financials (PCAF). This annual disclosure follows the September 2021 approval from the ROC⁷² for RCBC to become the first Philippine bank to participate in PCAF, an initiative among financial institutions worldwide to enable harmonized assessments and disclosures of GHG emissions financed by loans and investments. RCBC’s GHG emission measurements for its financed portfolio are being published for the fourth consecutive year within May 2026.
- RCBC’s CSO participated in the capacity building programs of the BSP, furthering the BSP’s sustainable finance initiatives.



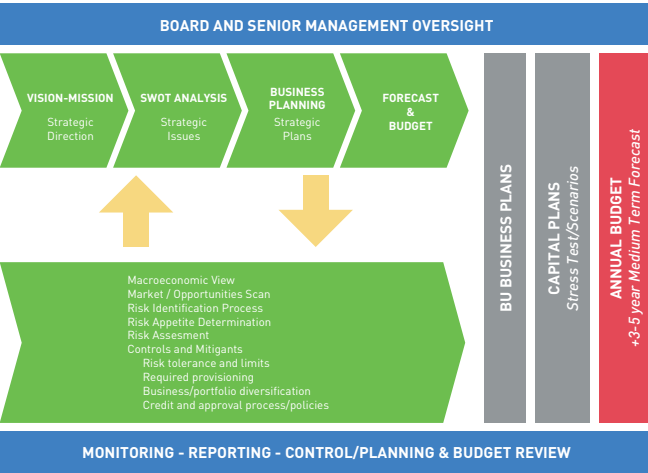
- In 2025, the Bank’s internally-developed Sustainability e-learning was updated, consolidating the versions released in 2021 and 2022. These materials serve as the primary tools for attaining the Sustainability Key Result Area (KRA) integrated into employee performance evaluations, as advocated by BSP Circulars 1085 and 1128.
- Also in 2025, the SFD created a Sustainable Finance Playbook aimed at strengthening the business units’ understanding of RCBC’s sustainable finance tools (ESMS, Sustainable Finance Framework, SFTG). This initiative, along with the updated Sustainability e-learning, supports the capacity building program espoused by MORB 153 in identifying, measuring, monitoring, and controlling E&S risks.

Capital Management Framework

The Capital Management Framework of the Group incorporates the planning process, the Capital Plan, and the continuing review and reporting of results.

Strategic and Business Planning

The Group’s Strategic and Business Planning process may be summarized by the following illustration:



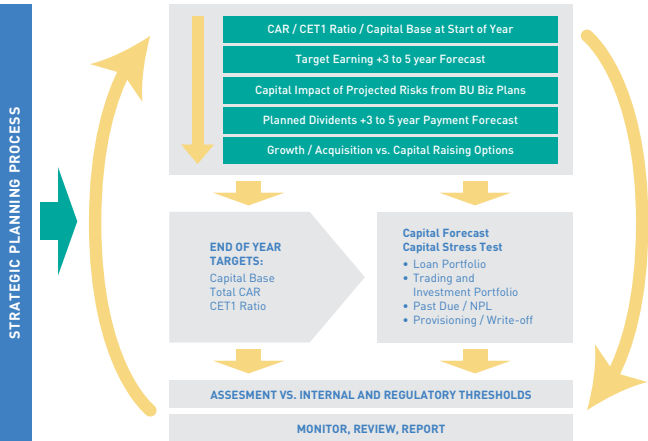
In the Strategic & Business Planning Process of the Group, the overall risk appetite is developed as part of the business plans.

The process involves the development of strategic and business objectives, anchored on the Mission & Vision, as interpreted and articulated by Senior Management. This is an iterative process involving both internal and external analyses and risk assessment.

The planning process then results in a business plan, the annual budget, and medium-term forecast/projections, which all incorporate identified risks. It includes a regular review of the business plan (monthly, quarterly) based on key performance indicators.

Capital Planning

The other component of the Framework is the development of the Capital Plan that incorporates the current business plan and additional projections and stress testing.



This component highlights the use of medium to long-term forecasts and stress scenarios in the management of capital. The results of the forecasts are always reviewed against the internal minimum capital ratios, inclusive of Pillar 2 charges, and the regulatory minimum.

⁷¹ ROC approvals mentioned in the above paragraphs were all reported to the Board during the subsequent Board Meeting
⁷² Ibid

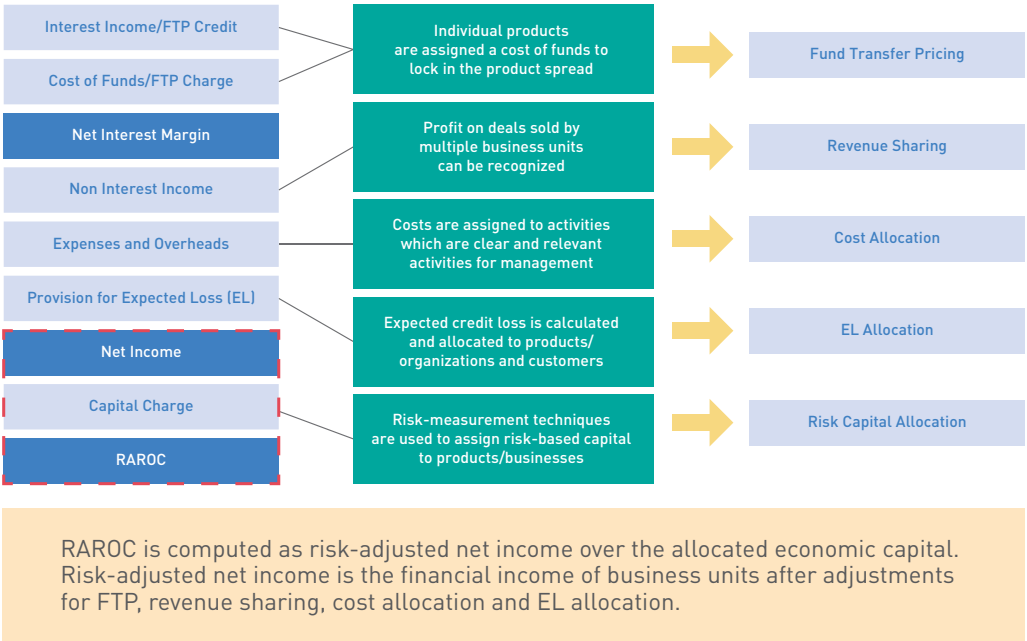
RISK MANAGEMENT

Risk-Adjusted Profitability Measurement (RAPM)

The Risk-Adjusted Profitability Measurement (RAPM) framework allows for the active monitoring and management of risk exposures and allocation of economic capital proportionate to the amount of risk each business unit takes. The end-product is a dashboard for RAPM that results in a measure of Risk-adjusted Return on Capital (RAROC) that may then be used both for performance measurement and capital and strategic planning. Capital allocation as a result of RAROC is also a goal.

The RAPM dashboard is the Group’s way of firmly linking risk and capital. The RAPM allows Senior Management to assess the contribution of each business – after considering the related risks – and its return on the capital used. It also allows for capital planning at the business segment and/or subsidiary level, allocating capital based on the identified risks and strategic intent. A view of performance, tempered with the risks and capital requirements, clarifies the components of the risk appetite for each strategy.

The RAPM Framework is illustrated as follows:



A well-designed RAPM Framework shows integrated risk and finance views of the Group’s business units and provides for a sound and balanced understanding of business units’ performance. It also helps Management in strategic planning activities. As an integrated risk-finance measure, RAPM drives business units to optimize risk/return profile and shareholder value. It encourages risk-based pricing which takes into account expected losses.

RAPM serves as a tool in improving and enhancing the process of linking risk with the strategy and performance of the Bank’s business units, and RAROC is a strategic management tool used to measure how the business groups use capital. The current RAPM Framework and the resulting RAROC numbers will be used to have a better assessment of the bank-wide strategies, capital allocation and utilization, and business unit performance.

Moving forward, RAPM will serve as a management tool for decision making, especially in terms of capital allocation and strategizing. RAPM will also be adopted as one of the KPIs of the Parent bank and the Subsidiaries. The use of RAPM will continue to run in parallel to the existing capital allocation and performance measure frameworks for the process and resulting values to attain a certain level of stability and acceptability. Considering that the process is performed manually, producing results only after a significant amount of time, RAPM may not yet be applied as the primary tool for making decisions and measuring performance, hence results shall only supplement existing frameworks for now. In the near future, the Bank will be focusing on the refinement of the RAPM framework.

Starting YR2021, the assessment of each business unit of the Bank — its contribution, the risks, and the returns — is now through: 1) Return on Risk-weighted Asset (RORA) after Expected Credit Loss (ECL) and Direct OPEX, and 2) RORA after ECL, Direct OPEX, & Allocated Expenses. These metrics can serve as tools in enhancing the process of linking risk with the strategy and performance of the Bank’s Business Units and in decision making. These will help the business unit balance its goal of earning higher returns through higher risk assets vis-a-vis the drawback of getting hit with the Expected Credit Loss commensurate to the riskiness of the assets that the business unit is taking in.

Capital Movements Under Basel

Capital Adequacy

The Group manages its capital in line with the overall growth strategy and regulatory requirements, balanced with optimizing value for the stockholder and the Group as a whole. Regulatory developments, primarily the implementation of Basel III components in 2015 were a main consideration for the Group to actively strengthen its capital base.

The strategic investment in April 2015 by Cathay Life⁷³, Php7.9 billion of new Core Equity Tier 1 (CET 1) capital for the Group, is part of RCBC’s capital-raising strategy to comply with the more stringent capital adequacy rules under the new Basel III framework and is expected to enable RCBC to be comfortably above the minimum CET1 requirements of the BSP. In addition, the proceeds from the investment is expected to continue to support the continued growth of RCBC’s loan book and increased expansion into the SME and Consumer segments to improve margins and risk diversification/actuarialization. The transaction is also in line with Cathay’s strategy to expand its business in ASEAN region.

On July 24, 2015 the Group redeemed its USD100 Million 9.875% Non-Cumulative Step-up Perpetual Securities (Hybrid Tier 1 Notes) as approved by the BOD and by the BSP on March 30, 2015 and May 27, 2015, respectively. The Hybrid Tier 1 Notes were redeemed for a total price of USD113.9 million. Hybrid Tier 1 Notes were redeemed earlier than expected as they were classified as not eligible for Basel III requirement.

In January 2018, the BOD approved the amendment of the Articles of Incorporation to further increase the authorized capital from 1.4 billion common shares to 2.6 billion, ahead of the Bank’s stock rights offering (SRO) that was successfully completed in July 2018. The additional capital from the SRO amounted to Php15.0 billion which is aimed to strengthen the Bank’s capital ratios and fund its business expansion.

On August 27, 2020, RCBC issued USD 300.0 million 6.5% non-cumulative subordinated Hybrid Perpetual Securities, eligible as Additional Tier 1 (AT1) Capital under Basel 3. The issuance was approved by the BOD on June 29, 2020 and by the Monetary Board on August 13, 2020 per its letter dated August 17, 2020.

In 2025, the AT1 securities were redeemed in accordance with the contractual terms at P17,130 and the resulting difference of P2,667 between the redemption amount and the carrying cost was charged directly to the Group’s surplus.

On June 28, 2021, the Board of Directors approved the sale of 101,850,000 common shares held by the Bank in treasury to Sumitomo Mitsui Banking Corporation (SMBC) at a price of Php44.00 per share or for a total amount of P4.481 billion. The amount was received on July 28, 2021, representing a 4.99% stake of the Bank.

The capital infusion from SMBC on July 31, 2023 involved issuance of common shares amounting to Php1.686 billion and reissuance of the treasury at cost amounting to Php9.287 billion. This resulted in a net increase of the additional paid in capital account of the Bank amounting to Php15.735 billion, coming from the excess of the consideration received over the par value of common stock and cost of treasury shares amounting to P16.152 billion and directly attributable transaction costs amounting to Php417 million.

On December 22, 2025, SMBC, increased its shareholding in RCBC from 20% to 24.46% after its additional acquisition of 4.46% through an existing shareholder on December 22, 2025.



⁷³ RCBC and Cathay Life Insurance Corp, a wholly owned subsidiary of Cathay Financial Holding Co., Ltd. closed the equity investment deal for a 20% stake in the former on April 20, 2015. The key terms of the transaction involved the subscription of primary shares (124,242,272) and the purchase of shares from CVC (119,033,590 shares) and IFC (36,724,138 shares) all at Php64.0 per share.

RISK MANAGEMENT

RCBC Capital-Raising Activities 2014-2024

	2014	2015	2016	2017	2018	2020	2021	2023
Capital raised	Basel 3 Compliant PhP10.0B Unsecured Subordinated Debt Qualifying as Tier II Capital	PhP7.9B Equity Investment	-	-	PhP15.0B Common Stock from Stock Rights Offering	PhP15.0B Additional Tier 1 Capital	PhP4.481B Re-issuance of Treasury Shares – sale of 101,850,000 common shares held by the Bank in treasury to Sumitomo Mitsui Banking Corporation (SMBC) at a price of Php44.00 per share	PhP15B involving the issuance of common shares amounting to P1.686 billion and reissuance of the treasury at cost amounting to P9.287 billion.
Stockholder’s Equity (P)	53.1 billion	58.1 billion	62.1 billion	67.0 billion	81.1 billion	101.4 billion	111.1 billion	152.3 billion
CAR (%)	15.37%	15.72%	16.16%	15.46%	16.13%	16.14%	15.23%	17.37%
CET 1 Ratio (%)	11.83%	12.55%	12.89%	12.45%	13.38%	12.64%	12.16%	14.69%

Recovery Planning Process

Recovery planning has been designed to be integrated with the Bank’s existing risk and capital management processes and functions. The Recovery Planning Framework emphasizes that the Framework should allow for proper development, approval and implementation of the planning process in the Bank’s ongoing business (normal times), and on the other hand, for a timely decision on and implementation of recovery options during a crisis situation.

The Bank has established a robust Recovery Planning Governance Framework to ensure that all aspects of recovery planning—including the development, review and approval, and maintenance of the Plan—receive appropriate attention by both Senior Management and the BOD. The Recovery Planning Framework leverages established roles and responsibilities, and committee charters, directs the personnel that the Bank dedicates to recovery planning, and incorporates enhancements specifically designed to address recovery planning. As a result, the recovery plan development, review, approval and maintenance activities are fully integrated into the Bank’s existing corporate governance structure.

Risk and Capital Disclosures

The following are the pertinent risk and capital disclosures for the Group. The figures for the Group and the Parent are calculated based on accounting methodologies prescribed by the BSP for prudential reporting, and therefore may not necessarily tally with the figures stated in the Group’s Audited Financial Statements.

The capital adequacy ratio of the Group and the Parent as reported to the BSP as of December 31, 2025 and 2024 under Basel 3 framework are shown in the table below.

	Group		Parent	
	2025	2024	2025	2024
CET 1 Capital	125,435	118,685	121,657	114,963
Tier 1 Capital	125,438	133,150	121,660	129,428
Tier 2 Capital	8,279	7,921	8,189	7,830
Total Qualifying Capital	133,717	141,071	129,849	137,258
Credit Risk Weighted Assets	827,223	791,978	818,244	782,776
Market Risk Weighted Assets	13,888	11,564	13,882	11,563
Operational Risk Weighted Assets	83,609	73,853	80,513	71,058
Risk Weighted Assets	924,720	877,395	912,639	865,397
Total Capital Adequacy Ratio	14.46%	16.08%	14.23%	15.86%
Tier 1 Capital Adequacy Ratio	13.56%	15.18%	13.33%	14.96%
Common Equity Tier 1 Ratio	13.56%	13.53%	13.33%	13.28%
Capital Conservation Buffer	7.56%	7.53%	7.33%	7.28%
Capital Conservation Buffer after DSIB	6.06%	6.03%	5.83%	5.78%

The regulatory qualifying capital of the Group and the Parent consists of Tier 1 (Common Equity Tier 1 plus Additional Tier 1) Capital less regulatory deductions. The components of qualifying capital as of December 31, 2025 and 2024 are as follows:

	Group		Parent	
	2025	2024	2025	2024
Tier 1 (Common Equity Tier 1 plus Additional Tier 1) Capital				
Paid up common stock	24,195	24,195	24,195	24,195
Additional paid in capital	58,228	58,228	58,228	58,228
Retained Earnings	54,971	52,307	54,999	52,334
Undivided profits	10,627	9,281	10,627	9,281
Other Comprehensive Income				
Net unrealized gains or losses on FVOCI Securities	(1,169)	(3,254)	(1,169)	(3,254)
Cumulative foreign currency translation	71	60	71	60
Remeasurement of Net Defined Benefit Liability/(Asset)	(2,643)	(2,548)	(2,643)	(2,548)
Minority interest in subsidiary financial allied undertaking which are less than wholly owned	6	7	-	-
Common Equity Tier 1 (CET1) Capital	144,286	138,276	144,308	138,296

RISK MANAGEMENT

	Group		Parent	
	2025	2024	2025	2024
Less: Regulatory Adjustments to CET1 Capital				
Total outstanding unsecured loans, other credit accommodations and guarantees granted to subsidiaries and affiliates	1,446	1,743	1,446	1,743
Deferred tax assets	6,749	6,177	6,184	5,663
Goodwill	269	269	269	269
Other Intangible Assets	2,281	2,247	2,275	2,245
Defined benefit pension fund assets (liabilities)	2,384	2,746	2,384	2,746
Investments in equity of unconsolidated subsidiary banks and quasi-banks, and other financial allied undertakings (excluding subsidiary securities dealers brokers and insurance companies), after deducting related goodwill, if any	-	-	5,664	6,107
Other equity investments in non-financial allied undertakings and non-allied undertakings	5,707	6,394	4,414	4,545
Reciprocal investments in common stock of other banks/quasi-banks and financial allied undertakings including securities dealers/brokers and insurance companies, after deducting related goodwill, if any (for both solo and consolidated bases)	15	15	15	15
Total Regulatory Adjustments to CET1 Capital	18,851	19,591	22,651	23,333
Total Common Equity Tier 1 Capital	125,435	118,685	121,657	114,963
Additional Tier 1 (AT1) Capital				
Instruments issued by the bank that are eligible as AT1 Capital	3	14,465	3	14,465
Less: Regulatory Adjustments to AT1 Capital	-	-	-	-
Total Additional Tier 1 (AT1) Capital	3	14,465	3	14,465
Total Tier 1 (Common Equity Tier 1 plus Additional Tier 1) Capital	125,438	133,150	121,660	129,428
Tier 2 Capital				
Instruments issued by the bank that are eligible as Tier 2 capital	-	-	-	-
General loan loss provision	8,279	7,921	8,189	7,830
Total Tier 2 capital	8,279	7,921	8,189	7,830
Less: Regulatory Adjustments to Tier 2 Capital	-	-	-	-
Total Tier 2 Capital	8,279	7,921	8,189	7,830
Total Qualifying Capital	133,717	141,071	129,849	137,258

Full Reconciliation of all Regulatory Capital Elements and Regulatory Adjustments/Deductions (In Millions)

	Group									
	2025					2024				
	FRP	BASEL III				FRP	BASEL III			
		CET1 Capital	Additional Tier 1	Tier 2 Capital	Total Basel III Capital		CET1 Capital	Additional Tier 1	Tier 2 Capital	Total Basel III Capital
FRP Equity Accounts										
Paid in Capital Stock	24,198	24,195	3	-	24,198	24,198	24,195	3	-	24,198
Common Stock	24,195	24,195	-	-	24,195	24,195	24,195	-	-	24,195
Perpetual and Non-Cumulative Preferred Stock	3	-	3	-	3	3	-	3	-	3
Additional Paid-in Capital	58,228	58,228	-	-	58,228	58,228	58,228	-	-	58,228
Other Equity Instruments (Additional Tier 1)	-	-	-	-	-	14,463	-	14,462	-	14,462
Retained Earnings (excluding RE-GLLP)	54,971	54,971	-	-	54,971	52,307	52,307	-	-	52,307
Retained Earnings Appropriated for General Provision	6,979	-	-	6,979	6,979	5,564	-	-	5,564	5,564
Undivided Profits	10,627	10,627	-	-	10,627	9,281	9,281	-	-	9,281
Other Comprehensive Income	(3,742)	(3,741)	-	-	(3,741)	(5,741)	(5,741)	-	-	(5,741)
Minority Interest in Subsidiaries (for consolidated report only)	6	6	-	-	6	7	7	-	-	7
Total Equity Accounts	151,267	144,286	3	6,979	151,268	158,307	138,277	14,465	5,564	158,306
Other Accounts Eligible as Regulatory Capital										
General Loan Loss Reserves	-	-	-	1,300	1,300	-	-	-	2,357	2,357
Less: Regulatory Adjustments/Deductions to CET1 Capital										
Total outstanding unsecured loans, other credit accommodations and guarantees granted to subsidiaries and affiliates	-	1,446	-	-	1,446	-	1,744	-	-	1,744
Deferred tax assets	-	6,749	-	-	6,749	-	6,177	-	-	6,177
Defined benefit pension fund assets (liabilities)	-	2,384	-	-	2,384	-	2,746	-	-	2,746
Goodwill	-	269	-	-	269	-	269	-	-	269
Other Intangible Assets	-	2,281	-	-	2,281	-	2,247	-	-	2,247
Other equity investments in non-financial allied undertakings and non-allied undertakings	-	5,707	-	-	5,707	-	6,394	-	-	6,394
Reciprocal investments in common stock of other banks/ quasi-banks and financial allied undertakings including securities dealers/brokers and insurance companies, after deducting related goodwill, if any (for both solo and consolidated bases)	-	15	-	-	15	-	15	-	-	15
Total Regulatory Capital	151,267	125,435	3	8,279	133,717	158,307	118,685	14,465	7,921	141,071

RISK MANAGEMENT

Full Reconciliation of all Regulatory Capital Elements and Regulatory Adjustments/Deductions (In Millions)

FRP Equity Accounts	Parent									
	2025					2024				
	FRP	BASEL III				FRP	BASEL III			
		CET1 Capital	Additional Tier 1	Tier 2 Capital	Total Basel III Capital		CET1 Capital	Additional Tier 1	Tier 2 Capital	Total Basel III Capital
Paid in Capital Stock	24,198	24,195	3	-	24,198	24,198	24,195	3	-	24,198
Common Stock	24,195	24,195	-	-	24,195	24,195	24,195	-	-	24,195
Perpetual and Non-Cumulative Preferred Stock	3	-	3	-	3	3	-	3	-	3
Additional Paid-in Capital	58,228	58,228	-	-	58,228	58,228	58,228	-	-	58,228
Other Equity Instruments (Additional Tier 1)	-	-	-	-	-	14,463	-	14,462	-	14,462
Retained Earnings (excluding RE-GLLP)	54,999	54,999	-	-	54,999	52,334	52,334	-	-	52,334
Retained Earnings Appropriated for General Provision	6,951	-	-	6,951	6,951	5,537	-	-	5,537	5,537
Undivided Profits	10,627	10,627	-	-	10,627	9,281	9,281	-	-	9,281
Other Comprehensive Income	[3,741]	[3,741]	-	-	[3,741]	[5,742]	[5,742]	-	-	[5,742]
Total Equity Accounts	151,262	144,308	3	6,951	151,262	158,299	138,296	14,465	5,537	158,298
Other Accounts Eligible as Regulatory Capital										
General Loan Loss Reserves	-	-	-	1,238	1,238	-	-	-	2,293	2,293
Less: Regulatory Adjustments/Deductions to CET1 Capital										
Total outstanding unsecured loans, other credit accommodations and guarantees granted to subsidiaries and affiliates	-	1,446	-	-	1,446	-	1,743	-	-	1,743
Deferred tax assets	-	6,184	-	-	6,184	-	5,663	-	-	5,663
Defined benefit pension fund assets (liabilities)	-	269	-	-	269	-	269	-	-	269
Goodwill	-	2,384	-	-	2,384	-	2,746	-	-	2,746
Other Intangible Assets	-	2,275	-	-	2,275	-	2,245	-	-	2,245
Investments in equity of unconsolidated subsidiary banks and quasi-banks, and other financial allied undertakings (excluding subsidiary securities dealers brokers and insurance companies), after deducting related goodwill, if any	-	5,664	-	-	5,664	-	6,107	-	-	6,107
Other equity investments in non-financial allied undertakings and non-allied undertakings	-	4,414	-	-	4,414	-	4,545	-	-	4,545
Reciprocal investments in common stock of other banks/ quasi-banks and financial allied undertakings including securities dealers/brokers and insurance companies, after deducting related goodwill, if any (for both solo and consolidated bases)	-	15	-	-	15	-	15	-	-	15
Total Regulatory Capital	151,262	121,657	3	8,189	129,849	158,299	114,963	14,465	7,830	137,258

Components of Regulatory Capital

Regulatory Capital consist of the sum of the following accounts as reported in the BSP Financial Reporting Package (FRP) which are eligible as Common Equity Tier 1 (CET1) and Additional Tier 1 (AT1) capital guided by Circular No. 781 - Basel III Implementing Guidelines on Minimum Capital Requirements

1. Paid in Capital Stock
2. Additional Paid-in Capital Stock
3. Other Equity Instruments - Instruments issued by the bank that are eligible as AT1 Capital
4. Retained Earnings
5. Undivided Profits
6. Other Comprehensive Income
 - Net Unrealized Gains or Losses on FVOCI Securities
 - Cumulative foreign currency translation
 - Remeasurement of Net Defined Benefit Liability/(Asset) pertains to Reserves on remeasurements of post-employment defined benefit plan comprise of net accumulated actuarial gains or losses arising from experience adjustments and other changes in actuarial assumptions and actual return on plan assets
7. Treasury Stock
8. Minority Interest in Subsidiaries (for consolidated report only)

Tier 2 Capital General Loan Loss Reserves, limited to a maximum of 1.00% of credit risk-weighted assets.

Regulatory Adjustments to Capital consists of the sum of the following accounts:

1. Unsecured loans, other credit credit accomodations and guarantees granted to subsidiaries
2. Deferred Tax Assets pertains to the tax impact of deductible temporary differences such as but not limited to provisions for impairment,minimum corporate income tax and retirement benefits
3. Goodwill
4. Other Intangible Assets consist of computer software and branch licenses
5. Defined benefit pension fund assets pertains to the excess of the fair value of the plan assets over the present value of the defined benefit obligation
6. Investments in equity of unconsolidated subsidiary banks and quasi-banks, and other financial allied undertakings (excluding subsidiary securities dealers/brokers and insurance companies
 - RCBC Capital Corporation
 - RCBC Forex Brokers Corp.
 - RCBC Leasing and Finance Corp.
 - RCBC Microbank - A Thrift bank Inc.
 - RCBC Telemoney Europe
 - RCBC International Finance Ltd.
7. Other equity investments in non-financial allied undertakings and non-allied undertakings
8. Reciprocal investments in common stock of other banks/ quasi-banks and financial allied undertakings including securities dealers/brokers and insurance companies, after deduction related goodwill, if any

Treasury Shares

Treasury shares are stated at the cost of reacquiring such shares and are deducted from equity attributable to the Parent Company’s equity holder until the shares are cancelled, reissued or disposed of.

On July 31, 2023, as a result of the capital infusion of SMBC, the Bank reissued 213,437,248 treasury shares at cost of Php43.51 per share or Php9,287.

On July 23, 2021, the Parent Company sold 101,850,000 shares to SMBC at Php44.00 per share. This came from the treasury shares resulting from the merger of Parent Company and RSB. The sale of shares held by the Parent Company in treasury is equivalent to 4.999% of the total outstanding Common Stock. The issuance resulted in a recognition of additional Capital Paid in Excess of Par amounting to Php50. In 2021, the Parent Company incurred expenses related to the issuance amounting to Php113 which was charged to equity resulting in a Php63 net decrease in the Capital Paid in Excess of Par. In 2022, the Parent Company incurred additional expenses amounting to P12 in relation to this treasury shares reissuance and this was charged against the 2022 Capital Paid in Excess of Par account.

In 2019, subsequent to the effective date of the merger, the Parent Company acquired the 315,287,248 common shares issued in exchange of the net assets of RSB equal to the Parent Company’s investment in RSB as at December 31, 2018.

On September 23, 2011, the Parent Company issued 5,821,548 common shares (equivalent of 18,082,311 preferred shares and with total par values of Php58) from the treasury account reissuance (with total cost of Php182) and an additional 120,730,177 common stock (with total par value of Php1,207) from unissued portion of the increase in authorized capital stock on September 23, 2011 to Hexagon Investments B.V. that is equivalent to approximately 15.00% of the outstanding common shares. The issuance resulted in the recognition of addition Capital Paid in Excess of Par amounting to Php2,264.

On March 17, 2011, the Parent Company issued 73,448,275 common shares, comprising of 50,427,931 treasury shares reissuance (with total cost of Php771) and 23,020,344 unissued stock (with total par value of Php230), to IFC Capitalization Fund for a total consideration of Php2,130 representing 7.20% ownership interest. The issuance resulted in the recognition of additional Capital Paid in Excess of Par amounting to Php1,078.

RISK MANAGEMENT

Main Features of AT1 capital under BASEL III

In August 27, 2020, the Parent Company issued US\$300 non-cumulative, unsecured subordinated capital securities which qualify as AT1 capital under BASEL III standards. As of December 31, 2024 and 2023 the hybrid perpetual securities amounted to Php14,463, net of issuance costs.

- a. The capital securities are perpetual in respect of which there is no fixed redemption date.
- b. The Parent Company may redeem the capital securities only in certain circumstances as described in the conditions of the securitiesand with prior written consent of BSP.
- c. Distributions are non-cumulative and payable semi-annually in arrear at a rate of 6.5%.
- d. Certain conditions provide for circumstances under which the Parent Company will not be obliged to pay any distribution on the applicable payment date.
- e. The proceeds of the hybrid perpetual securities are used to support and finance medium-tem to long-term asset growth, loans to customers, other general corporate purposes and to maintain sufficient buffers above the minimum capital thresholds required by BSP.

In 2025, these securities were redeemed at Php17,130, and the difference from its book value amounting to Php2,667 was recognized as a reduction in the Group’s surplus.

Full Reconciliation of Regulatory Capital Elements back to the FRP Balance Sheet in the Audited Financial Statements (In Millions)

RCBC Parent	December 31, 2025				
Equity Accounts	Audited FS	BSP FRP	Change	Details	Amount
Common Stock	24,195	24,195	-		
Preferred Stock	3	3	-		
Capital Paid in Excess of Par	58,228	58,228	-		
Other Comprehensive Income	(3,777)	(3,741)	(35)	Marked to market adjustment of Equity Securities	9
				To adjust OCI retirement plan based on FS of subsidiaries	(45)
				Total	(35)
General Loan Loss Reserves	6,951	6,951	-		
Surplus	65,557	65,625	(69)	Profit and Loss and prior year adjustment	(69)
Total Capital	151,157	151,261	(104)		(104)

	December 31, 2024				
Equity Accounts	Audited FS	BSP FRP	Change	Details	Amount
Common Stock	24,195	24,195	-		
Preferred Stock	3	3	-		
Capital Paid in Excess of Par	58,228	58,228	-		
Other Equity Instruments	14,463	14,463	-		
Other Comprehensive Income	(5,798)	(5,742)	(56)	Marked to market adjustment of Equity Securities	(51)
				To adjust OCI retirement plan based on FS of subsidiaries	(5)
				Total	(56)
General Loan Loss Reserves	5,537	5,537	-		
Surplus	61,854	61,615	240	Profit and Loss and prior year adjustment	240
Total Capital	158,482	158,299	184		184

Reconciliation for the Group Regulatory Elements are the same as that of the Parent Bank.

Capital Requirements by type of exposure as of December 31, 2025 and 2024 are as follows:

Type of Exposures	December 31, 2025					
	Credit Risk		Market Risk		Operational Risk	
	Group	Parent	Group	Parent	Group	Parent
(in Millions)						
On- Balance Sheet Assets	797,243	788,264	-	-	-	-
Off- Balance Sheet Assets	19,096	19,096	-	-	-	-
Counterparty Risk-Weighted Assets in the Banking & Trading Book	10,884	10,884	-	-	-	-
Market Risk-Weighted Assets	-	-	13,888	13,882	-	-
Operational Risk using Basic Indicator Approach	-	-	-	-	83,609	80,513
Total	827,223	818,244	13,888	13,882	83,609	80,513
Capital Requirements	82,722	81,824	1,389	1,388	8,361	8,051

Type of Exposures	December 31, 2024					
	Credit Risk		Market Risk		Operational Risk	
	Group	Parent	Group	Parent	Group	Parent
(in Millions)						
On- Balance Sheet Assets	761,161	751,959	-	-	-	-
Off- Balance Sheet Assets	18,552	18,552	-	-	-	-
Counterparty Risk-Weighted Assets in the Banking & Trading Book	12,265	12,265	-	-	-	-
Market Risk-Weighted Assets	-	-	11,564	11,563	-	-
Operational Risk using Basic Indicator Approach	-	-	-	-	73,853	71,058
Total	791,978	782,776	11,564	11,563	73,853	71,058
Capital Requirements	79,198	78,278	1,156	1,156	7,385	7,106

Risk weighted on-balance sheet assets covered by credit risk mitigants were based on collateralized transactions as well as guarantees by the Philippine National Government (NG) and those guarantors and exposures with the highest credit rating.

Standardized credit risk weights were used in the credit assessment of asset exposures. Third party credit assessments were based on the rating by Standard & Poor’s, Moody’s, Fitch and Philratings on exposures to Sovereigns, Multilateral Development Banks, Banks, Local Government Units, Government Corporation and Corporates.

RISK MANAGEMENT

Total Credit Risk Exposures by Type, Risk Buckets and Risk Weighted Assets as of December 31, 2025 and 2024 are as follows :

RCBC Group

Total Credit Risk Exposures by Type, Risk Buckets and Risk Weighted Assets

Type of Exposures	December 31, 2025									
	Total Exposures*	Credit Risk Mitigants (CRM)	Total Credit Risk Exposure after CRM	Risk Weights						Total Risk Weighted Assets
				0%	20%	50%	75%	100%	150%	
On-Balance Sheet Exposures										
Sovereigns	421,392	-	421,392	369,140	-	49,426	-	2,826	-	27,539
Banks	50,748	-	50,748	-	47,427	1,881	-	1,440	-	11,866
Government corporations	2,516	-	2,516	-	-	292	-	2,224	-	2,370
Corporates	409,775	15,470	394,305	-	5,991	6,886	-	381,428	-	386,069
Housing Loans	109,104	13,330	95,774	-	-	93,884	-	1,890	-	48,832
MSME Qualified portfolio	6,316	-	6,316	-	-	-	6,316	-	-	4,737
Defaulted exposures	30,328	-	30,328	-	-	-	-	8,560	21,768	41,212
Housing Loans	8,560	-	8,560	-	-	-	-	8,560	-	8,560
Others	21,768	-	21,768	-	-	-	-	-	21,768	32,653
ROPA	5,196	-	5,196	-	-	-	-	-	5,196	7,794
All other assets, net of deductions	290,388	-	290,388	23,554	56	-	-	266,711	68	266,824
Total on-balance sheet exposures	1,325,763	28,800	1,296,963	392,694	53,473	152,368	6,316	665,079	27,032	797,243
Off-balance sheet exposures										
Direct credit substitutes	9,648	-	9,648	-	-	-	-	9,648	-	9,648
Transaction-related contingencies	8,592	-	8,592	-	-	-	-	8,592	-	8,592
Trade-related contingencies	856	-	856	-	-	-	-	856	-	856
Others	354,457	-	354,457	354,457	-	-	-	-	-	-
Total off-balance sheet exposures	373,553	-	373,553	354,457	-	-	-	19,096	-	19,096
Counterparty Risk-Weighted Assets in the Banking Book	82,835	-	82,835	62,690	14,612	5,534	-	-	-	5,724
Counterparty Risk-Weighted Assets in the Trading Book										
Derivatives-interest rate contracts	4	-	4	-	-	1	-	3	-	3
Derivatives - exchange rate contracts	6,483	-	6,483	398	-	1,995	-	4,090	-	5,088
Credit Derivatives	138	-	138	-	-	138	-	-	-	69
Total counterparty RWA in trading book	6,625	-	6,625	398	-	2,134	-	4,093	-	5,160
Total	1,788,776	28,800	1,759,976	810,238	68,085	160,037	6,316	688,269	27,032	827,223
Deductions from Capital							-			
General loan loss provision (in excess of the amount permitted to be included in Tier 2)	-	-	-	-	-	-	-	-	-	-
Unbooked valuation reserves and other capital adjustments affecting asset accounts based on the latest report of examination	-	-	-	-	-	-	-	-	-	-
Total, net of deductions	1,788,776	28,800	1,759,976	810,238	68,085	160,037	6,316	688,269	27,032	827,223

* Principal amount for on-balance sheet and credit equivalent amount for off-balance sheet, net of specific provision

RCBC Parent

Total Credit Risk Exposures by Type, Risk Buckets and Risk Weighted Assets

Type of Exposures	December 31, 2025									
	Total Exposures*	Credit Risk Mitigants (CRM)	Total Credit Risk Exposure after CRM	Risk Weights						Total Risk Weighted Assets
				0%	20%	50%	75%	100%	150%	
On-Balance Sheet Exposures										
Sovereigns	418,168	-	418,168	365,917	-	49,426	-	2,826	-	27,539
Banks	56,294	-	56,294	-	47,614	7,494	-	1,186	-	14,456
Government corporations	2,516	-	2,516	-	-	292	-	2,224	-	2,370
Corporates	400,251	15,470	384,781	-	5,266	1,272	-	378,243	-	379,932
Housing Loans	109,053	13,330	95,722	-	-	93,866	-	1,856	-	48,789
MSME Qualified portfolio	5,389	-	5,389	-	-	-	5,389	-	-	4,041
Defaulted exposures	28,762	-	28,762	-	-	-	-	8,560	20,202	38,863
Housing Loans	8,560	-	8,560	-	-	-	-	8,560	-	8,560
Others	20,202	-	20,202	-	-	-	-	-	20,202	30,304
ROPA	4,621	-	4,621	-	-	-	-	-	4,621	6,932
All other assets, net of deductions	288,906	-	288,906	23,532	41	-	-	265,333	-	265,341
Total on-balance sheet exposures	1,313,960	28,800	1,285,160	389,448	52,921	152,351	5,389	660,228	24,824	788,264
Off-balance sheet exposures										
Direct credit substitutes	9,648	-	9,648	-	-	-	-	9,648	-	9,648
Transaction-related contingencies	8,592	-	8,592	-	-	-	-	8,592	-	8,592
Trade-related contingencies	856	-	856	-	-	-	-	856	-	856
Others	354,457	-	354,457	354,457	-	-	-	-	-	-
Total off-balance sheet exposures	373,553	-	373,553	354,457	-	-	-	19,096	-	19,096
Counterparty Risk-Weighted Assets in the Banking Book	83,511	-	83,511	63,194	14,783	5,534	-	-	-	5,724
Counterparty Risk-Weighted Assets in the Trading Book										
Derivatives-interest rate contracts	4	-	4	-	-	1	-	3	-	3
Derivatives - exchange rate contracts	6,483	-	6,483	398	-	1,995	-	4,090	-	5,088
Credit Derivatives	138	-	138	-	-	138	-	-	-	69
Total counterparty RWA in trading book	6,625	-	6,625	398	-	2,134	-	4,093	-	5,160
Total	1,777,649	28,800	1,748,849	807,497	67,704	160,019	5,389	683,417	24,824	818,244
Deductions										
General loan loss provision (in excess of the amount permitted to be included in Tier 2)	-	-	-	-	-	-	-	-	-	-
Unbooked valuation reserves and other capital adjustments affecting asset accounts based on the latest report of examination	-	-	-	-	-	-	-	-	-	-
Total, net of deductions	1,777,649	28,800	1,748,849	807,497	67,704	160,019	5,389	683,417	24,824	818,244

* Principal amount for on-balance sheet and credit equivalent amount for off-balance sheet, net of specific provision

RISK MANAGEMENT

RCBC Group

Total Credit Risk Exposures by Type, Risk Buckets and Risk Weighted Assets

Type of Exposures	December 31, 2024									
	Total Exposures*	Credit Risk Mitigants (CRM)	Total Credit Risk Exposure after CRM	Risk Weights						Total Risk Weighted Assets
				0%	20%	50%	75%	100%	150%	
On-Balance Sheet Exposures										
Sovereigns	486,656	1,209	485,447	429,422	1,789	49,465	-	4,772	-	29,862
Banks	47,206	-	47,206	-	13,762	32,350	-	1,094	-	20,021
Government corporations	2,978	-	2,978	-		785	-	2,193	-	2,586
Corporates	448,902	15,094	433,808	-	4,056	5,552	-	423,971	229	427,902
Housing Loans	91,278	15,956	75,322	-	-	73,779	-	1,543	-	38,432
MSME Qualified portfolio	8,945	-	8,945	-	-	-	8,945	-	-	6,709
Defaulted exposures	25,214	-	25,214	-	-	-	-	7,511	17,703	34,066
Housing Loans	7,511	-	7,511	-	-	-	-	7,511	-	7,511
Others	17,703	-	17,703	-	-	-	-	-	17,703	26,555
ROPA	3,994	-	3,994	-	-	-	-	-	3,994	5,990
All other assets, net of deductions	218,583	-	218,583	22,935	109	-	-	195,473	66	195,593
Total on-balance sheet exposures	1,333,755	32,259	1,301,496	452,357	19,716	161,930	8,945	636,557	21,992	761,161
Off-balance sheet exposures										
Direct credit substitutes	8,201	-	8,201	-	-	-	-	8,201	-	8,201
Transaction-related contingencies	9,164	-	9,164	-	-	-	-	9,164	-	9,164
Trade-related contingencies	1,187	-	1,187	-	-	-	-	1,187	-	1,187
Others	291,639	-	291,639	291,639	-	-	-	-	-	-
Total off-balance sheet exposures	310,191	-	310,191	291,639	-	-	-	18,552	-	18,552
Counterparty Risk-Weighted Assets in the Banking Book	72,725	-	72,725	54,692	11,540	2,060	-	4,433	-	7,899
Counterparty Risk-Weighted Assets in the Trading Book										
Derivatives-interest rate contracts	15	-	15	-	-	3	-	12	-	13
Derivatives - exchange rate contracts	4,796	-	4,796	-	42	918	-	3,836	-	4,303
Credit Derivatives	98	-	98	-	-	98	-	-	-	49
Total counterparty RWA in trading book	4,910	-	4,910	-	42	1,019	-	3,848	-	4,366
Total	1,721,581	32,259	1,689,322	798,689	31,298	165,010	8,945	663,390	21,992	791,978
Deductions										
General loan loss provision (in excess of the amount permitted to be included in Tier 2)	-	-	-	-	-	-	-	-	-	-
Unbooked valuation reserves and other capital adjustments affecting asset accounts based on the latest report of examination	-	-	-	-	-	-	-	-	-	-
Total, net of deductions	1,721,581	32,259	1,689,322	798,689	31,298	165,010	8,945	663,390	21,992	791,978

* Principal amount for on-balance sheet and credit equivalent amount for off-balance sheet, net of specific provision

RCBC Parent

Total Credit Risk Exposures by Type, Risk Buckets and Risk Weighted Assets

Type of Exposures	December 31, 2024									
	Total Exposures*	Credit Risk Mitigants (CRM)	Total Credit Risk Exposure after CRM	Risk Weights						Total Risk Weighted Assets
				0%	20%	50%	75%	100%	150%	
On-Balance Sheet Exposures										
Sovereigns	484,188	1,209	482,979	426,954	1,789	49,465	-	4,772	-	29,862
Banks	52,898	-	52,898	-	13,762	37,179	-	1,958	-	23,299
Government corporations	2,978	-	2,978	-	-	785	-	2,193	-	2,586
Corporates	439,681	15,094	424,587	-	3,588	723	-	420,047	229	421,470
Housing Loans	91,228	15,956	75,272	-	-	73,764	-	1,508	-	38,390
MSME Qualified portfolio	8,022	-	8,022	-	-	-	8,022	-	-	6,017
Defaulted exposures	23,353	-	23,353	-	-	-	-	7,511	15,843	31,275
Housing Loans	7,511	-	7,511	-	-	-	-	7,511	-	7,511
Others	15,843	-	15,843	-	-	-	-	-	15,843	23,764
ROPA	3,600	-	3,600	-	-	-	-	-	3,600	5,399
All other assets, net of deductions	216,601	-	216,601	22,907	41	-	-	193,653	-	193,662
Total on-balance sheet exposures	1,322,550	32,259	1,290,291	449,861	19,179	161,916	8,022	631,641	19,671	751,959
Off-balance sheet exposures										
Direct credit substitutes	8,201	-	8,201	-	-	-	-	8,201	-	8,201
Transaction-related contingencies	9,164	-	9,164	-	-	-	-	9,164	-	9,164
Trade-related contingencies	1,187	-	1,187	-	-	-	-	1,187	-	1,187
Others	291,639	-	291,639	291,639	-	-	-	-	-	-
Total off-balance sheet exposures	310,191	-	310,191	291,639	-	-	-	18,552	-	18,552
Counterparty Risk-Weighted Assets in the Banking Book	84,279	-	84,279	66,056	11,540	2,184	-	4,499	-	7,899
Counterparty Risk-Weighted Assets in the Trading Book										
Derivatives-interest rate contracts	15	-	15	-	-	3	-	12	-	13
Derivatives - exchange rate contracts	4,796	-	4,796	-	42	918	-	3,836	-	4,303
Credit Derivatives	98	-	98	-	-	98	-	-	-	49
Total counterparty RWA in trading book	4,910	-	4,910	-	42	1,019	-	3,848	-	4,366
Total	1,721,930	32,259	1,689,671	807,557	30,761	165,119	8,022	658,540	19,671	782,776
Deductions										
General loan loss provision (in excess of the amount permitted to be included in Tier 2)	-	-	-	-	-	-	-	-	-	-
Unbooked valuation reserves and other capital adjustments affecting asset accounts based on the latest report of examination	-	-	-	-	-	-	-	-	-	-
Total, net of deductions	1,721,930	32,259	1,689,671	807,557	30,761	165,119	8,022	658,540	19,671	782,776

* Principal amount for on-balance sheet and credit equivalent amount for off-balance sheet, net of specific provision

RISK MANAGEMENT

RCBC Group

Total Credit Risk Exposures by Type, Risk Buckets and Risk Weighted Assets

On-Balance Sheet Assets	December 31, 2025									
	Principal Amount	Credit Risk Mitigants (CRM)	Total Credit Risk Exposure after CRM	Risk Weights						Total Risk Weighted Assets
				0%	20%	50%	75%	100%	150%	
Cash on Hand	23,439	-	23,439	23,439	-	-	-	-	-	-
Checks and Other Cash Items	56	-	56	-	56	-	-	-	-	11
Due from Bangko Sentral ng Pilipinas (BSP)	86,966	-	86,966	86,966	-	-	-	-	-	
Due from Other Banks	9,171	-	9,171		6,102	1,629	-	1,440	-	3,475
Financial Assets at Fair Value Through Other Comprehensive Income (FVOCI)	105,437	-	105,437	89,004	1,340	4,039	-	11,054	-	13,341
Debt Securities at Amortized Cost	256,057	-	256,057	172,524	4,652	52,565	-	26,317	-	53,530
Loans and Receivables	790,343	28,800	761,543		41,325	94,136	6,316	597,998	21,768	690,720
Loans and Receivables Arising from Repurchase Agreements, Certificates of Assignment/Participation with Recourse, and Securities Lending and Borrowing Transactions	20,646	-	20,646	20,646	-	-	-	-	-	-
Sales Contract Receivable (SCR)	1,050	-	1,050	-	-	-	-	982	68	1,083
Real and Other Properties Acquired	5,196	-	5,196	-	-	-	-	-	5,196	7,794
Other Assets	27,403	-	27,403	115	-	-	-	27,288	-	27,288
Total Risk-weighted On-Balance Sheet Assets	1,325,763	28,800	1,296,963	392,694	53,473	152,368	6,316	665,079	27,032	797,243

RCBC Parent

Total Credit Risk Exposures by Type, Risk Buckets and Risk Weighted Assets

On-Balance Sheet Assets	December 31, 2025									
	Principal Amount	Credit Risk Mitigants (CRM)	Total Credit Risk Exposure after CRM	Risk Weights						Total Risk Weighted Assets
				0%	20%	50%	75%	100%	150%	
Cash on Hand	23,417	-	23,417	23,417	-	-	-	-	-	-
Checks and Other Cash Items	41	-	41	-	41	-	-	-	-	8
Due from Bangko Sentral ng Pilipinas (BSP)	84,384	-	84,384	84,384	-	-	-	-	-	-
Due from Other Banks	8,917	-	8,917	-	6,102	1,629	-	1,186	-	3,221
Financial Assets at Fair Value Through Other Comprehensive Income (FVOCI)	105,320	-	105,320	89,004	1,223	4,039	-	11,054	-	13,318
Debt Securities at Amortized Cost	254,950	-	254,950	172,524	4,229	52,565	-	25,632	-	52,761
Loans and Receivables	784,461	28,800	755,660		41,325	94,118	5,389	594,694	20,135	684,262
Loans and Receivables Arising from Repurchase Agreements, Certificates of Assignment/Participation with Recourse, and Securities Lending and Borrowing Transactions	20,005	-	20,005	20,005	-	-	-	-	-	-
Sales Contract Receivable (SCR)	1,040	-	1,040	-	-	-	-	973	68	1,074
Real and Other Properties Acquired	4,621	-	4,621	-	-	-	-	-	4,621	6,932
Other Assets	26,804	-	26,804	115	-	-	-	26,689	-	26,689
Total Risk-weighted On-Balance Sheet Assets	1,313,960	28,800	1,285,160	389,448	52,921	152,351	5,389	660,228	24,824	788,264

RCBC Group

Total Credit Risk Exposures by Type, Risk Buckets and Risk Weighted Assets

On-Balance Sheet Assets	December 31, 2024									
	Principal Amount	Credit Risk Mitigants (CRM)	Total Credit Risk Exposure after CRM	Risk Weights						Total Risk Weighted Assets
				0%	20%	50%	75%	100%	150%	
Cash on Hand	22,935	-	22,935	22,935	-	-	-	-	-	-
Checks and Other Cash Items	109	-	109	-	109	-	-	-	-	22
Due from Bangko Sentral ng Pilipinas (BSP)	115,281	-	115,281	115,281	-	-	-	-	-	-
Due from Other Banks	14,618	-	14,618	-	2,186	11,338	-	1,094	-	7,200
Financial Assets at Fair Value Through Other Comprehensive Income (FVOCI)	155,568	-	155,568	138,737	968	4,625	-	11,238	-	13,744
Debt Securities at Amortized Cost	262,929	1,209	261,720	175,404	4,877	51,177	-	30,033	229	56,940
Loans and Receivables	733,691	31,050	702,641	-	11,576	94,791	8,945	569,626	17,703	652,601
Loans and Receivables Arising from Repurchase Agreements, Certificates of Assignment/Participation with Recourse, and Securities Lending and Borrowing Transactions	-	-	-	-	-	-	-	-	-	-
Sales Contract Receivable (SCR)	2,494	-	2,494	-	-	-	-	2,428	66	2,527
Real and Other Properties Acquired	3,994	-	3,994	-	-	-	-	-	3,994	5,990
Other Assets	22,136	-	22,136	-	-	-	-	22,136	-	22,136
Total Risk-weighted On-Balance Sheet Assets	1,333,755	31,050	1,301,496	452,357	19,716	161,930	8,945	636,557	21,992	761,161

RCBC Parent

Total Credit Risk Exposures by Type, Risk Buckets and Risk Weighted Assets

On-Balance Sheet Assets	December 31, 2024									
	Principal Amount	Credit Risk Mitigants (CRM)	Total Credit Risk Exposure after CRM	Risk Weights						Total Risk Weighted Assets
				0%	20%	50%	75%	100%	150%	
Cash on Hand	22,907	-	22,907	22,907	-	-	-	-	-	-
Checks and Other Cash Items	41	-	41	-	41	-	-	-	-	8
Due from Bangko Sentral ng Pilipinas (BSP)	112,813	-	112,813	112,813	-	-	-	-	-	-
Due from Other Banks	14,433	-	14,433	-	2,186	11,338	-	909	-	7,015
Financial Assets at Fair Value Through Other Comprehensive Income (FVOCI)	155,455	-	155,455	138,737	855	4,625	-	11,238	-	13,722
Debt Securities at Amortized Cost	262,087	1,209	260,878	175,404	4,522	51,177	-	29,546	229	56,382
Loans and Receivables	728,145	31,050	697,095	-	11,576	94,776	8,022	566,943	15,777	646,329
Loans and Receivables Arising from Repurchase Agreements, Certificates of Assignment/Participation with Recourse, and Securities Lending and Borrowing Transactions	-	-	-	-	-	-	-	-	-	-
Sales Contract Receivable (SCR)	2,479	-	2,479	-	-	-	-	2,413	66	2,512
Real and Other Properties Acquired	3,600	-	3,600	-	-	-	-	-	3,600	5,399
Other Assets	20,591	-	20,591	-	-	-	-	20,591	-	20,591
Total Risk-weighted On-Balance Sheet Assets	1,322,550	32,259	1,290,291	449,861	19,179	161,916	8,022	631,641	19,671	751,959

RISK MANAGEMENT



Market Risk Weighted Assets

	Group				Parent			
	2025		2024		2025		2024	
	Notional Amount	Market Risk Weighted Assets (MRWA)	Notional Amount	Market Risk Weighted Assets (MRWA)	Notional Amount	Market Risk Weighted Assets (MRWA)	Notional Amount	Market Risk Weighted Assets (MRWA)
Using Standardized Approach								
Interest Rate Exposures	829,497	10,488	532,847	7,693	828,892	10,488	532,139	7,693
Foreign Exposures	12,840	3,359	5,683	3,817	12,840	3,354	5,679	3,817
Options	4,143	41	2,082	53	4,143	41	2,082	53
Total	846,480	13,888	540,613	11,564	845,875	13,882	539,900	11,563

Operational Risk-Weighted Assets under Basic Indicator Approach

(Based on 3 year Average Gross Income)

Nature of Item	Group		Parent	
	2025	2024	2025	2024
Net interest income	35,814	31,364	35,274	30,856
Other non-interest income	8,777	8,024	7,667	7,042
Gross Income	44,591	39,388	42,940	37,898
Capital Requirements	83,609	73,853	80,513	71,058

Corporate Governance



RCBC embraces rigorous corporate governance as essential in today's digital landscape, where stakeholders increasingly demand corporate responsibility and transparency. Led by an empowered Board of Directors, the Bank aligns its adherence to good corporate governance principles—going beyond mere financial reporting—to foster strong stakeholder partnerships through high levels of transparency and disclosure, and to drive progress toward a solid control environment and well-defined shareholders' rights.

The corporate governance framework of RCBC combines global best practices such as the G20/OECD Principles of Good Governance and the general principles of the ASEAN Corporate Governance Scorecard, as well as the regulatory requirements of the Securities and Exchange Commission (SEC) and the Bangko Sentral ng Pilipinas (BSP), specifically:

- SEC Memorandum Circular No. 19, series of 2016 or the Code of Corporate Governance for Publicly listed Companies
- SEC Memorandum Circular No. 24, series of 2019 or the Code of Corporate Governance for Public Companies and Registered Issuers
- BSP Circular No. 969, series of 2017 or the Enhanced Corporate Governance Guidelines for BSP Supervised Financial Institutions

This Framework is embodied in the Bank's Corporate Governance Manual, the latest version of which was approved by the Board on February 23, 2026.

Board Governance

Key Roles and Responsibilities

RCBC is headed by a competent and working Board that oversees the implementation of its strategic objectives, governance framework, and corporate values.

The Board is primarily responsible for establishing a sound corporate governance framework, not only for the Bank, but for the entire RCBC Group. It has the fiduciary responsibility to the Bank and all its shareholders, including minority shareholders. Among its many functions are the approval and oversight on the implementation of RCBC's strategies to achieve corporate objectives, risk governance framework, and systems of checks and balances. The Board also approves the selection of the CEO and key members of senior management and heads of control functions.

Board Composition

In accordance with RCBC's By-Laws and Corporate Governance Manual, its Board of Directors is comprised of fifteen (15) members, all of whom are known for their integrity, experience, education, training and competence. The Corporate Governance and Nominations Committee ensures that the majority of the Board are non-executive directors who possess the necessary qualifications to effectively participate and help secure objective and independent judgment on corporate affairs and to substantiate proper checks and balances. Out of the 15 board members, 14 are non-executive directors, including the five (5) independent directors, and one (1) executive director.

The Board of Directors promotes diversity in its membership. It is the policy of RCBC that no person shall be disqualified to sit as member of its Board on the basis of gender, age, religion or political affiliation. The representation of women in the Board was at 20% in 2025 with three (3) female directors out of the 15-member board. The women in the Board in 2025 were Mrs. Helen Y. Dee, the Chairperson, Ms. Gayatri P. Bery, and Erika Fille T. Legara, PhD., an independent director.

Nomination and Election

Directors of RCBC are elected at the Annual Stockholders' Meeting, each of whom shall hold office for a term of one year or until his successor shall have been duly chosen and qualified. The first fifteen candidates receiving the highest number of votes are to be declared as elected.

All nominations for election of directors by the stockholders shall be submitted in writing to the President and/or the Corporate Secretary at RCBC's principal place of business at least thirty (30) working days before the regular or special meeting of the stockholders for the purpose of electing directors. The Corporate Governance and Nominations Committee reviews the qualifications of persons nominated to the Board, and applies the fit and proper standards in its evaluation. The Committee considers the nominee's educational background, professional experience, nature and business of the corporations of which he/she is a director, age, number of directorships/active memberships and officerships in other corporations/organizations, and possible conflict of interest in determining his/her suitability to be nominated to the Board. The Committee ensures that each nominee possesses all of the minimum qualifications and none of the disqualifications as prescribed under existing laws and regulations. It is provided in the By-Laws that 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 RCBC, its subsidiaries and affiliates, as may be determined by the Board of Directors, in the exercise of its judgment in good faith, by at least a majority vote.

Vacancies in the Board, occurring during the year, shall be filled for the unexpired term by election or appointment made by the remaining directors, if still constituting a quorum, and the person so elected or appointed shall hold office until the election of his successor at the next general meeting of stockholders. Should the number of directors be reduced to less than a quorum, vacancies in the Board shall be filled by the stockholders owning and/or representing a majority of the subscribed capital stock at a special meeting duly called for that purpose.

Whether any such vacancies shall be filled or not shall be left at the discretion of the Board of Directors, except when the remaining members of the Board do not constitute a quorum, in which case, enough vacancies shall be filled to constitute such.

Maximum Board Seats

Being a director of the Bank necessitates commitment. Thus, under the Bank's Corporate Governance Manual, a non-executive director may concurrently serve as a director in a maximum of five (5) publicly-listed companies to ensure that they have sufficient time to fully prepare for meetings, challenge Management's proposals/views, and oversee the long-term strategy of the company.

In applying this policy to concurrent directorships in entities within a conglomerate, each entity where the non-executive director is concurrently serving as director shall be separately considered in assessing compliance with this requirement.

Independent Directors

The Bank adopts the definition of independent directors under SEC's Code of Corporate Governance for Publicly Listed Companies and BSP's Enhanced Guidelines on Corporate Governance for BSP Supervised Financial Institutions. The attributes of an independent director include independence from management or from any business or relationship which could, or could reasonably be perceived to, materially interfere with the exercise of independent judgment, and the lack of relationship to the Bank, its related companies or substantial shareholders as a regular director or officer or relative of said director or officer, as an executive or professional adviser within the past three (3) years, or business relations other than arm's length, immaterial or insignificant transactions.

The Bank's independent directors are active in board-level committees. It is the policy of the Bank, however, that an independent director who is a member of any committee that exercises executive or management functions that can potentially impair such director's independence cannot accept membership in committees that perform independent oversight or control functions such as the Audit and Compliance Committee, Risk Oversight Committee, Corporate Governance and Nominations Committee, Related Party Transactions Committee, and the Anti-Money Laundering Committee.

In 2025, RCBC had five (5) independent directors, including one female independent director, Ms. Erika Fille T. Legara, PhD. The other independent directors were Mr. Laurito E. Serrano, Mr. Gabriel S. Claudio (until July 24, 2025) who was later replaced by Mr. Carlos G. Dominguez (from COB July 28, 2025), Mr. Vaughn F. Montes, Ph.D. (until September 25, 2025) who was later replaced by Mr. Alexander A. Patricio (from COB September 29, 2025), Mr. Juan B. Santos who was also the Lead Independent Director (until November 1, 2025). Mr. Santos was replaced by Mr. Daniel Gabriel M. Montecillo (from November 2, 2025) and Mr. Laurito E. Serrano took on the Lead Independent Director role (from November 2, 2025).

CORPORATE GOVERNANCE

An independent director of RCBC is only allowed to serve for a maximum cumulative term of nine (9) years. After which the independent director shall be perpetually barred from serving as independent director in the Bank, but may continue to serve as a regular director. The maximum cumulative term of nine (9) years shall be reckoned from 2012. Mr. Santos, Mr. Claudio, and Mr. Montes all reached the maximum terms in 2025.

The Chairperson

The Chairperson of the Board of Directors, Mrs. Helen Y. Dee, provides leadership in the Board of Directors. She ensures the effective functioning of the Board of Directors, including maintaining a relationship of trust with members of the Board of Directors.

To promote checks and balances, it is provided under the Bank’s Corporate Governance Manual that the Chairperson of the Board of Directors shall be a non-executive director or an independent director and must not have served as CEO of the Bank within the past three (3) years. Moreover, the Chairperson should not concurrently serve as CEO.

The Corporate Vice Chairman

The By-laws of the Bank provides that the Corporate Vice Chairman shall have such powers and perform such duties as the Board of Directors may from time to time prescribe. In the absence or inability of the Chairperson to act, the Corporate Vice Chairman will act in her stead, and will exercise any and all such powers and perform any and all duties pertaining to the office of the Chairperson conferred upon it by the By-laws. Mr. Cesar E.A. Virata is the Bank’s Corporate Vice Chairman.

Lead Independent Director

The Bank’s Corporate Governance Manual provides that the Board should designate a Lead Independent Director among the independent directors if the Chairman of the Board is not an independent director, including if the positions of the Chairman of the Board and Chief Executive Officer are held by one person. Although not required, the Board has a Lead Independent Director. Mr. Juan B. Santos served as the Bank’s Lead Independent Director from March 29, 2021 to November 1, 2025. Mr. Laurito E. Serrano took on the role of Lead Independent Director starting November 2, 2025.



The Lead Independent Director shall perform a more enhanced function over the other independent directors and shall: a) Lead the independent directors at BOD meetings in raising queries and pursuing matters; b) Convene and chair meetings of the non-executive directors without the presence of the executive directors; c) Serve as an intermediary between the Chairperson and the other directors when necessary; and d) Contribute to the performance evaluation of the Chairperson, as required.

Meetings and Quorum Requirement

The regular meeting of the Board of Directors is every last Monday of the month at the principal office of RCBC. Should the meeting date fall on a holiday, the meeting shall be held at the same hour on the next succeeding business day. 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.

As allowed by the SEC and BSP, the meetings of the Board of Directors may be conducted through modern technologies such as, but not limited to, teleconferencing and video conferencing as long as the director who is taking part in said meetings can actively participate in the deliberations on matters taken up therein. It is further required that every member shall physically attend at least twenty-five percent (25%) of all meetings of the Board of Directors every year. The absence of a director in more than fifty percent (50%) of all regular and special meetings of the board of directors during his/her incumbency is a ground for disqualification in the succeeding election. With the perceived ease in the Covid-19 pandemic, the Board Meetings reverted to face-to-face / hybrid meetings in 2023 with simultaneous provisions for video conferencing for directors unable to attend in person, as allowed by the BSP and SEC.

Meetings of board committees are prescribed in their respective charters. Participation of committee members may likewise be in person or through modern technologies. A director’s attendance in committee meetings is considered by the Corporate Governance and Nominations Committee in the assessment of the director’s continuing fitness and propriety as a member of the said board-level committee.

From January to December 2025, the members’ attendance in Board and Committee meetings are as follows:

Directors	BOARD*		EXCOM		TECH		ACC		ROC		CGN		RPT		AML		TOTAL		% Attendance
	M	A	M	A	M	A	M	A	M	A	M	A	M	A	M	A	M	A	
Helen Y. Dee	13	13	47	43	12	10											72	66	92
Cesar E.A. Virata	13	13	47	47	12	12											72	72	100
Reginaldo Anthony B. Cariaso ⁷⁴	6	6	24	22	6	6											36	34	94
Eugene S. Acevedo	13	13	47	43	6	5											66	61	92
Gil A. Buenaventura [†]	3	2	13	7													16	9	56
Armando M. Medina	13	13	47	47													60	60	100
John Law	13	13													11	11	24	24	100
Shih-Chiao (Joe) Lin ⁷⁴	13	12											11	8			24	21	88
Gayatri P. Bery	13	8							8	5							21	13	62
Hiroki Nakatsuka	13	13	47	47													60	60	100
Katsufumi Uchida	13	13							13	11							26	24	92
Juan B. Santos ⁷⁵	11	9									10	10					21	19	90
Gabriel S. Claudio ⁷⁶	7	7									7	7	7	7	7	7	28	28	100
Vaughn F. Montes ⁷⁷	9	9					21	20	10	10					9	9	49	48	98
Laurito E. Serrano	13	13					27	24	13	12							53	49	92
Erika Fille T. Legara	13	12					27	23	13	12	11	11	11	11			75	71	95
Carlos G. Dominguez ⁷⁸	5	5									4	4	4	4	4	4	17	17	100
Alexander A. Patricio ⁷⁹	3	3					6	6	3	3					2	2	14	14	100
Daniel Gabriel M. Montecillo ⁸⁰	2	2									1	1					3	3	100

* Board meetings include Regular, Special and Organizational meetings

M – Number of Meetings
A – Meetings Attended

[†] Director until his demise on April 21, 2025
⁷⁴ Director and Member of Excom starting July 1, 2025
⁷⁵ Independent Director and Chairman of CGN until November 1, 2025
⁷⁶ Independent Director, Chairman of RPT and AML, and Member of CGN until July 24, 2025
⁷⁷ Independent Director, Chairman of ROC, and Member of ACC and AML until September 25, 2025
⁷⁸ Independent Director, Chairman of RPT and AML, and Member of CGN starting COB of July 28, 2025
⁷⁹ Independent Director, Chairman of ROC, and Member of ACC and AML starting COB September 29, 2025
⁸⁰ Independent Director and Chairman of CGN starting November 2, 2025

CORPORATE GOVERNANCE

Separate Meeting of the Non-Executive Directors (NEDs)

Non-executive directors (NEDs) are required to have separate periodic meetings with the heads of the internal audit, compliance and risk functions and external auditor without any executive directors present to ensure that proper checks and balances are in place within the Bank. For Y2025, the NEDs held a separate meeting with the heads of internal audit, compliance and risk functions and external auditor on December 9, 2025 to discuss the control units’ assessment of the business units and the Bank as a whole. The meeting was chaired by the Lead Independent Director, Mr. Serrano.

Board Performance

The Corporate Governance and Nominations Committee oversees the periodic evaluation of contribution and performance of the Board, Board-level committees, and key senior management officers. This exercise covers the assessment of the ongoing suitability of each member, taking into account their performance in the Board and Board-level committees.

The Corporate Governance and Nominations Committee decides the manner by which the Board’s performance may be evaluated and proposes objective performance criteria approved by the Board. The performance indicators determine how the Board has enhanced long-term shareholder value.

Board of Directors Training Program

The Corporate Governance and Nominations Committee oversees the continuing education program for the Board. The Training Program for Board members has been adopted in the Bank’s Corporate Governance Manual.

Under the Manual, all new directors must undergo proper orientation upon joining the Board. This ensures that new members are appropriately apprised of their duties and responsibilities before beginning their directorships. The orientation program covers SEC-mandated topics on corporate governance and an introduction to the Bank’s business, Articles of Incorporation, and Code of Conduct. The Orientation Program is designed to meet the specific needs of the individual directors and aid any new director in effectively performing their functions.

In addition to the Orientation Program, first-time directors are required to attend a seminar on corporate governance following the BSP-prescribed syllabus. The directors are required to submit a certification of compliance of this requirement to the BSP.

Board members also undergo the Annual Continuing Training Program which covers courses on corporate governance, matters relevant to the Bank, including audit, internal controls, risk management, sustainability, and strategy. The Board, through the Corporate Governance and Nominations Committee, assesses its members’ training and development needs in determining the coverage of the Annual Continuing Training Program. The directors are required to complete at least four hours of the Annual Continuing Training Program.

On September 27, 2025, all directors of the Bank including senior management attended the in-house corporate governance seminar facilitated by RCBC. The topics were Global Banking Sustainable Value Trends and Analysis, Work, Workforce, Worker – Reinvented in the age of Gen AI, Money Laundering and Terrorism Financing Risk Governance and Investing in new approaches for the common good.

Remuneration of the Board

Remuneration of directors is commensurate with their contributions and scope of their responsibilities.

Executive directors do not receive any per diem for attendance in Board and Board committee meetings. They are entitled to remuneration and benefits by virtue of their being officers of the Bank.

Non-executive directors are entitled to reasonable per diem for attendance in Board and Board committee meetings. Non-executive directors receive a per diem of Php35,000.00 for attendance in Board meetings. The Chairpersons of Audit and Risk Oversight Committees receive Php20,000.00 while members of the committees receive Php15,000.00 per diem for attendance in meetings. The per diem in other Board committees is capped at Php15,000.00 for the Chairperson and Php10,000.00 for Board members.

The members of the Board, the Advisory Board, the Executive Committee, and the officers of the Bank are entitled to profit sharing bonus in accordance with the By-Laws of RCBC.

Remuneration Item	2025
(a) Per diem allowance	Php14,100,000.00 (total amount of Directors’ per diem for the meetings of the Board and Board Committees)
(b) Directors’ Bonuses Directors’ bonuses are given to executive, non-executive, and independent directors based on the formula provided for in the Bank’s By-Laws.	Php135,564,142.00
TOTAL	Php149,664,142.00

Board Committees

The Board has delegated some of its functions to these Board-level committees:

1. Executive Committee

Composition:

Chairperson and at least four (4) members of the Board of Directors

Members:

Helen Y. Dee - Chairperson
Eugene S. Acevedo - Vice Chairperson until June 30, 2025; Member starting July 1, 2025
Reginaldo Anthony B. Cariaso - Vice Chairperson starting July 1, 2025
Cesar E.A. Virata
Gil A. Buenaventura+ (until his demise on April 21, 2025)
Armando M. Medina
Hiroki Nakatsuka

The Executive Committee has the power to act and pass upon such matters as the Board of Directors may entrust to it for action. However, matters affecting general policy are always referred to the Board of Directors for decision. The Executive Committee has the power to review an asset or loan to ensure timely recognition and resolution of impaired assets. In 2024, the Executive Committee:

- Discussed various issuances by regulatory agencies;
- Approved non-DOSRI loans that reach the Single Borrower’s Limit (SBL);
- Evaluated and approved various operations/product manuals;
- Reviewed and endorsed for Board approval various management matters; and
- Deliberated upon and approved various management matters within its approving authority.

2. Audit and Compliance Committee

Composition:

The Audit and Compliance Committee shall be composed of at least three (3) members of the board of directors, majority of whom shall be independent including the Chairperson. Members of the committee should have the knowledge of the industry in which the bank operates, the ability to read and understand fundamental financial statements, and the ability to understand key business and financial risks and related controls and control processes.

Members:

Laurito E. Serrano (ID) - Chairperson
Vaughn F. Montes (ID) (until September 25, 2025)
Erika Fille T. Legara (ID) (until January 26, 2026)
Alexander A. Patricio (ID) (starting COB of September 29, 2025)
Alberto M. de Larrazabal (ID) (starting COB of January 26, 2026)

Advisors:

Shih-Chiao (Joe) Lin
Masayuki Kawakami (until July 28, 2025)
Yasunori Takahashi
(from COB of July 28, 2025 until COB January 26, 2026)
Kaoru Furuya (starting COB of until January 26, 2026)

The Audit and Compliance Committee, a board-level committee, shall be responsible for overseeing senior management in establishing and maintaining an adequate, effective and efficient internal control framework. It is constituted to perform the following core functions:

- Oversight of the institution’s financial reporting policies, practices and controls, as well as of the internal and external audit functions. This includes responsibility for the setting up of an internal audit unit and for the appointment of the internal auditor as well as the independent external auditor who shall both report directly to the Audit and Compliance Committee. Based on its mandated assurance activities, in accordance with its authority coming from the Board of Directors through the Audit and Compliance Committee, Internal Audit provides reasonable assurance to Senior Management, the Audit and Compliance Committee and the Board of Directors that the Bank’s internal control, corporate governance, and risk management systems and processes are adequate and generally effective. It collaborates with and complements the activities of the Risk Management Group, Compliance Group, and other assurance and oversight units, as well as the Bank’s external auditors.
- Provides authority to investigate 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.
- Ensuring that a review of the effectiveness of the institution’s internal controls, including financial, operational and compliance controls, information technology security and risk management, is conducted at least annually. Through this comprehensive system of monitoring and review of risks, controls and compliance in the institution, the Board ensures that the Bank and all business units proactively manage the risk and compliance exposures impacting their respective businesses.

The Audit and Compliance Committee’s evaluation of the effectiveness of the internal controls in the areas of financial reporting processes, information technology security and controls, risk management systems and governance process of the Bank is mainly based on the annual financial statements audit report showing an unqualified opinion from the External Auditor, the overall assurance provided by the Chief Audit Executive from the audits and related activities performed during the period and additional reports and information requested from Senior Management, and found that these systems and processes are generally adequate across RCBC.

In 2025, the highlights of the Audit and Compliance Committee’s actions pertaining to Internal Audit, External Audit and Compliance functions are as follows:

A. For External Audit Function

- Review of Results and Endorsement for Board Approval of Punongbayan & Araullo’s (P&A) Quarterly Review of the Financial Information of RCBC and selected Subsidiaries
- Review of Results and Endorsement for Board Approval of P&A’s Audit of the Financial Statements of RCBC Trust and Investment Group (RTIG), RCBC and Subsidiaries for the year ended December 31, 2024

CORPORATE GOVERNANCE

- Reappointment and approval of fees of P&A as External Financial Auditor and corresponding Review and Approval of P&A's Plan for the Audit of the Financial Statements of RCBC and Subsidiaries for the year ending December 31, 2025
- Reappointment and approval of the External Auditors' (P&A) Fees for the Quarterly Review of the Financial Statements (FS) of RCBC and selected Subsidiaries
- Review of P&A's Interim Report for the audit of 2025 RCBC Group year-end financial statements

B. For Internal Audit Function

- Engaging in discussions on the results of internal audits managed and executed by the Internal Audit Group (IAG) during the monthly Audit and Compliance Committee meetings to evaluate the adequacy and effectiveness of the Bank's internal control and risk management systems including financial reporting and information technology security
- Assessing and resolving to refer to the immediate attention of the responsible business units, Board-level Committees and Bank personnel matters arising from the internal audits
- Monthly or quarterly reviews and notation of the status of audit plans, IAG manpower including movements, outstanding/unresolved audit issues and analysis common audit issues
- Approval of the Internal Audit Group's 2024 Periodic Self Assessment Report
- Approval of revisions in the 2025 Annual Audit Plan
- Approval of the Internal Audit Group's 2026 Risk Assessment Results
- Approval of the Revisions on the Audit and Compliance Committee Charter
- Approval of the Revisions on the Internal Audit Charter
- Approval of the Revisions on the Risk-Based Annual Audit Planning Policy
- Approval of the Revisions on the Quality Assurance and Improvement Program Policy
- Approval of the Updates in Internal Audit's Detailed Report Template
- Approval for Changes in the Audit Universe, Audit Plan or Audit Strategy for 2025
- Approval for Requests for Extension of Target Implementation Date of Outstanding Audit Findings
- Approval to conduct special audits in accordance with the IAG's Special Audit and Consulting Policy
- Approval of the Selection of the Third Party Service Provider for External Quality Assessment Review of RCBC's Internal Audit Activity
- Notation of the Status Reports of RCBC Subsidiaries' 2025 Audit Plan
- Notation of BSP Audit Results and IAG's Action Plans
- Notation of the Service Level Agreement to Cover Internal Audit Activities of RCBC Trust Corporation
- Notation on the Secondment of IAG Division Head Raymond G. Sampana to RCBC Trust Corporation as Internal Audit Head
- Notation of the Update on Periodic Reporting of Whistleblowing Reports
- Notation of the Information Security Governance Department (ISGD)'s Action Plans to Resolve Issue on User Access Issues

- Notation of 2025 Internal Audit Group's Annual Report for the 2024 Internal Audit Activities
- Notation of the Results of the Chief Audit Executive (CAE)'s 2024 Performance Appraisal and Evaluation
- Notation of IAG's Project Optimized and Initiatives
- Updates and notation in the updates of IAG Transformation Project by DID

C. For Compliance Function

- Reviewed and approved the Presentation of Compliance Group's Plans for 2025
- Reviewed and approved the Appointment of Atty. Cyrus Aldrine M. David as the new Data Protection Officer
- Reviewed and approved the Updates to the Compliance Manual 2025
- Reviewed and approved the Compliance Risk Assessment Framework
- Reviewed and approved the Assurance Methodology
- Reviewed and approved the Revised Timelines for the Compliance Assurance Plan
- Reviewed and approved the Changes in the Email Receptacle of RCBC
- Reviewed and approved the Updates in the Compliance Assurance Framework
- Discussed and noted Updates on the Implementation Of The Sustainable Finance Taxonomy Guidelines
- Discussed and noted the AMLC ARI No. 2-2024 - Guidelines on Transaction Reporting and Compliance Submissions (GoTRACS)
- Discussed and noted the Final Results of Completed SAR - Cross-Selling, Agency Banking and Proprietary Trading
- Discussed and noted the Results of the CMP review of the 3rd Quarter of 2024
- Discussed and noted the Updates on PDEX Audit Commitments
- Discussed and noted the Updates to the Bank/Subsidiary Compliance
- Discussed and noted the Update on 4th Quarter 2024 CMP Review
- Discussed and noted the Results of 3 SAR reviews: Disposal and Monitoring of ROPA/Bank or Subsidiaries Properties; Direct Sales Acquisition Process; Information System Incident Reporting to Bangko Sentral ng Pilipinas (BSP)
- Discussed and noted the Status of Compliance Assurance Plan - Results of SAR and CMP review for RCBC and Subsidiaries
- Discussed and noted the Report of Examination - 2024 BSP Regular Examination
- Discussed and noted the Key Compliance Projects - Updates: Obligations Mapping, CRA and Testing Alignment; Obligations vs Assurance Testing; Transaction Monitoring; and GRC and Automation
- Discussed and noted the Updates on ITSSG's risk based approach and roadmap
- Discussed and noted the Project Sapiens: Thematic Review on the Use of Artificial Intelligence and Machine Learning in the Philippine Financial Services 2024
- Discussed and noted the Summary of outstanding exceptions with latest status and aging
- Discussed and noted the Validation on the effectiveness of actions taken on WMG's documentary deficiencies during the review of Q1 2025

- Discussed and noted the Status Update from RLFC (LOC monthly update)
- Discussed and noted the Status Update from Trust (LOC monthly update)
- Discussed and noted the Status of the Compliance Assurance Plan – CMP of Trust and WMG
- Discussed and noted the Result of SAR: Designated Non-Financial Businesses and Professions (DNFBP)
- Discussed and noted the Result of SAR: Customer Due Diligence (CDD) Refresh
- Discussed and noted the Status Update of BSP ROE Findings
- Discussed and noted the Results of CMP review for the 1st Quarter of 2025 - Parent and Subsidiaries
- Discussed and noted the Result of SAR: Ultimate Beneficial Owner (UBO)
- Discussed and noted the Overview on AFASA (R.A. 12010) and BSP's Draft Rules on online gambling
- Discussed and noted the Status Update on the Evaluation of ROE responses for RCBC Microbank
- Discussed and noted the Updates on the interlocking officerships and directorship in Compliance Group
- Discussed and noted the SAFr 4 Rating
- Discussed and noted the Final Results of the following Specialized Assurance Reviews
 - Corporate Governance
 - Conflict of Interest: Chinese Wall and Insider/Personal Trading
 - Validation of PDEX findings
 - SRC Regulations
 - Intra-group Outsourcing
- Discussed and noted the Updates on the ROE action plans and Key Compliance Projects
- Discussed and noted the Parent Bank CMP Results for Q2 2025
- Discussed and noted the Subsidiaries and Affiliates CMP Results for Q2 2025
- Discussed and noted the Delayed Submission of the Report on Foreign Investment Registered with the BSP
- Discussed and noted the AML Updates
- Discussed and noted the Updates on the Retirement Fund Committee ROE commitments
- Discussed and noted the Updated Compliance-Related Policies
- Discussed and noted the Overview of Committees supported by the Compliance Group | Committee Meetings 2026

3. Risk Oversight Committee

Composition:

The Risk Oversight Committee (ROC) shall be composed of at least three (3) non-executive members of the Board of Directors, none of whom is also a member of a management committee. Majority of the members shall be independent directors, including the Chairperson. The ROC's Chairperson shall not be the Chairperson of the Board of Directors, or any other board-level committee. The Risk Oversight Committee shall possess a range of expertise and adequate knowledge on risk management issues and practices.

Members:

Vaughn F. Montes (ID) – Chairperson (until September 25, 2025)
 Alexander A. Patricio (ID) – Chairperson (starting COB of September 29, 2025)
 Laurito E. Serrano (ID) – Vice Chairperson
 Gayatri P. Bery (until January 26, 2026)
 Erika Fille T. Legara (ID) (until January 26, 2026)
 Katsufumi Uchida (until January 26, 2026)
 Alberto M. de Larrazabal (ID) (starting COB of January 26, 2026)
 Kaoru Furuya (starting COB of January 26, 2026)

Advisors:

Eugene S. Acevedo (until June 30, 2025)
 Reginaldo Anthony B. Cariaso (starting July 1, 2025)
 John Law
 Masayuki Kawakami (until July 28, 2025)
 Yasunori Takahashi (from COB July 28, 2025 until January 26, 2026)

The ROC supports the Board with respect to oversight and management of risk exposures of the RCBC parent bank and subsidiaries (the Group). In this regard, the ROC exercises authority over all other risk committees of the Group, with the principal purpose of assisting the Board in fulfilling its risk oversight responsibilities. The ROC oversees the following: 1) The Risk Governance Framework; 2) The Risk Management Function; 3) Adherence to Risk Appetite; 4). Capital Planning and Management; and 5) Recovery Plans.

2025 ROC Actions:

The highlights of the Risk Oversight Committee's actions in 2025 are as follows:

ROC Self-Assessment

- Noted the 2025 ROC Self-Assessment Results

Enterprise Risk and ICAAP

Approved:

- 2025 Internal Capital Adequacy Assessment Process (ICAAP): Risk Materiality Assessment
- 2025 ICAAP: Macroeconomic Assumptions (Baseline and Stress Scenarios)
- 2025 Internal Capital Adequacy Assessment Process (ICAAP): Pillar 1 Risk Assessment, Management Mitigating Actions (MMAs), Financial Projections – Baseline, Stress, Post-MMA
- 2025 ICAAP Pillar 2 Risk Assessment
- 2025 Internal Capital Adequacy Assessment Process (ICAAP)
- 2025 Risk Governance Framework
- 2025 Recovery Plan: Stress Testing Scenarios and Results, Recovery Plan Triggers
- RCBC 2025 Recovery Plan Document with Recovery Options
- Changes in the ROC Charter

Noted:

- ICAAP Management Committee (IMC) Minutes of the Meetings for 2024
- ICAAP Workplan, ICAAP Audit Findings Update
- RCBC 2025 Recovery Plan – Work Plan, Internal Audit Findings

CORPORATE GOVERNANCE

Credit Management

Approved:

- RCBC Credit Risk Policy Manual

Noted:

- Credit Management reports including Updates on Asset Quality, Key Accounts, Flagged Accounts, Problem Loan Committee, NPL and ECL Forecast, Updates on CARE Program, Ratings Migration, Industry Exposure Limits, Consumer Loan Portfolio, Treasury Bond Portfolio, and Portfolio Quality of Subsidiaries
- S&P Scorecard Model Performance Review
- Independent Credit Review – Credit Portfolio Quality Report
- BBG Portfolio Update

Market and Liquidity Risk

Approved:

- Market, Liquidity & IRRBB Manual Updates
- PSR Factors
- Off-Market Tolerances Factors

Noted:

- Market and Liquidity Risk Reports including Regulatory Ratios, Liquidity and Repricing Gaps, IRRBB Metrics, and other measures
- Deposit Level Update
- Results of BSP Uniform Stress Testing on Market Risk
- Interest Rate Gap, FVOCI and EWI Update
- BSP ROE – MCO Updates

Treasury

Approved:

- 2025 Treasury Limits
- 2025 Funding Plan
- TD Forward Pricing Guidelines

Noted:

- Treasury Updates
- Trump Scenarios
- 2026 APMS Outlook

Sustainable Finance

Approved:

- 2024 Sustainability Report

Noted:

- 2024 Sustainability and Impact Report
- Sustainability Updates
- RMG Model Validation Report
- Portfolio Analytics
- Allocation Report
- Environmental and Social Risk Report
- BSP Uniform Stress Test for Credit Risk

Operational Risk

Approved:

- Gap Analysis of BSP Circular 1203
- Damaged KYC documents of Naga, Magsaysay Naga and Legazpi Branches
- Updates on Physical Security Risk Assessment Matrix

Noted:

- Update on Document Deficiency Monitoring (Quarterly), Update on Bankwide Document Deficiency Monitoring
- Physical Security Updates
- 2025 RCSA Reassessment
- Reputational Risk Updates
- Operational Risk Report
- Trust Risk Report
- Business Resiliency Report

Enterprise Fraud Risk

Noted:

- Update on Anti-Financial Account Scamming Act (AFASA) Law and Draft Regulations
- Balanga Fraud Incident
- Enterprise Fraud Risk Roadmap
- Enterprise Fraud Risk Report

Information Security Governance

Approved:

- Third Party Risk Management Framework
- AI Usage Guidelines and Policies
- Systems & Priority Applications
- Password Policy
- SIEM Log Retention Policy

Noted:

- AI Usage Policy and Guidelines
- Update to IT Risk Management
- Information Security Risk Assessment (ISRA) report for Unibank
- Information Security and Systems Report

Others

Approved:

- Direct Agent 5 Inc. – VASP

Noted:

- Subsidiary Reports
- Consumer Portfolio Analytics Report
- Project Malasakit
- Top 50 Exposures (Executive Session)
- Subsidiary Updates on BSP commitments
- Aftermath of the POGO raid in RCBC Plaza

4. The Corporate Governance and Nominations Committee

Composition:

The Corporate Governance and Nominations Committee shall be composed of at least three (3) members of the board of directors, all of whom are independent directors, including the Chairperson.

Members:

Juan B. Santos (ID) – Chairperson (until November 1, 2025)
Daniel Gabriel M. Montecillo (ID) – Chairperson (starting November 2, 2025)
Gabriel S. Claudio (ID) (until July 24, 2025)
Erika Fille T. Legara (ID) (until January 26, 2026)
Carlos G. Dominguez (ID) (starting COB of July 28, 2025)
Alberto M. de Larrazabal (ID) - (starting COB of January 26, 2026)

Advisors:

Shih-Chia (Joe) Lin
Masayuki Kawakami (until July 28, 2025)
Yasunori Takahashi (starting COB of July 28, 2025)

The Corporate Governance and Nominations Committee assists the Board in fulfilling its corporate governance responsibilities. The highlights of the actions of the Committee in 2025 are as follows:

- Exercised oversight on the nomination process for members of the Board and for positions requiring Board approval;
- Reviewed and recommended to the Board the assignment of its members to Board Committees;
- Reviewed and endorsed for Board approval the interlocking positions of directors and officers;
- Reviewed and endorsed for Board approval the appointments of senior officers;
- Reviewed and endorsed for Board approval the secondment of senior officers to subsidiary companies;
- Exercised oversight on the continuing education program for the Board;
- Reviewed and endorsed for Board approval the revisions to the Corporate Governance Manual and Charter;
- Reviewed, approved and endorsed for Board approval the 2024 Integrated Annual Corporate Governance Report (I-ACGR);
- Reviewed and endorsed for Board approval the 2026 Annual Board Plan;
- Reviewed and endorsed for Board approval the Bank’s Strategic Planning Policy;
- Reviewed and endorsed for Board approval the amendments to the Corporate Governance and Nominations Charter;
- Discussed and noted the following:
 - a. Quarterly Report on New Hires and Separated Employees, and Attrition Report
 - b. Quarterly Whistleblowing Report
 - c. Lifestyle Check Report for 2024
 - d. Results of the 2024 Annual Board Evaluation
 - e. 2024 ASEAN Corporate Governance Scorecard assessment

5. The Related Party Transactions Committee

Composition:

The Related Party Transactions (RPT) Committee shall be composed of at least three members of the Board, two of whom shall be independent directors, including the chairperson. The Committee shall at all times be entirely composed of independent directors and non-executive directors, with independent directors comprising majority of the members.

Members:

Gabriel S. Claudio (ID) – Chairperson (until July 24, 2025)
Carlos G. Dominguez (ID) – Chairperson (starting COB of July 28, 2025)
Shih-Chiao (Joe) Lin
Erika Fille T. Legara (ID) (until January 26, 2026)
Alberto M. de Larrazabal (ID) - (starting COB of January 26, 2026)

Advisor:

Masayuki Kawakami (until July 28, 2025)
Yasunori Takahashi (starting COB of July 28, 2025)

The RPT Committee assists the Board in ensuring that transactions with related parties are handled in a sound and prudent manner, with integrity, and in compliance with applicable laws and regulations to protect the interest of depositors, creditors and other stakeholders. In 2025, the RPT Committee fulfilled its mandate under its charter, particularly on the review and disclosure of material related party transactions. Work done by the Committee in 2025 includes the following:

- Reviewed and evaluated all material RPTs, those within the threshold amount of Php10,000.00 and above, and those that require Board approval regardless of amount (e.g., DOSRI loans, outsourcing, cross-selling) to ensure that such transactions are conducted on an arm’s length basis and that no stakeholder is unduly disadvantaged;
- All vetted material RPTs were endorsed to the Board for approval;
- Reviewed and reported to the Board on a quarterly basis the status and aggregate exposures to each related party, as well as the total amount of exposures to all related parties;
- Reviewed and endorsed for Board approval the revisions to the Related Party Transactions Policy and Charter;
- Exercised oversight on the filing of the required reports to BSP under BSP Circular No. 895, as amended:
 - Report on Conglomerate Structure
 - Report on Material Related Party Transactions

6. The Anti-Money Laundering Committee

Composition:

The Anti-Money Laundering (AML) Committee shall be composed of three (3) directors, including the Chairman, to be appointed by the Board of Directors annually.

Members:

Gabriel S. Claudio (ID) – Chairperson (until July 24, 2025)
Carlos G. Dominguez (ID) – Chairperson (starting COB of July 28, 2025)
John Law
Vaughn F. Montes (ID) (until September 25, 2025)
Alexander A. Patricio (ID) (starting COB September 29, 2025)

Advisor:

Eugene S. Acevedo (until June 30, 2025)
Reginaldo Anthony B. Cariaso (starting July 1, 2025)
Masayuki Kawakami (until July 28, 2025)
Yasunori Takahashi (starting COB of July 28, 2025)

The AML Committee assists the Board in its mandate to fully comply with the Anti-Money Laundering Act, as amended; its Revised Implementing Rules and Regulations; and the Anti-Money Laundering Regulations under the Manual of Regulations for Banks (MORB); and to ensure that oversight on the Bank’s compliance management is adequate.

CORPORATE GOVERNANCE

In 2025, some of the crucial actions of the Committee include:

- **Approved:**
 - Enhancements to the AML Product Risk Assessment (PRA) Process, incorporating post-launch assessment questions on suspicious transactions, fraud incidents, and recurring complaints.
 - Updates on Transaction Monitoring Review – Status and Action Plans, specifically adjusting AML alert rules and thresholds to align with the Risk Governance Framework.
 - AML Institutional Risk Assessment (IRA) Report results covering 2022 to 2023.
 - Amendments to the MTPP addressing Trade-Based Money Laundering (TBML) controls and the Operators of Payment Systems (OPS) framework.
 - Deferment of updates and policy recommendations for the closure of gambling/casino-related accounts to allow management time to refine the risk appetite policy.
 - Amendments to the MTPP regarding Prohibited Accounts, universally banning all dealings with gambling operations and their related individuals.
 - Changes in the AML Alerts Rules to introduce statistical methods (standard deviation and quartiles) for identifying outlier transactions.
 - Discontinuance of the Bank’s subscription to redundant and decommissioned customer name screening watchlists.
- **Discussed and noted the following:**
 - Updates on 478 delayed Covered Transaction Reports (CTRs) resulting from a system migration.
 - AMLC ARI No. 2–2024 (GoTRACS) guidelines on transaction reporting, which include UBO information requirements.
 - Clarifications regarding 70 SEC-tagged RCBC clients involved in unregistered/fraudulent activities.
 - Monthly Anti-Money Laundering / Terrorists Financing KRIs, MSB client updates, and AML Compliance Office Reporting.
 - Updates on 55 delayed CTRs caused by a manual uploading failure.
 - Delays in completing the Institutional Risk Assessment (IRA) due to inefficiencies and the need to incorporate BSP feedback.
 - Updates on the Anti-Financial Account Scamming Act

- (AFASA) Implementing Guidelines regarding Fraud Risk Management Systems and holding disputed accounts.
- Status of the Bank’s Exposure to Gaming/Gambling-related Clients, noting deposit balances and ongoing account reviews.
 - Updates on the Philippines officially exiting the FATF Greylist.
 - Updates on Gambling-Related Clients and the actions taken to manage or exit these accounts.
 - Summary of ROE on ML/TF/PF Risks, noting the Bank retained an “above average” net risk rating.
 - Review of sample Suspicious Transaction Reports (STRs) previously approved by the AML Mancom to give the Committee visibility into the process.
 - BSP Feedback on Report of Examination (ROE) updates for ML/TF/PF risks.
 - Updates on the final AFASA (R.A. No. 12010) Implementing Rules and Regulations.
 - Notice of the BSP Thematic Review on Trade-Based Money Laundering (TBML) frameworks.
 - Remediation plans for damaged and missing digital copies of KYC documents following a typhoon flood.
 - Disclosure of 18,778 unreported bulk PesoNet CTRs due to system migration and reconciliation failures.
 - Proposed framework and procedures for Adverse Media and High Profile Cases Handling.
 - The EU’s lifting of the Philippines’ High-Risk (dirty money) status.
 - Voluntary disclosure of 50 delayed STRs not uploaded to the AMLC portal due to reporting officer negligence.
 - BSP feedback on ROE updates, rating the Bank’s action plans as “partially acceptable”.
 - Engagement of KPMG for an independent assessment and root cause analysis of the Name Screening System (Compliance Link).
 - Summary of the implementation of Freeze Orders related to the Flood Control Projects controversy, freezing over PhP 908 million.
 - Additional STRs filed on 7 of the Top 15 Flood Control Projects Contractors due to deviations in their transaction profiles.
 - BSP Circular 1218, mandating Enhanced Due Diligence (EDD) for cash payouts or withdrawals exceeding PhP 500,000.
 - Initial results and key areas identified in the BSP’s Trade-Based Money Laundering Thematic Review.



7. The Technology Committee

Composition:

At least three members of the Board

Members:

Helen Y. Dee – Chairperson
Cesar E.A. Virata
Eugene S. Acevedo (until June 30, 2025)
Reginaldo Anthony B. Cariaso (starting July 1, 2025)

Advisor:

Hiroki Nakatsuka

The Technology Committee exercises authority over all IT Project Steering Committees of the various RCBC Business Groups and subsidiaries (The Group), with the principal purpose of assisting the Board in fulfilling the following oversight responsibilities:

- Approves major IT investments.
- Manages and aligns IT initiatives across the Group.
- Reviews the status of major projects.
- Prioritizes IT initiatives, when warranted.
- Evaluates emerging IT solutions for use of the Group.
- Reviews, evaluates and resolves Cyber Security Issues, Disruptions and Disaster Recovery activities raised in the TechCom.
- Reviews and resolves IT risks and other IT-related issues raised in the TechCom.
- Ensures compliance with BSP rules and regulations relating to Information Technology.

In 2025, highlights of the actions of the Technology Committee are as follows:

Month	Item
January	Undertake full-Production development of Generative AI for innovative sales solutions
	Acquire partner for the business of Dynamic Currency Conversion (DCC)
	Acquire Vulnerability Management Solution for BSP Compliance
February	Embark on upgrading the physical security systems (CCTV, alarm and door access) in RCBC branches
	Renew Endpoint Detection-and-Response and Identity Protection
	Subscribe to virtualization software to support the IT Infrastructure Modernization
March	Utilize secondary vendor for the Production of debit cards
April	Subscribe to Managed Security Operations Center (MSOC) for 24x7 monitoring, detection, and response to cybersecurity threats
	On-board API platform to RCBC’s AWS Cloud
May	Acquire Loan Origination System for credit cards and personal loans
	Subscribe to Threat Intel and Digital Risk Protection Service against cyber impersonations and fraud
June	Develop new Corporate Cash Management Onboarding & Relationship Enablement Platform
	Acquire automated solution for RCBC Capital’s Promissory Note (PN) business
July	Acquire Customer Identity and Access Management (CIAM) Solution to replace SMS OTPs
August	Move to a new primary Data Center facility to provide for high-density, cloud-ready, and sustainable infrastructure
	Acquire Fraud and Anti-Mony Laundering Solution (FRAML)
	Embark on launching 3-in-1 Credit / Debit / Rewards Card product
	Acquire Zero Trust Network Access (ZTNA) solution for enhanced application security
September	Embark on Application Modernization to support development of Banking application on the Cloud
	Acquire new Loans Systems for RCBC Leasing and Finance Corp. (RLFC)
October	Acquire new Card Delivery & Courier Management System for RCBC Bankard
November	Embark on the Enterprise Data Platform Project for a unified, secure, and scalable access to Enterprise data
	Upgrade the Bank’s Internal API Manager
	Acquire Identity Access Management (IAM) and Identity Governance Administration (IGA) Solutions for secure user management
	Acquire Third-party Risk Management (TPRM) Solution to address security, regulatory, and compliance standards risks associated with external vendors, suppliers, or partners
December	Undertake Enterprise Storage Technology Refresh
Others	Various Digital Enhancements
	Various Infrastructure Refresh and Upgrades

CORPORATE GOVERNANCE

Advisory Board

The Bank has an Advisory Board that provides informed guidance to the Board. Members of the Advisory Board are appointed by the Board and do not have any voting rights but contribute by way of providing non-binding but relevant advice during Board meetings. While the Bank’s By-Laws allow for up to 10 members in the Advisory Board, the Bank had four appointed Advisory Board members in 2025. They are considered as business leaders and are of known probity and integrity. The members of the 2025 Advisory Board are Mr. Francis C. Laurel, Ms. Yvonne S. Yuchengco, Atty. Lilia B. de Lima, and Mr. Masayuki Kawakami. Mr. Yasunori Takahashi replaced Mr. Kawakami effective the close of business of July 28, 2025 in view of Mr. Kawakami’s retirement. During the January 26, 2026 Board Meeting, the Board appointed Ms. Erika Fille T. Legara as member of the Advisory Board.

Shareholdings in RCBC

As of December 31, 2025, the following stockholders own more than 5% of RCBC’s common stock:

Title of Class	Name, Address of record owner and relationship with Issuer	Name of Beneficial Owner and Relationship with Record Owner	Citizenship	Number of Shares Held	Percent (%)
Common	Pan Malayan Management & Investment Corporation Address: 48/F Yuchengco Tower, RCBC Plaza, 6819 Ayala Ave., Makati City Relationship with Issuer: RCBC is a subsidiary of PMMIC	Pan Malayan Management & Investment Corporation <i>The records in the possession of the Bank show that the beneficial ownership of this company belongs to the shareholders of record of said company. The Bank has not been advised otherwise.</i>	Filipino	820,634,773*	33.92%
Common	Sumitomo Mitsui Banking Corporation Address: 1-1-2 Marunouchi, Chiyoda-Ku, Tokyo, Japan 100-0005 Relationship with Issuer: Stockholder		Non-Filipino	591,782,863	24.46% (Shares are under PCD Nominee)
Common	Cathay Life Insurance Corp. Address: 296 Ren Ai Road Sec4 Taipei 10633 Taiwan R.O.C. Relationship with Issuer: Stockholder	Cathay Life Insurance Corp.	Non-Filipino	452,018,583	18.68% (Shares are under PCD Nominee)

*Combined Direct and Indirect Shares of PMMIC
**based on information provided as of December 31, 2025

The following directors and officers incumbent as of end-December 2025 directly and indirectly own shares in RCBC:

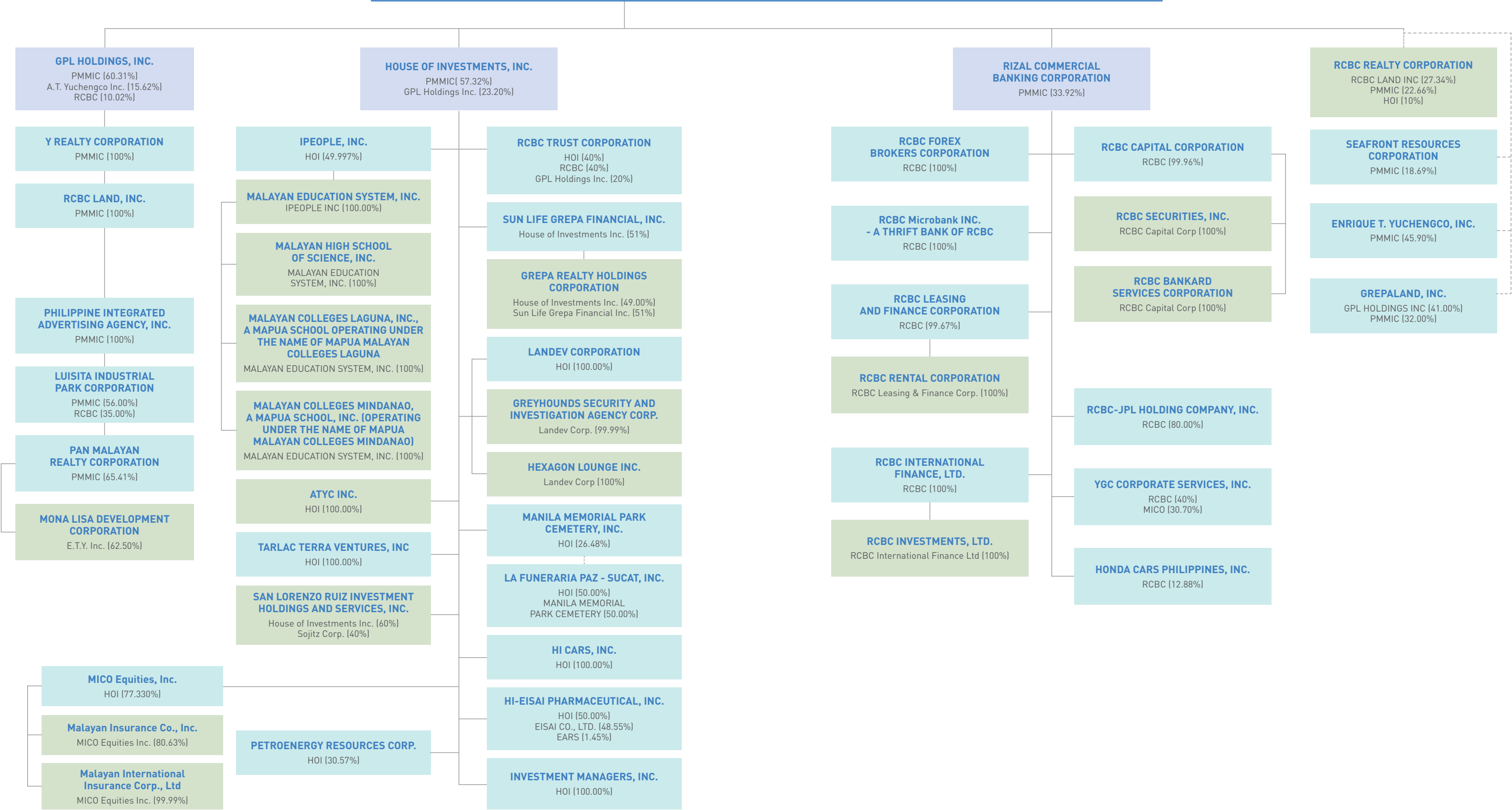
Title of Class	Name of Beneficial Owner	Amount and nature of Registered (R) / Beneficial (B) ownership		Citizenship	Percent of Class (%)
		Par Amount	Nature		
Directors					
Common	Helen Y. Dee	14,923,060	R / B	Filipino	0.06
Common	Cesar E.A. Virata	1,384,340	R / B	Filipino	0.01
Common	John Law	10	R	French	0.00
Common	Gayatri P. Bery	10	R	American	0.00
Common	Armando M. Medina	1,950	R	Filipino	0.00
Common	Shih-Chiao Lin	10	R	R.O.C. Taiwan	0.00
Common	Hiroki Nakatsuka	10	R / B	Japanese	0.00
Common	Katsufumi Uchida	10	R / B	Japanese	0.00
Common	Carlos G. Dominguez	10	R	Filipino	0.00
Common	Laurito E. Serrano	10	R	Filipino	0.00
Common	Daniel Gabriel M. Montecillo	50	R	Filipino	0.00
Common	Reginaldo Anthony B. Cariaso	50	R	Filipino	0.00
Common	Eugene S. Acevedo	3,441,000	R / B	Filipino	0.01
Common	Erika Fille T. Legara	50,010	R / B	Filipino	0.00
Common	Alexander A. Patricio	50	R	Filipino	0.00
	Subtotal	19,800,580			
Executive Officers					
Common	Xavier Y. Zialcita	244,880	R/B	Filipino	0
	Subtotal	244,880			
	TOTAL	20,045,460			

CORPORATE GOVERNANCE

Conglomerate Structure

The Bank is a member of the Pan Malayan Management and Investment Corporation (PMMIC)/Yuchengco Group of Companies (YGC) conglomerate, and the parent of the RCBC Group. The Board of the Bank ensures the RCBC Group’s compliance with corporate governance policies, practices and requirements under existing regulations.

PAN MALAYAN MANAGEMENT AND INVESTMENT CORPORATION (PMMIC)



CORPORATE GOVERNANCE

Management

Chief Executive Officer (CEO)

The Bank’s CEO is Mr. Reginald Anthony B. Cariaso (starting second half of 2025). He is responsible for the management of the business and affairs of the Bank, guided by the strategic direction and risk appetite approved by the Board. He is primarily accountable to the Board in championing the desired conduct and behavior, implementing strategies, and promoting the long-term interest of the Bank. He ensures that the business and affairs of the Bank are managed in a sound and prudent manner, and that operational, financial and internal controls are adequate and effective.

The CEO is also in-charge of public relations and advertising relations with the BSP and other offices, agencies and instrumentalities of the Philippine government, the Bankers Association of the Philippines, and other industry associations. He is a member of the Executive Committee and of all major management committees and exercises such other powers and performs such other duties as the Board may prescribe from time to time.

The CEO provides leadership to Management in developing and implementing business strategies, plans, and budgets to the extent approved by the Board. He provides the Board with a balanced and understandable account of the Bank’s performance, financial condition, results of operations prospects on a regular basis.

The Bank’s Corporate Governance Manual prescribes that the positions of Chairperson and CEO shall not be held by one person.

Duties and Responsibilities of Management

Under the direction of the Board, Management shall ensure that the Bank’s activities are consistent with the business strategy, risk tolerance and appetite, and policies approved by the Board. Senior Management is responsible and held accountable for overseeing the day-to-day management of the Bank. Thus, it is required that members of Senior Management shall have the necessary experience, competencies and integrity to manage the businesses under their supervision, as well as have appropriate control over the key individuals in these areas.

Management Committees

The Bank has four senior management committees that provide a regular forum, at a lower level, to take up risk issues:

The **Credit and Collection Committee (CRECOLCOM)**, is chaired by the President and Chief Executive Officer (CEO) and composed of the heads of credit risk-taking business groups. The committee includes the Heads of Institutional Banking Group (IBG), Business Banking Group (BBG), Treasury Group (TG), and Asset Management and Remedial Group (AMRG). The alternate members are the Heads of Retail Banking Group (RBG) and Strategic Initiatives. Meetings are held every Tuesday of the week unless rescheduled or cancelled for lack of quorum or accounts to discuss.

The Committee has the authority to review and approve credit exposures within its authority limit, as delegated to it by the Board. Additionally, it also reviews plans and progress on the resolution of problem loan accounts. Lastly, it reports and recommends to the Executive Committee (EXCOM) immediate measures to reduce the level of past due, problematic and flagged accounts.

The **Asset/Liability Committee (ALCO)** is chaired by the Treasurer and joined by the President and CEO together with the heads of various business and support groups. The objective of the ALCO is to manage the assets and liabilities of the bank in order to provide maximum stable net interest margin, after-tax return on assets and return on equity capital, and assure adequate liquidity and capital to meet regulatory and banking needs.

The **Related Party Transactions Management Committee (RPT ManCom)** is composed of select Group Heads of the business units as specified in the charter or their respective designates. The RPT ManCom meets monthly to review and approve proposed RPTs below the materiality threshold for the purpose of determining whether or not the transaction is on terms no less favorable to the Bank than terms available to any unconnected third party under the same or similar circumstances unless the transaction requires Board approval. On highly meritorious cases, e.g., for time-sensitive or urgent transactions, the Committee allows the routing of transactions via email for review and approval, provided that all routed RPTs are approved by a majority of the members of the Committee. The RPT ManCom submits a monthly report of all the RPTs it has approved to the Board for confirmation.

The **Anti-Money Laundering Management Committee (AML ManCom)**, which meets weekly, evaluates the unusual/ suspicious transaction cases reported by the different bank units. As approved by the AML Board, the AML ManCom has delegated to the Money Laundering Reporting Officer (MLRO) the approval to file of suspicious transaction reports for cases that are considered straightforward, including but not limited to those transactions with obvious suspicious indicators, fraud-related cases, clients that used fake IDs, among others.

The AML ManCom is composed of the Chief Compliance Officer as the Chairperson and Presiding Officer and the Heads of Operations Group, Retail Banking Group, Controllership Group, Legal Affairs Group, Legal Affairs Division, Risk Management Group or their duly appointed designates, as members, while the Investigators from the Compliance Operations Division (COD) act as the presenters. The COD, through the Chief Compliance Officer, reports to the AML Board Committee its monthly activities, including the highlights from the AML ManCom meetings.

Long-Term Bonus Plan for Key Employees and Material Risk Takers

The Bank has set a performance period of five years in establishing a long-term bonus plan for key employees and material risk takers as this is seen as necessary to ensure that they do not take a shortsighted view and will be driven to work for the long-term financial success of the organization. The performance-driven approach aligns the interests of key employees with the shareholders’ interests and links the long-term bonus plan to the achievement of business and performance objectives by key employees which is deemed to have a major influence on the long-term performance of the Bank and to the market value of the shares of the Bank. In determining the bonus pool, consideration is given to the Bank’s financial performance, market benchmarks and market conditions, as well as to individual performance of the employees. Consideration is given to audit findings and a general evaluation of the risks taken.

The right long-term bonus plan for an organization is one that meets the following objectives:

- 1. Alignment with shareholder interests: The long-term bonus plan must be one that drives high performance and contributes to overall business goals, including sustainable long-term growth, thereby increasing shareholder value.
- 2. Key employees’ retention: It must attract, retain, and reward the key employees that are able to successfully execute the organization’s strategic objectives.
- 3. Alignment of the bonus plan with prudent risk-taking: The bonus plan must be one that is designed to provide incentives to build sustainable sources of income and enterprise value. Long-term bonuses awarded are earned over a five-year period and are directly correlated to changes in profitability and enterprise value.

Senior Executive Compensation

The two Executive Directors (President & CEO) of the bank in 2025 do not receive any per diem for attendance in the Board and Board committee meetings.

They are entitled to remuneration and benefits by virtue of their being an officer of the Bank.

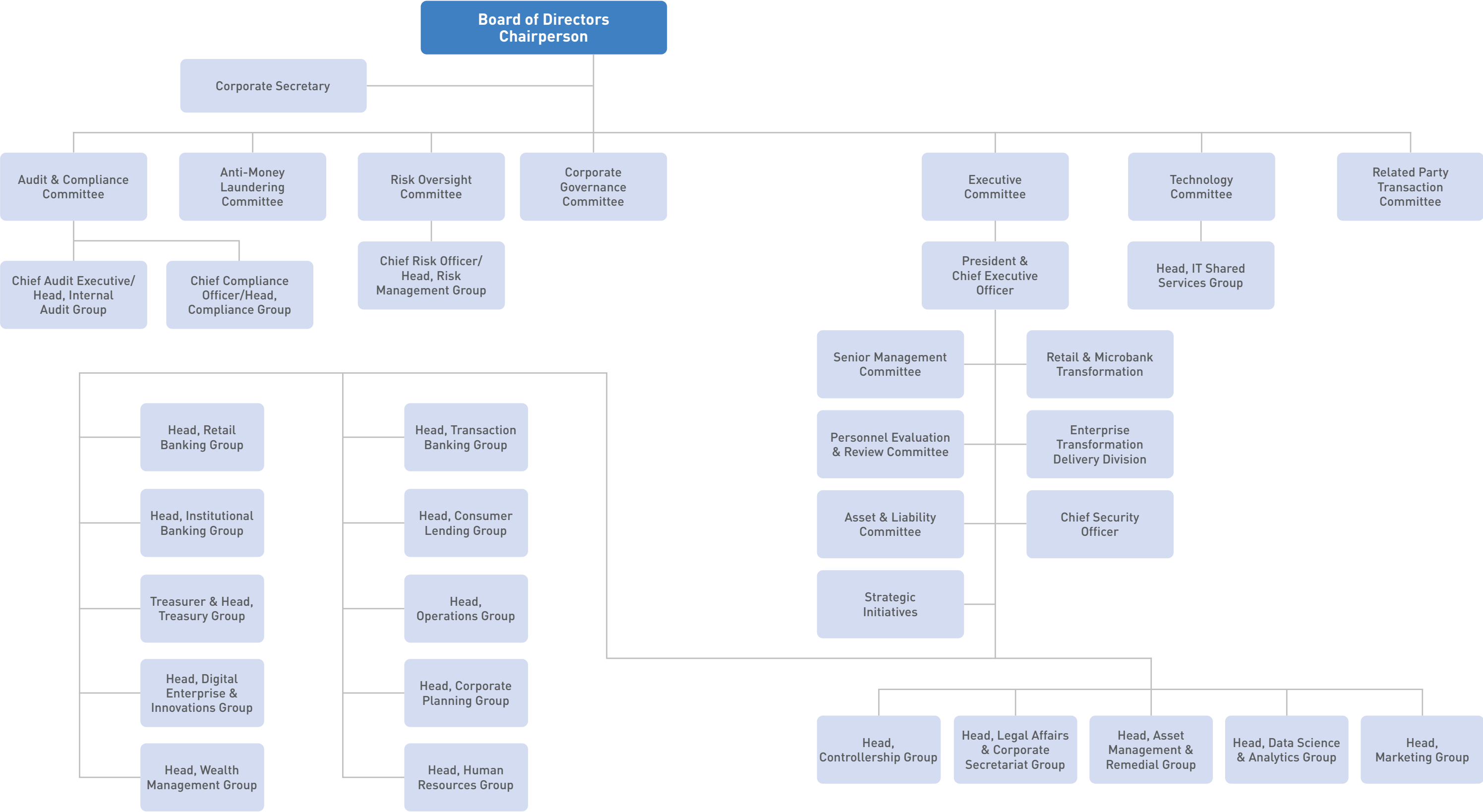
The aggregate compensation paid or accrued to the Bank’s CEOs and the 3 other most highly compensated executive officers are as follows (in thousand Philippine pesos):

Names	Principal Position	Aggregate Compensation (net of bonuses)	Bonuses
Eugene S. Acevedo	President & Chief Executive Officer (up to June 30, 2025)	114,904	31,883
Reginaldo Anthony B. Cariaso	President & Chief Executive Officer		
Richard C. Lim	Executive Vice President		
Alberto Magno N. Pedrosa	Executive Vice President		
Angelito M. Villanueva	Executive Vice President		

CORPORATE GOVERNANCE

Table of Organization

The following is an overview of the Bank’s Table of Organization as of December 31, 2025:



CORPORATE GOVERNANCE

Shareholders

Shareholders’ Rights and Protection of Minority Stockholders’ Interest

The Bank respects the rights of the stockholders as provided for in the Revised 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, i.e., any shareholder or group of shareholders with at least five percent (5%) share of the total outstanding shares of the company shall be allowed to propose any relevant item for inclusion in the agenda for the meeting.

Right to Nominate Candidates for the Board

The By-Laws of the Bank allows all shareholders, including minority stockholders, the right to nominate candidates for the Board.

Voting Right

The Board shall be transparent and fair in the conduct of the annual and special stockholders’ meetings of the Bank. Stockholders are encouraged to personally attend these meetings.

In case stockholders cannot attend the annual and special stockholders’ meetings, they shall be apprised ahead of time of their right to appoint a proxy. Subject to the requirements of the Bank’s By-Laws, the exercise of that right shall not be unduly restricted and any doubt about the validity of a proxy shall be resolved in the stockholders’ favor.

The Board shall take the appropriate steps to remove excessive costs and other administrative impediments to the stockholders’ participation in meetings, whether in person or by proxy. Accurate and timely information shall be made available to the stockholders to enable them to make a sound judgment on all matters brought to their attention for consideration or approval.

Stockholders shall have the right to elect, remove and replace directors, and vote on certain corporate acts in accordance with the Corporation Code.

A director shall not be removed without cause if it shall deny minority stockholders representation in the Board.

Conduct of Shareholders’ Meeting

Stockholders are encouraged to register and personally attend shareholders’ meetings. In case the stockholders cannot attend the annual and special stockholders’ meetings, they are apprised ahead of time of their right to appoint a proxy. Accurate and timely information is made available to the stockholders to enable them to make a sound judgment on all matters brought to their attention for consideration

or approval. Stockholders are allowed to pose relevant questions and/or matters, and these are addressed by the Chairperson, members of the Board and/or management.

Each shareholder may vote in absentia, by remote communication, or by proxy the number of shares of stock standing in his name on the books of the Bank. Each share represents one vote. Voting shall be by balloting. An independent third party shall validate and count the votes to be cast.

The procedures for voting are also detailed in the Procedure for the Annual Stockholders’ Meeting, the Proxy Form, and the Vote Ballot with Instructions and Procedures, all of which are attached to the Information Statement on the pages that follow the Notice of Meeting. The procedures are included in the Notice to Stockholders which is published in a newspaper of general circulation in accordance with the requirements of the SEC.

The Annual Stockholders’ Meeting which was held on June 30, 2025 was conducted virtually as allowed by the BSP and SEC. The Bank hired an independent party, Punongbayan & Araullo, to count and validate votes cast at the said meeting. Proper and timely disclosures were made immediately after the ASM. Results of the meeting as well as minutes thereof are available in the Bank’s website.

Right to Inspection

All stockholders shall be allowed to inspect corporate books and records, including the minutes of Board meetings and stock registries, in accordance with the Corporation Code. They shall also be furnished with annual reports, including financial statements, without cost or restrictions.

Right to Information

Stockholders shall be provided, upon request, with periodic reports which disclose personal and professional information about the directors and officers and certain other matters such as their holdings of the Bank’s shares, dealing with the Bank, relationships among directors and key officers, and the aggregate compensation of directors and officers.

The minority stockholders shall be granted the right to propose the holding of a meeting, and the right to propose items in the agenda of the meeting, provided the items are for legitimate business purposes. They shall have access to any and all information relating to matters for which the management is accountable. Management shall include such information in the agenda of stockholders’ meeting. If such matters are not included, minority stockholders shall be allowed to propose their inclusion in the agenda, provided that such matters fall within the definition of “legitimate purposes”.

Dividend Policy

Article XI, Section 1 of the By-Laws of the Bank, provides that dividends shall be declared and paid out of the surplus profits of the Bank as often and at such times as the Board of Directors may determine after making provisions for the necessary reserves in accordance with law and the regulations of the BSP.

As a policy, management shall determine the amount of dividends to be declared and present the recommendation for the declaration of the same to the Board of Directors for approval. If it has stipulated dividend payment obligations, the Bank shall declare dividends in accordance with its commitment.

The Bank ensures compliance with the pre-requisites set by the BSP for the declaration of dividends. Likewise, the Bank shall not declare dividends greater than its accumulated net profits then on hand, deducting therefrom its losses and bad debts.

In accordance with Section 124 of the BSP’s 2023 MORB, the net amount available for dividends shall be the amount of unrestricted or free retained earnings and undivided profits reported in the Financial Reporting Package (FRP) as of the calendar/fiscal year-end immediately preceding the date of dividend declaration.

The derivation of the dividend amount from the unrestricted/free retained earnings shall be based on sound accounting system and loss provisioning processes under existing regulations which takes into account relevant capital adjustments including losses, bad debts and unearned profits or income.

Unearned profits or income refers to unrealized items which are considered not available for dividend declaration such as accumulated share/equity in net income of its subsidiaries, associates or joint venture accounted for under the equity method, recognized deferred tax asset, foreign exchange profit arising from revaluation of foreign exchange denominated accounts and others.

Record date of the disclosure of dividend declaration shall be set in accordance with the Rules of the Securities and Exchange Commission (SEC) and when appropriate, the Rules of BSP. The disclosure of the record date must not be less than ten (10) trading days from the said date.

Details of the 2025 cash dividend distribution are as follows:

Nature of Securities	Date Declared	Dividend		Record Date	Date Paid/ Payable
		Per Share	Total Amount		
Hybrid Perpetual Securities	January 27, 2025	-	568.23	February 27, 2025	February 27, 2025
Convertible Preferred Stock	February 24, 2025	0.1584	0.04	March 21, 2025	March 26, 2025
Common Stock	March 31, 2025	0.7000	1,693.68	April 16, 2025	May 5, 2025
Preferred Stock	March 31, 2025	0.7000	0.19	April 16, 2025	May 5, 2025
Convertible Preferred Stock	May 26, 2025	0.1594	0.04	June 21, 2025	June 25, 2025
Hybrid Perpetual Securities	July 30, 2025	-	561.41	August 26, 2025	August 27, 2025
Convertible Preferred Stock	August 26, 2025	0.1599	0.04	September 21, 2025	September 23, 2025
Convertible Preferred Stock	November 24, 2025	0.1518	0.04	December 21, 2025	December 23, 2025

Appraisal Right

The stockholders shall have appraisal right or the right to dissent and demand payment of the fair value of their shares in the manner provided for under Section 82 of the Revised Corporation Code of the Philippines.

Investor Relations

RCBC is committed to high standards of transparency, accountability, and fairness through its Investor Relations (IR) program. The IR program adopts a comprehensive communication and engagement framework to ensure the timely and accurate disclosure of material and relevant information, including its operating and financial results, and significant business developments, to provide the basis for the sound investment decisions of shareholders and investors. Company disclosures, investor and briefing presentations, and press releases are prepared and submitted in accordance to the requirements of the applicable regulatory institution. These are posted on RCBC’s website at www.rcbc.com.

The IR program is developed, implemented, and managed by the Corporate Planning Group, in coordination with the Senior Management and related groups. The Corporate Planning Group works with the Marketing Communication Division to conduct regular briefings with the media, institutional investors, and analysts. Further, the Bank actively participates in investor conferences, roadshows and one-on-one meetings with analysts and credit rating agencies. Some members of the Senior Management team also join the briefings and conference calls to impart more insights on RCBC’s performance and strategic direction. The Bank continues to engage investors, shareholders, analysts and other parties through the email address investor_relations@rcbc.com posted on the website.

CORPORATE GOVERNANCE

Material Information/Transactions

The Bank is committed to disclose material information to its stakeholders as part of its adherence to transparency, accountability, and fairness. The following are the material information / transactions approved by the Board of Directors for 2025:

01-27-2025 Other Events

During the January 27, 2025 Regular Meeting of the Board of Directors of the Bank, where a quorum was present and acting throughout, the following were approved:

- 1. Interlocking position of Ma. Theresa Jennifer A. Fernando, FVP/Head of the Asset Disposition Division as Director of RCBC-JPL Holding Company, Inc. (subject to BSP/ regulatory approvals as may be required).

02-24-2025 Other Events

During the February 24, 2025 Regular Meeting of the Board of Directors of the Bank, where a quorum was present and acting throughout, the following were approved:

- 1. The Audited Financial Statements of Rizal Commercial Banking Corporation as of year ended December 31, 2024, as audited by Punongbayan & Araullo, for final approval of the stockholders.
- 2. The declaration covers cash dividends for the Bank’s convertible preferred shares amounting to P0.15843 (US\$0.00271) per share or a total of P42,173.85 (US\$722.59 @ P58.365). The cash dividend is payable to holders of convertible preferred shares as of March 21, 2025 (record date) and payable within 5 trading days from record date. The cash dividend is for unlisted preferred shares.

03-31-2025 Other Events

03-31-2025 Change in Directors/Officers

03-31-2025 Declaration of Cash Dividends (PSE Disclosure Form 6-1)

During the March 31, 2025 Regular Meeting of the Board of Directors of the Bank, where a quorum was present and acting throughout, the following were approved:

- 1. Appointment of Ms. Kristine I. Aguirre as Chief Audit Executive/Group Head of the Internal Audit Group with rank of Senior Vice President 1, effective May 2, 2025 (subject to BSP and other regulatory approvals as may be required).
- 2. Annual Cash Dividend Declaration on Common and Convertible Preferred Shares amounting to P0.70 per share, or a total of approximately P1.69 Billion to holders of Preferred and Common Class shares as of the close of the 10th trading day from Board approval (“record date”) and payable within ten (10) trading days from record date.

- 3. Redemption of all and not less than all of the Bank’s USD 300 Million 6.50% Non-Cumulative Subordinated Additional Tier 1 Capital Securities (the “Capital Securities”) callable beginning 27 August 2025 pursuant to its exercise of the “Redemption at the option of the Issuer (Issuer Call).”

04-21-2025 Other Events

04-21-2025 Change in Directors/Officers

The Bank announces the passing of Mr. Gil A. Buenaventura. Mr. Buenaventura was a valuable part of the organization being a Director of the Bank since 2016.

04-28-2025 Other Events

04-28-2025 Notice of Annual or Special Stockholders’ Meeting (PSE Disclosure Form 7-1)

During the April 28, 2025 Regular Meeting of the Board of Directors of the Bank, where a quorum was present and acting throughout, the 2025 Annual Stockholders’ Meeting be conducted virtually, and that the stockholders be allowed to participate and to vote through remote communication or in absentia were approved. The meeting is scheduled to be held on June 24, 2024 at 4:00 p.m.

05-26-2025 Other Events

During the May 26, 2025 Regular Meeting of the Board of Directors of the Bank, where a quorum was present and acting throughout, the declaration covers cash dividends for the Bank’s convertible preferred shares amounting to P0.15939 (US\$0.00285) per share or a total of P42,427.60 (US\$759.81 @ P55.840). The cash dividend is payable to holders of convertible preferred shares as of June 21, 2025 (record date) and payable within 5 trading days from record date was approved. The cash dividend is for unlisted preferred shares.

06-30-2025 Other Events

06-30-2025 Change in Directors/Officers

06-30-2025 Results of Annual Stockholders’ Meeting

06-30-2025 Results of Organizational Meeting

Items approved by Stockholders at their Annual meeting and Board of Directors at their regular and organizational meetings respectively held on June 30, 2025.

Regular Meeting of the Board of Directors

- 1. Appointment of Mr. Reginaldo Anthony B. Cariaso as Director and President and Chief Executive Officer effective July 1, 2025 (Subject to BSP/other regulatory approvals, as may be required)
- 2. Promotion/appointment of Officers effective July 1, 2025 (subject to BSP/other regulatory approvals, as may be required):
From First Vice President to Senior Vice President 1

John Edward F. Alabastro
Ms. Lylah Crispena S. Ballaran

Annual Stockholders’ Meeting

- 1. Election of the following Directors to hold office for a term of one year:
As Regular Directors
Ms. Helen Y. Dee
Mr. Cesar E. A. Virata
Mr. Eugene S. Acevedo
Mr. Armando M. Medina
Mr. John Law
Mr. Shih-Chiao (Joe) Lin
Ms. Gayatri P. Bery
Mr. Hiroki Nakatsuka
Mr. Katsufumi Uchida

As Independent Directors
Mr. Juan B. Santos
Mr. Gabriel S. Claudio
Mr. Vaughn F. Montes
Mr. Laurito E. Serrano
Ms. Erika Fille T. Legara
- 2. Approval of the 2024 Annual Report and 2024 Audited Financial Statements
- 3. Appointment of Punongbayan & Araullo as the Bank’s external auditor for the fiscal year 2025

Organizational Board of Directors Meeting:

- 1. Appointment of Corporate Officers:
Mr. Reginaldo Anthony B. Cariaso – President and Chief Executive Officer
Mr. Alberto Magno N. Pedrosa – Treasurer
Atty. George Gilbert G. dela Cuesta – Corporate Secretary
Atty. Joyce Corine O. Lacson – Assistant Corporate Secretary
Atty. Rosanna E. Espiño – Assistant Corporate Secretary
Various Officers - SVPs and up
- 2. Appointment the following as Members of the Advisory Board:
Mr. Francis C. Laurel
Ms. Yvonne S. Yuchengco
Atty. Lilia B. de Lima
Mr. Masayuki Kawakami
- 3. Appointment of Ms. Helen Y. Dee as Chairperson, and Mr. Cesar E. A. Virata as Corporate Vice-Chairperson.
- 4. Appointment of Mr. Juan B. Santos as Lead Independent Director

Committee	Names	Position
Executive Committee	Helen Y. Dee Reginaldo Anthony B. Cariaso Eugene S. Acevedo Cesar E.A. Virata Armando M. Medina Hiroki Nakatsuka	Chairperson Vice Chairperson Member Member Member Member
Audit and Compliance Committee	Laurito E. Serrano Vaughn F. Montes, Ph.D. Erika Fille T. Legara, Ph.D. Shih-Chiao (Joe) Lin Masayuki Kawakami	Chairperson Member Member Advisor Advisor
Risk Oversight Committee	Vaughn F. Montes, Ph.D. Laurito E. Serrano Gayatri P. Bery Erika Fille T. Legara, Ph.D. Katsufumi Uchida Reginaldo Anthony B. Cariaso John Law	Chairperson Vice Chairperson Member Member Member Observer Observer
Corporate Governance and Nominations Committee	Juan B. Santos Gabriel S. Claudio Erika Fille T. Legara, Ph.D. Shih-Chiao (Joe) Lin Masayuki Kawakami	Chairperson Member Member Advisor Advisor
AML Committee	Gabriel S. Claudio Vaughn F. Montes, Ph.D. John Law Reginaldo Anthony B. Cariaso Masayuki Kawakami	Chairperson Member Member Advisor Advisor
Related Party Transactions Committee	Gabriel S. Claudio Shih-Chiao (Joe) Lin Erika Fille T. Legara, Ph.D. Masayuki Kawakami	Chairperson Member Member Advisor
Technology Committee	Helen Y. Dee Cesar E.A. Virata Reginaldo Anthony B. Cariaso Hiroki Nakatsuka	Chairperson Member Member Observer

CORPORATE GOVERNANCE

07-28-2025 Other Events

07-28-2025 Change in Directors/Officers

During the July 28, 2025 Regular Meeting of the Board of Directors of the Bank, where a quorum was present and acting throughout, the following were approved:

- 1. Appointment/Election of Mr. Carlos G. Dominguez as Independent Director, and Chairperson of Related Party Transaction Committee and Anti-Money Laundering Committee, and Member of the Corporate Governance and Nominations Committee, to take effect at the close of business on July 28, 2025, and his interlocking positions (subject to BSP/other regulatory approvals, as may be required)
- 2. Appointment of Mr. Yasunori Takahashi as new Advisory Board Member, to take effect at the close of business on July 28, 2025 (subject to BSP/other regulatory approvals, as may be required)
- 3. Appointment of Mr. Carlos G. Dominguez as Chairperson of the Related Party Transactions Committee and Anti-Money Laundering Committee, and Member of the Corporate Governance and Nominations Committee, to take effect at the close of business on July 28, 2025
- 4. Appointment of Mr. Yasunori Takahashi as Advisor of the Anti-Money Laundering Committee, Corporate Governance and Nominations Committee, Audit and Compliance Committee, Related Party Transactions Committee, and as Observer in the Risk Oversight Committee, to take effect at the close of business on July 28, 2025

08-26-2025 Other Events

During the August 26, 2025 Regular Meeting of the Board of Directors of the Bank, where a quorum was present and acting throughout, the declaration covers cash dividends for the Bank’s convertible preferred shares amounting to P0.15985 (US\$0.00274) per share or a total of P42,412.37 (US\$727.24 @ P58.320). The cash dividend is payable to holders of convertible preferred shares as of September 21, 2025 (record date) and payable within 5 trading days from record date was approved. The cash dividend is for unlisted preferred shares.

09-29-2025 Other Events

09-29-2025 Change in Directors/Officers

During the September 29, 2025 Regular Meeting of the Board of Directors of the Bank, where a quorum was present and acting throughout, the following were approved:

- 1. Appointment/Election of Mr. Alexander A. Patricio (“Mr. Patricio”) as Independent Director, and Chairperson of Risk Oversight Committee, and Member of the Anti-Money Laundering Committee and Audit and Compliance Committee, to take effect at the close of business on September 29, 2025, and his interlocking positions subject to BSP/other regulatory approvals, as may be required).
- 2. Appointment of Mr. Alexander A. Patricio as Chairperson of the Risk Oversight Committee, and Member of the Anti-Money Laundering Committee and Audit and Compliance Committee, to take effect at the close of business on September 29, 2025.

10-27-2025 Other Events

10-27-2025 Change in Directors/Officers

During the October 27, 2025 Regular Meeting of the Board of Directors of the Bank, where a quorum was present and acting throughout, the following were approved:

- 1. Appointment/Election of Mr. Daniel Gabriel M. Montecillo (“Mr. Montecillo”) as Independent Director, to take effect on November 2, 2025, and his interlocking positions subject to BSP/other regulatory approvals, as may be required. Appointment as Chairperson of the Corporate Governance and Nominations Committee to take effect on November 2, 2025.
- 2. Appointment of a new Lead Independent Director, Mr. Laurito E. Serrano following the end of term of the current Lead Independent Director, Mr. Juan B. Santos effective on November 1, 2025.

11-18-2025 Legal Proceedings (Amendment)

The disclosure on the legal case filed by *Inang Nag-aaruga sa Anak* Foundation against RCBC and other persons before the Supreme Court was amended to update the information regarding the Notice dated July 28, 2025 of the Supreme Court.

11-24-2025 Other Events

During the November 24, 2025 Regular Meeting of the Board of Directors of the Bank, where a quorum was present and acting throughout, the declaration covers cash dividend for the Bank’s convertible preferred shares amounting to P0.15175 (US\$0.00258) per share or a total of P40,263.55 (US\$684.17 @ P58.850). The cash dividend is payable to holders of convertible preferred shares as of December 21, 2025 (record date) and payable within 5 trading days from record date was approved. The cash dividend is for unlisted preferred shares.

12-09-2025 Legal Proceedings (Amendment)

The disclosure on the legal case filed by *Inang Nag-aaruga sa Anak* Foundation against RCBC and other persons before the Supreme Court was amended to update the information regarding the Motion for Reconsideration, dated December 3, 2025, filed by the Petitioners in response to the Supreme Court’s July 28, 2025 Resolution.

12-09-2025 Other Events

During the December 9, 2025 Special Meeting of the Board of Directors of the Bank, where a quorum was present and acting throughout, the proposed 2026 budget was approved.

Other Stakeholders

Creditors’ Rights

It is the policy of the Bank to conduct its business in an efficient and fair manner for it to meet its contractual obligations to its depositors, subordinated debt noteholders, and service providers. In the event of any liquidation or bankruptcy proceeding, such creditors have preference over the assets of the Bank in accordance with Philippine laws on preference of credits.

As a listed company, the Bank discloses, either through its website or the required stock exchanges, the relevant terms and conditions of their investment and fund-raising activities.

Supplier/Contractor Selection and Criteria

The Bank has a Board-approved Policy on Outsourcing in accordance with Section 112 of the BSP’s 2023 MORB and all relevant BSP issuances affecting the outsourcing activities of the Bank. The Bank’s policy provides for guidelines, processes, and controls in managing outsourcing risks. The Bank is required under the policy and in accordance with the current BSP guidelines to conduct due diligence on service providers to ensure their integrity, technical expertise, operational capability, financial capacity, and suitability to perform the outsourced activity.

In certain cases as permitted by law and regulations, the supplier/contractor selection process is being handled by House of Investments, Inc. (HOI), an affiliate of the Bank.

HOI’s Procurement Shared Services (PSS) has the following policies:

- a. Code of Ethics for Procurement
- b. Code of Ethics for Suppliers
- c. Vendor Accreditation
- d. Waiver Management
- e. Policies in Choosing a Supplier
- f. Procurement Process
- g. Contract Management
- h. Manual Structure, Use, Revisions/Amendments
- i. Early Involvement in Procurement (Amended)
- j. Vendor Performance Evaluation

Suppliers are evaluated based on compliance with user requirements, quality, performance record in the industry, technical competence, customer service, design, delivery, and dependability. Accreditation of new suppliers is based on recommendations of procurement heads or officers and is evaluated and approved by the HOI’s PSS Manager and General Manager. Accredited suppliers are likewise subject to performance evaluation.

Generally, the Bank shall initially reach out to HOI for its need for a prospective supplier/service provider to carry out some banking functions, services or activities (BFSA). For the outsourcing of BFSA that may not be addressed by the accredited vendors/service providers from HOI, the Bank may also solicit Requests for Proposals from prospective service providers. Either way, the Bank (outsourcing unit) shall determine if the use of the third party supplier/ service provider will fall within the purview of the BSP’s Revised Outsourcing Framework for Banks per Section 112 of the BSP’s MORB.

In this regard, the Board-approved policy on Outsourcing of Banking Functions, Services or Activities, which provides for guidelines, processes and controls in managing outsourcing risks, shall direct the outsourcing units in the conduct of outsourcing activities to ensure that at all times, it is aligned with the outsourcing provisions in the MORB and the applicable BSP issuances.

In the selection of prospective suppliers/service providers, the outsourcing units should work within the framework of the outsourcing policy of the Bank in its due diligence to establish the latter’s integrity, technical expertise, operational capability, financial capacity, and suitability to perform the outsourced activity. In addition to the due diligence to be conducted, a further evaluation on the compliance of the prospective suppliers/service providers with pertinent rules and regulations shall be undertaken by the outsourcing unit which shall include, but not be limited to, the following:

- a. Money Laundering and Terrorist Financing Prevention Program (MTPP)
- b. Data Privacy
- c. Department of Labor and Employment (DOLE)
- d. Related Party Transaction (RPT)
- e. Banking Laws

Due diligence on the prospective supplier/service provider shall require, among others, the following:

- a. Vendor Selection Form, which also contains the Competitive Selection Evaluation Sheet and the Competitive Selection Interview Questionnaire - shall document the most qualified prospective supplier/service provider among the prospective applicants; and
- b. Third Party Assessment Form Questionnaire - shall document the ability of the prospective supplier/ service provider to comply with the information security requirements of the Bank.

Once the winning supplier/service provider is selected by the outsourcing unit, the same shall undergo further screening once the proposed outsourcing contract is reviewed by the Compliance Group, Legal Affairs Group, and Risk Management Group (i.e., Operational Risk Management Division, Business Resiliency Unit, and Information Security Governance Department)) prior to the presentation to the concerned Board-level Committee for approval and confirmation of the Board of Directors.

Towards Sustainable Value Chains

RCBC continues to uphold the critical role of banks towards the development and funding of various economic activities. As early as 2011, the Bank has implemented the Environmental and Social Management System (ESMS), a policy which requires all credit relationships (whether portfolio or pipeline) to be vetted on an environmental and social (E&S) perspective. This promotes sustainable practices for the Bank and its clients, minimizing any negative environmental, social, and reputational impact of the financing activities. RCBC’s ESMS subscribes to the International Finance Corporation’s (IFC’s) Performance Standards and Exclusion List. The ESMS policy also incorporates the Bank’s declaration in 2020 to no longer fund the construction of new coal power plants.

CORPORATE GOVERNANCE

RCBC is among the first banks in the Philippines which developed its Sustainable Finance Framework (SFF) back in April 2019, and updated in February 2024. The Framework articulates the Bank’s continued strategy towards deployment of Sustainable Financing Instruments (SFIs) to finance or refinance loans to projects with clear E&S benefits. These SFIs conform to global sustainable finance principles, primarily those of the International Capital Market Association (ICMA) and ASEAN Capital Markets Forum. The updated Framework has incorporated “blue financing” as a subset of eligible green projects. Sustainability issued a Second Party Opinion (SPO) in February 2024 affirming the Framework’s credibility and impact.

RCBC’s total sustainable portfolio consisted of around 18,000 projects as of 31 December 2025. These projects contribute to 12 of the 17 UN SDGs. RCBC has continually supported Renewable Energy (RE) projects, funding for which has dominated the Bank’s eligible sustainable portfolio comprising an average of 40% of the eligible sustainable portfolio over the past three years. As approved by the Bank’s ROC in March 2023, RCBC targeted to increase its RE portfolio by 10% to 15% per annum (p.a.) for the succeeding 12 to 24 months. The Bank surpassed this growth target in 2024 and 2025 with the RE portfolio’s year-on-year growth rates of over 80% and 26% at the end of 2024 and 2025, respectively. RCBC successfully raised USD 350 million from the issuance of a five-year Sustainability Bond (2.9x oversubscribed) in January 2025 and PHP 12.21 billion from its offering of through its Series F ASEAN Sustainability Bonds (4x oversubscribed) in July 2025, reflecting continued market confidence in RCBC and its credit.

Both the ESMS and the SFF conform to the BSP’s directives under BSP Circulars 1085 and 1128. Through identified interoperability with its ESMS and SFF, starting December 2024, RCBC has initiated support for BSP Circular 1187 (Philippine Sustainable Finance Taxonomy Guidelines) by expanding its assessment of sustainable value chains directed toward climate change mitigation and climate change adaptation.

In line with RCBC’s core value of Nurturing where the Bank commits to being responsible stewards of the environment and communities, and to encourage social development and sustainability, the internally-developed Sustainability e-learning was updated in 2025 to foster a culture of immersion and training in Sustainability. In addition, the Sustainable Finance Playbook was created for business units in order to strengthen the value chain of E&S assessments and the identification of sustainable projects for the Bank’s priority lending activities.

RCBC remains committed to implement a holistic view on the different aspects of its products, operations, and business. In 2024, both the RCBC Plaza and the AT Yuchengco Centre (ATYC) buildings started sourcing their power requirements from RE providers. Several initiatives in reducing paper use have likewise remained in place, with the Bank maximizing digital channels while still ensuring excellent customer experience. Starting 2025, the Bank’s ATM systems have also provided optional printing functions.

In terms of quantifying the environmental impact of its lending activities, RCBC continues to calculate and report its portfolio Financed Emissions (in accordance with the Bank’s commitment to the Partnership for Carbon Accounting Financials or PCAF). The results of these measurements of portfolio greenhouse gas (GHG) emissions have been expanded annually and made part of RCBC’s disclosures since 2022.

Since 2024, the Bank’s various products, services and programs contribute to all of the 17 United Nations Sustainable Development Goals (UN SDGs). More information on the Bank’s sustainable efforts are available at www.rcbc.com/sustainability. This includes the reporting requirements under the Bank’s SFF: the Allocation Report and the Impact Report, containing respective disclosures on the use of proceeds from the SFIs as well as the E&S benefits of RCBC’s sustainable portfolio.

Internal Control

Effective internal control is the foundation of safe and sound banking. It reduces the possibility of significant errors and irregularities, and in the event of occurrence, said internal control assists in timely detection. A properly designed and consistently enforced system of operational and financial internal controls helps the Bank’s Board of Directors and Management to safeguard the Bank’s resources, produce reliable financial reports and comply with applicable laws and regulations.

The Bank has established an effective internal control system to ensure that the Bank is managed and controlled in a sound and prudent manner. It includes the following critical components:

- [Control Environment](#)

Control environment is the framework under which internal controls are developed, implemented and monitored. It consists of the mechanisms and arrangements that ensure internal and external risks to which the company is exposed are identified, and appropriate and effective internal controls are developed and implemented to manage said risks soundly.

The control environment emanates from the Board of Directors and reflects Management’s commitment to internal controls. In line with this, the Management has ensured the strategic implementation of internal controls that provide for an organizational structure that establishes clear lines of authority and responsibility for monitoring adherence to prescribed policies, effective risk assessment, timely and accurate financial and regulatory reports, and adequate procedures to safeguard and manage the Bank’s assets.

- [Risk Assessment](#)

Risk Assessment addresses how the organization assesses risk and identifies threats in the organization. It involves analyzing risks’ likelihood and impact, developing strategies to minimize harm, and monitoring measures’ effectiveness.

This control helps the Board of Directors and Management to identify potential problems before they occur, or in the case of opportunities, to try to leverage them to occur.

- [Control Activities](#)

Control Activities are the actions established through policies and procedures to help ensure management’s directives to mitigate risks to the achievement of objectives are carried out. This helps ensure that management’s response to reduce risks identified during the risk assessment process is carried out.

- [Management Reporting System](#)

Another element in an effective internal control program involves accurate accounting and comprehensive information and communication systems that are relevant to decision-making. These systems not only capture information and generate necessary reports, but also enable all personnel to understand their roles in the overall control system, how their activities relate to others, and their accountability for the activities they conduct.

- [Monitoring Activities and Correcting Deficiencies](#)

Monitoring activities entails assessing the quality of performance over time and making any necessary modifications to correct any deficiencies.

The overall effectiveness of the Bank’s internal controls is monitored on an ongoing basis. In view of changing internal and external conditions, Management continually monitors and evaluates the Bank’s internal control system to ensure that these are adequate and continue to function properly. Periodic assessment and evaluation of control mechanisms used in managing risks are conducted by the business units in coordination with internal audit, risk management and other support units. Internal control deficiencies, whether identified by business units, internal audit or other control personnel, are reported in a timely manner to the appropriate management level so that the same can be addressed immediately.

Internal control is the responsibility of all employees of the Bank. Everyone in the organization is responsible for ensuring that the internal control measures being adopted by the organization are properly and strictly enforced and are effectively operational. The channels of communication ensure that all employees fully understand and adhere to policies and procedures affecting their work, and that other relevant information is properly communicated to the appropriate personnel. Likewise, the Bank’s internal audit, risk management unit and external audit provide an objective, independent review of bank activities, internal controls and management information systems to help the Board of Directors and the Management monitor and evaluate internal control adequacy and effectiveness.

Compliance Function

The compliance function of the Bank facilitates the effective management of compliance risks or risks of legal or regulatory sanctions, material financial loss, or loss to reputation that a bank may suffer as a result of its failure to comply with laws, rules, related self-regulatory organization standards, and codes of conduct applicable to its activities.

The Compliance Function is discharged by the Compliance Group headed by the Chief Compliance Officer (CCO). The Compliance Group is a separate and independent unit with no business function. It reports to the Board through the Audit and Compliance Committee and the AML Committee.

The Compliance Group shall facilitate the effective management of compliance risks by:

- a. Advising the Board and senior management on relevant laws, rules and standards, including keeping them informed on developments in the area;
- b. Apprising Bank personnel on compliance issues, and acting as a contact point within the Bank for compliance queries from its personnel;

- c. Establishing written guidance to staff on the appropriate implementation of laws, rules and standards through policies and procedures and other documents such as compliance manuals, internal codes of conduct and practice guidelines;
- d. Identifying, documenting and assessing the compliance risks associated with the Bank’s business activities, including new products and business units;
- e. Assessing the appropriateness of the Bank’s compliance procedures and guidelines, promptly following up any identified deficiencies, and where necessary, formulating proposals for amendments;
- f. Monitoring and testing compliance by performing sufficient and representative compliance testing; and
- g. Maintaining a constructive working relationship with the BSP and other regulators.

The Compliance Group’s key activities are discharged by five (5) divisions, all under the direct supervision of the CCO:

- a. [Compliance Advisors](#)

The Compliance Advisory Function provides regulatory and compliance advice, guidance, opinions, direction, and training to the business units to ensure that the business complies with the letter and spirit of regulations, such as but not limited to those issued by the Bangko Sentral ng Pilipinas, Securities and Exchange Commission, National Privacy Commission as applicable, thereby delivering fair customer outcomes and embedding a robust risk management culture within RCBC’s processes.

Compliance Advisors ensure the embedding of obligations arising from the new regulations across various lines of business. Compliance Advisors also review the changes on existing policies and procedures to ensure alignment and sufficiency of these changes to comply with what is mandated by these regulations.

- b. [Compliance Oversight Division](#)

The Compliance Oversight Division is responsible for the conduct of horizon scanning - from retrieval from the regulatory agency’s website, up to the dissemination and reporting to concerned parties through the compliance bulletins prepared by Compliance Advisors.

The Division communicates and tracks the obligations from regulations, frameworks, policies, and controls identified by the Compliance Advisory function that require oversight, provides the first line of defense reporting templates to record compliance and areas of concern, and monitors the individual and overall compliance of business units.

The Compliance Oversight Division oversees the Bank’s regulatory reporting, coordinating with business and support units to ensure timely submission of required reports. It handles key filings including the Report on Crimes and Losses (“RCL”) and consolidates other reports from various units for regulatory submission. The Division also monitors the timely compliance of other units with their reporting obligations.

- c. [Compliance Assurance Division](#)

The Compliance Assurance Division is responsible for the effective conduct of periodic, independent, and objective assurance of compliance-related processes and/or controls. The aim of Compliance Assurance is to assess whether the elements, processes and controls of the compliance program are designed appropriately and are operating effectively.

CORPORATE GOVERNANCE

Under the Assurance Framework, Compliance Assurance conducts two (2) types of assurance reviews - Continuous Monitoring Plan (“CMP”) and Specialized Assurance Review (“SAR”).

d. Compliance Operations Division

The Compliance Operations Division is responsible for the monitoring, analysis, disposition, and investigation of AML alerts, customer, or name screening hits, and investigation of possible ML/TF/PF-related unusual activities and suspicious transactions. The Division handles filing of Suspicious Transaction Reports.

The Head of Compliance Operations Division will be responsible for managing and providing oversight of on-site Compliance Operations supporting RCBC. This includes managing programs relating to multiple regulatory regimes such as the BSP, SEC, and AMLC among others, and will be designated as the deputy to the Chief Compliance Officer with delegated authority to approve and submit regulatory reports.

e. Systems and Innovations Division

The Systems and Innovations Division assists the Chief Compliance Officer by maintaining compliance systems that support the technical requirements of the Compliance Group. The Division is responsible for recommending new or updating AML transaction monitoring alert rules and updating AML watch lists for name screening. The Division further handles filing of the Covered Transaction Reports (“CTRs”) received from source units via Compliance Portal and Base60.

The Division also leads compliance transformation projects to improve effectiveness and efficiency of key compliance activities such as alerts investigation, assurance testing, reporting, etc.

Internal Audit

The Bank has in place an independent internal audit function headed by the Chief Audit Executive (CAE) who functionally reports to the Audit and Compliance Committee and administratively to the President and CEO.

The scope of work of Internal Audit encompasses, but is not limited to, the examination and evaluation of all business systems, processes, operations, functions and activities within the Bank including functions that are outsourced, its subsidiaries and branches. Such scope of work determines the adequacy and effectiveness of the Bank’s risk management, control and governance process to provide reasonable assurance that:

- Risks are appropriately identified and managed in the context of current and potential risks;
- Interaction with various governance groups and control units occurs as needed;
- Programs, plans and objectives are achieved;
- Resources are acquired economically, used efficiently and protected adequately;
- Quality and continuous improvement are fostered in the Bank’s control process;
- Significant financial, managerial and operating information is accurate, reliable and timely;
- Employees’ actions, including performance of trading activities, are in compliance with policies, standards, procedures and applicable laws and regulations;

- Significant legislative or regulatory issues impacting the Bank are appropriately recognized and addressed including areas of interest to regulators such as, among others, monitoring of compliance with relevant laws, rules and regulations, including but not limited to the assessment of the adequacy of capital and provisions; liquidity level; regulatory and internal reporting;
- Management and financial information systems including the electronic information system and electronic banking services are reliable and effective and resulting data has integrity.

Internal Audit adheres to the applicable professional standards and code of ethics, including the Global Internal Audit Standards (GIAS), Information Systems Audit and Control Association standards and guidelines and the relevant requirements of the Bangko Sentral ng Pilipinas (BSP) and other bank regulators. Internal Audit received the highest rating of “strong” as a result of the two recent BSP Examinations in 2022 and 2024 in relation to the extent and effectiveness of the compliance and internal audit function.

An independent assessment of the internal audit function is conducted every five (5) years by an external auditor through a quality assurance review. In 2020, the internal audit function underwent a full external quality assessment review (EQAR) by an independent assessor and the latest Quality Assessment Report was released on May 11, 2021. The next EQAR is scheduled to begin in Q1 2026.

The External Auditor

The Audit and Compliance Committee is empowered to appoint the external auditor of the Bank and approve all auditing and non-audit services. It recommends to the Board the selection of the external auditor considering independence and effectiveness and recommends the fees to be paid.

The following are audit and non-audit fees paid to the bank’s external auditor, Punongbayan and Araullo, in 2025.

2025	Audit Fee (in Million Php)	Non-Audit Fee (in Million Php)	Total (in Million Php)
Parent	6.718	3.600	10.318
Group	12.890	6.365	19.255

Non-audit fees include engagements for the quarterly review and agreed upon procedures in connection with the Bank’s Offering Circulars.

Changes in and Disagreements with Accountants on Accounting and Financial Disclosure. In connection with the audits of the Bank’s financial statements for the two most recent years ended December 31, 2025 and 2024, there were no disagreements with Punongbayan and Araullo on any matter of accounting principles or practices, financial statement disclosures, audit scope or procedures.

Policies

Code of Conduct

All directors and employees are governed by the Bank’s Code of Conduct, which revolves around the Core Values of RCBC. It is designed to serve as a guide to all directors and employees on how they should conduct themselves within and outside the Bank premises and in dealing with clients/ customers and co-associates.

Adherence to this Code is the responsibility of each and every associate. It is administered uniformly throughout the Bank and is independent of the practices of other banks. It is a condition for continuous employment. Any breach of this Code may result in disciplinary action ranging from reprimand to termination of employment, depending on the gravity of the offense, after the observance of due process.

The Code of Conduct is divided into five parts:

- A. Treatment of Clients
- B. Treatment of Bank Assets
- C. Treatment of Others
- D. Conflict of Interests
- E. Knowledge, Understanding & Compliance

Anti-Corruption Policies

In 2024, RCBC reinforced its zero-tolerance policy on bribery and corruption, ensuring that all business transactions adhere to ethical standards and regulatory requirements. The Anti-Bribery and Corruption (ABC) Policy applies to all directors, officers, employees, vendors, service providers, customers, and third-party agents. To prevent conflicts of interest, the Bank mandates that all transactions be conducted at arm’s length, with employees prohibited from misusing company resources for personal gain.

The Bank reaffirmed its commitment to transparency, ethical governance, and compliance assurance, with internal audits and risk assessments conducted regularly. By fostering a culture of integrity and accountability, RCBC continues to uphold the highest ethical standards, ensuring trust and fairness in all its business dealings.

Gifts and Entertainment. 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.

Favors. The Bank does not buy business. This is obtained on the merits of the Bank’s products, services and people. It does not bend rules nor offer money, illegal or inappropriate favors of unusual value to obtain or retain business. In this regard, any and all significant donations or contributions to or through a customer for whatever purpose using Bank property or funds should be with the prior authorization of the concerned Group Head. Should said donation or contribution be through the purchase of a raffle or lottery ticket, any prize or winnings therefrom, regardless of whether the ticket is in the employee’s possession or in the employee’s name, must be turned over to the Bank.

Receiving Commissions or Benefits. Employees must avoid situations which may unduly influence the relationships with customers or suppliers in a position to transact business with the Bank. Employees must make sure that the procedures laid down in providing customer services or in purchasing goods and services are strictly followed. Employees who have a direct hand in choosing companies from which purchases of the Bank’s business requirements are to be made, are discouraged to use said authority to obtain commissions or leverage to purchase the same item/s for personal interests at terms not otherwise available to his/her colleagues or the public. Suppliers and customers are chosen based on merit and not on what can be gained from them.

The Code of Conduct is a main topic included in the Bank’s Employee Orientation Program which is held on a regular basis.

The Code of Discipline provides for penalties for violations of the Code of Conduct. Administrative cases are handled in accordance with the Bank’s Administrative Cases Procedure and existing laws. The Personnel Evaluation and Review Committee, as mentioned, acts as an independent body in the evaluation and review of cases involving dishonesty, fraud, negligence or violation of any internal Bank policy, rule or procedure committed by an RCBC employee and ensures that the appropriate preventive, 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.

Use of Insider Information

There are laws that prohibit the use of inside information when buying, selling or trading publicly traded securities, including RCBC securities. Insider information can take many forms but always includes information not available to the public which might influence an investor’s decision to buy, sell or hold securities in a company.

Under the Code of Conduct, employees are prohibited from buying, selling or trading RCBC securities or the securities of other companies about which employees have inside information, until that information becomes public. In addition, this information should not be shared with anyone else, including family members or friends or anyone about trading in any securities based on this information.

CORPORATE GOVERNANCE

Whistleblowing Policy

The Bank’s Whistleblowing Policy is a key element in safeguarding the Bank’s integrity. It aims to enhance the Bank’s transparency and system for combating practices that might damage its activities and reputation. Protecting the integrity and reputation of the Bank requires the active support of its stakeholders, particularly its employees.

The following are the basic principles of the Bank’s Whistleblowing Policy:

- 1. Employees and other stakeholders must be provided with alternative and sufficient channels for whistleblowing and communication. In certain instances, they must be able to bypass the main channels for whistleblowing if these prove inappropriate;
- 2. Employees and other stakeholders making the report in good faith should at all times be protected against reprisals;
- 3. Identity of the whistleblower making the report in good faith should remain confidential;
- 4. Reported incidents shall be verified in an appropriate manner, and if confirmed, the Bank must take the necessary actions; and
- 5. The rights of any person implicated in any report must be respected.

Reports of any actual or suspected criminal activities, unlawful acts or omissions, fraud, violations of the Code of Conduct and other bank policies, danger to health and safety, improprieties or malpractice in the workplace, including those relative to matters of financial reporting, internal control and/or auditing may be sent through YGC’s Open Communication system at www.rcbc.com/TalktoUs.

Anti-Money Laundering Act (AMLA)

RCBC is committed to embedding a culture of compliance in its overall structure as this is critical to the development and ongoing administration of an effective Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) Program. The Board’s commitment to this objective is set forth in the Money Laundering and Terrorist Financing Prevention Program (MTPP).

In combating money laundering, terrorist financing, and proliferation financing, the Bank shall apply the following principles:

- 1. Conduct business in conformity with high ethical standards to protect the safety and soundness of RCBC, as well as the integrity of the Philippine banking and financial system;
- 2. Know the customer sufficiently at all times and ensure that the financially or socially disadvantaged are not denied access to financial services while at the same time prevent suspicious individuals or entities from opening or maintaining an account or transacting with the covered person by himself or otherwise;
- 3. Adopt and effectively implement a sound money laundering, terrorist financing, and proliferation financing prevention risk management system that identifies, assesses, monitors and controls risks associated with money laundering and terrorist financing;

- 4. Comply fully with Part Nine of the Manual of Regulations for Banks (MORB), existing laws, and implementing rules and regulations aimed at combating money laundering and terrorist financing by making sure that officers and employees are aware of their respective responsibilities and carry them out in accordance with superior and principled culture of compliance; and
- 5. Fully cooperate with the Anti-Money Laundering Council for the effective implementation and enforcement of the AMLA, as amended, the Terrorist Financing Suppression and Prevention Act (TFSPA), and the Anti-Terrorism Act (ATA) and their respective Implementing Rules and Regulations (IRRs).

The MTPP is strategically aligned with the results of the National Risk Assessment (NRA) on Money Laundering (ML) and Terrorist Financing (TF) of the Philippines, a government-wide assessment of the overall exposure of the country to money laundering and its related predicate offenses, terrorism and terrorist financing. It is a comprehensive process of identifying and analyzing the money laundering and terrorist financing (ML/TF) risks within the realm of the supervised sectors, financial institutions, and covered persons and entities under the AMLA, as amended.

The MTPP shall be updated at least once every two years or as needed to properly adhere to the new rules and regulations of regulatory agencies, laws of the Republic of the Philippines and other countries, and policies and procedures of the Bank.

Related Party Transactions

On September 29, 2025, the Board approved the revised Policy on Related Party Transactions (RPT) following SEC Memorandum Circular No. 10, series of 2019 or the “Rules on Material Related Party Transactions for Publicly-listed Companies” issued on April 27, 2019. The policy defines related party transactions as transactions or dealings with related parties of the Bank, regardless of whether or not a price is charged. These shall include, but not limited, to the following:

- On- and off-balance sheet credit exposures and claims and write-offs;
- Investments and/or subscriptions for debt/equity issuances;
- Consulting, professional, agency and other service arrangements/contracts;
- Purchases and sales of assets, including transfer of technology and intangible items (e.g., research and development, trademarks and license agreements);
- Construction arrangements/contracts;
- Lease arrangements/contracts;
- Trading and derivative transactions;
- Borrowings, commitments, fund transfers and guarantees;
- Sale, purchase or supply of any goods or materials; and
- Establishment of joint venture entities.

Likewise, the policy interprets RPTs broadly to include not only transactions that are entered into with related parties but also outstanding transactions that were entered into with an unrelated party that subsequently becomes a related party.

The term “related parties” under the Bank’s updated RPT Policy has been expanded in scope as it broadens the definition of “close family members” to include relatives of the Bank’s Directors, Officers and Stockholders within the fourth degree of consanguinity or affinity, legitimate or common-law. Related parties also include corresponding persons in affiliated companies, those with direct or indirect linkages with the Bank, members of the Bank’s Advisory Board and subsidiaries of related parties.

The Bank constituted the RPT Committee and RPT Management Committee to review and approve, as the case may be, RPTs.

The RPT Committee is tasked to review material RPTs to ensure that they are conducted in the regular course of business and not undertaken on more favorable economic terms (e.g., price, commissions, interest rates, fees, tenor, and collateral requirement) to such related parties than similar transactions with non-related parties under similar circumstances. On favorable review, the RPT Committee endorses material RPTs to the Board for approval.

All material RPTs shall be approved by at least two-thirds vote of the Board, with at least a majority of the independent directors voting to approve the material RPT. In case that a majority of the independent directors’ vote is not secured, the material RPT may be ratified by the vote of the stockholders representing at least two-thirds of the outstanding capital stock. Material RPTs approved by the Board shall be submitted to the Stockholders for confirmation during the Annual Stockholders Meeting.

The RPT Management Committee is authorized to review and approve proposed RPTs below the materiality threshold or those that do not require Board approval to ensure that said RPTs are conducted in the regular course of business and not undertaken on more favorable economic terms to such related parties than similar transactions with non-related parties under similar circumstances. On favorable review, the RPT Management Committee approves the non-material RPT and submits the same to the BOD for confirmation.

Transactions with related parties involving amounts of at least Pesos: Ten Million (Php 10,000,000.00) are considered as material RPTs. The said threshold shall not apply to DOSRI loans and other credit accommodations and guarantees, and other transactions requiring Board approval under the regulations, i.e., cross-selling, outsourcing, etc., which are always considered “material” regardless of amount. Where the amount involved in the transaction is at least 10% of the combined assets of the RCBC Group, the transaction shall be accompanied by a fairness opinion issued by an external independent party to be appointed by the Board of Directors. Excluded transactions are RPTs that, regardless of the amount involved, are exempted from vetting, approval and reporting but still subject to other RPT requirements, such as:

- 1. Deposit operations
- 2. Investment in bonds issued by the Government of the Philippines, its political subdivisions and its instrumentalities

The Bank’s RPT policy shall be reviewed by the RPT Committee and approved by the Board every three years or as necessary whenever there are any related amendments. The latest version of the Bank’s RPT policy has been reviewed and approved in September 2025 to incorporate key changes on exemption of the sale of bank properties from prior vetting and endorsement by the RPT Committee. This updates the following list of transactions exempted from the vetting, approval and reporting requirements of RPTs provided that the amount involved in the transaction is less than the SEC Material RPT threshold (10% of the combined assets of the RCBC Group, based on the latest audited financial statements):

- 1. Regular trade transactions involving purchases and sales of debt securities traded in an active market. However, subject to post-reporting to the RPT Committee;
- 2. Pre-approved Treasury Transactions covered by the Policy on Related Party Transactions covering Treasury Deals;
- 3. Credit card availments, except those with credit card lines with amounts falling under the definition of “material transactions”;
- 4. Availments under the BSP-approved fringe benefit program;
- 5. Transactions that do not present a real risk of potential abuse, i.e., sale of fully depreciated assets; and
- 6. Sale of bank properties (e.g., repossessed cars and real estates) to related parties done through competitive/ public bidding or auction. It is emphasized that the loan component of the sale, if any, is NOT covered by this amendment.

The Bank observes the following limits on exposures to related parties:

	INDIVIDUAL	AGGREGATE
Loans/Credit	SBL	50% of Capital
Other Contract	NONE*	10% of Capital

**Not to exceed the aggregate limit for Other Contracts*

CORPORATE GOVERNANCE

The Bank submits a quarterly report to the BSP on material exposures to related parties, which include the material RPTs of non-bank financial subsidiaries and affiliates. A summary of material RPTs entered into during the reporting year is also disclosed in the Bank's Integrated Annual Corporate Governance Report (IACGR).

Details of the Bank's major related party transactions in 2025 are described below:

- **Lease Contracts with ATYCI and RRC and Sublease Agreement with Subsidiaries:** The Parent Company and certain subsidiaries occupy several floors of RCBC Plaza as leaseholders of RRC [see Note 28.2(b)]. In October 2022, the Parent Company entered into a five-year lease agreement with ATYCI [see Note 13]. Amortization of right-of-use of asset amounted to P555, P553 and P719 for the years ended December 31, 2025, 2024 and 2023, respectively, and are presented as part of Depreciation and Amortization account in the statements of profit or loss. The Parent Company's lease contract with RRC and ATYCI is effective until December 31, 2025 and September 30, 2027, respectively. The RCBC Plaza lease contract with RRC was renewed for another five years from January 1, 2026 to December 31 2030, effective in November 2025 [see Note 13]. The Parent Company has entered into sublease agreements with certain subsidiaries for office space in RCBC Plaza at market, arm's length terms. The subleases have a five-year term, from January 1, 2026 to December 31, 2030, and are coterminous with the head lease. Rentals are billed monthly and sublease income is recognized in the period earned. The related-party balances and transactions arising from these subleases are approved in accordance with the Group's related-party policy and are eliminated upon consolidation.
- **Sale and Purchase of Securities:** The Parent Company and certain subsidiaries engage in the trading of investment securities as counterparties to the transaction. These transactions are priced similar to transactions with other counterparties outside the Group and there are no unsettled transactions as of the end of each reporting period (Note 27.4, Notes to Financial Statements).
- **Retirement Fund:** The Parent Company and certain subsidiaries' retirement funds covered under their post-employment plan maintained for qualified employees are administered and managed by the RTC in accordance with the respective trust agreements covering the plan (Note 27.5, Notes to Financial Statements).
- **Lease Contracts with Frame Properties, Inc.:** The Parent Company and certain subsidiaries lease office spaces and parking space from Frame Properties, Inc. In March 31, 2023, the Parent Company entered into a five-year lease agreement with Frame Properties, Inc. In 2024, the Bank amended its lease contract with Frame Properties, Inc. to revise area occupied and lease rate for selected properties resulting in a reduction in right-of-use asset and lease liability amounting to P9 and P41, respectively.

- **Increase in shareholding of SMBC:** On November 2, 2022, the Bank's BOD approved the increase in shareholding of SMBC, an existing shareholder of 4.99% of the total outstanding common stock of the Bank, to 20% through the combined sale of subscription of an aggregate of 382 common stock to SMBC, partly coming from the reissuance of treasury shares and issuance of new common stock, at the price of P71 per share. The additional capital infusion was made on July 31, 2023. (Notes 27.7(d), Notes to Financial Statements). On December 22, 2025, SMBC increased its ownership in RCBC from 20.00% to 24.46% upon acquiring an additional 4.46% equity stake from an existing shareholder for P6,400 million.
- **Donation of Properties from NPHI to RCBC:** On July 7, 2023, NPHI executed a deed of donation transferring to the Parent Bank certain real estate properties with a carrying amount of P2. On November 6, 2023, these properties were subsequently sold by the Parent Bank to PMMIC for a total consideration amounting to P57. (Notes 27.7(e), Notes to Financial Statements).
- **Sale of Tarlac Property to Tarlac Terra Ventures, Inc.:** On December 29, 2023, the Parent Company sold a property located in Tarlac with a selling price of P2,673 and a carrying amount of P385 resulting to a P2,288 gain, presented as part of Gain on assets sold – net under Other Operating Income in the 2023 statement of profit or loss. (Notes 27.7(f), Notes to Financial Statements).

The Group's significant transactions with its related parties as of end December 2025 include loans and receivables and deposit liabilities. The total amount of loans outstanding was at P36.8 billion (Note 27.2, Notes to Financial Statements) while total deposit liabilities was at P23.2 billion (Note 27.3, Note to Financial Statements) as of December 31, 2025.

Other RPTs include:

- **Service Agreement with RCBC Bankard Services Corp. (RBSC).** The Parent Company has Service Agreement (the Agreement) with RBSC, wherein RBSC shall provide the Parent Company with marketing, distribution, technical, collection and selling assistance and processing services in connection with the operation of the Parent Company's credit card, and personal and salary loans business. The total service processing fees incurred by the Parent Company is recognized as part of the Service and processing fees under the Miscellaneous expenses account in the statements of profit or loss [see Note 24.2]. The outstanding payable related to the service agreement is presented as part of Accounts payable under Other Liabilities account in the statements of financial position (see Note 21). The related outstanding payable is unsecured, noninterest-bearing and payable in cash on demand.
- **The Bank has service agreements with RBSC for the in-sourced internal audit services.** The Bank provides limited audit services to RBSC, specifically IT audit, operations audit and financial statements review. Also, the Bank has formalized the service agreements for the internal audit services being provided to subsidiaries namely: RCBC Capital Corp., RCBC Securities, Inc., RCBC Forex Brokers Corp., RCBC Microbank, Inc., and RCBC Leasing and Finance Corporation.



- **The Bank has a service agreement with RCBC Forex Brokers Corporation (RCBC Forex) for in-sourced services,** rendered by the following business units: 1) business and operational risk, 2) compliance, 3) internal audit, 4) information technology, and 5) human resources. The services shall be limited to: compliance with relevant laws, rules and regulations, market, liquidity, and operational risk management, internal audit, information technology, review of salary and processing of payroll on a bi-monthly basis, and implementation of exclusive succession planning, human resources information system and database administration and organization of training programs.
- **The Bank has a service agreement with RCBC Forex for the referral of money service business customers to RCBC Forex,** to facilitate the purchase and/or sale of foreign currencies. The services to be rendered are related to account opening and compliance with customer identification regulatory requirements.
- **The Bank has a service agreement with RCBC International Finance Limited (RIFL) to facilitate the remittance tie-up and account solicitation arrangement agreement with RIFL which is based in Hongkong.**
- **The Bank has an agreement with RCBC Rental Corporation for the financing of the lease of 1,527 new ATMs with a term of 60 months.**

- **Service agreement with RTC:** The Parent Company and RTC executed a memorandum of agreement whereby the Parent Company agreed to provide support services to RTC covering various backroom and support activities as detailed in the service level agreements executed by each servicing unit within the Parent Company. The total service processing fees earned by the Parent Company is recognized as part of Others under Miscellaneous Income in the statements of profit or loss. The outstanding receivable is presented as part of Accounts Receivable under Loans and Other Receivables in the statements of financial position

The Bank does not have any transactions with promoters within the past five years. The Bank does not have transactions with parties that fall outside the definition of related parties under regulations, but with whom the registrants or its related parties have a relationship that enables the parties to negotiate terms of material transactions that may not be available from other, more clearly independent parties on an arm's length basis.

BOARD OF DIRECTORS



Helen Yuchengco-Dee
Chairperson



Eugene S. Acevedo
Director



Cesar E.A. Virata
Corporate Vice Chairman

Armando M. Medina
Director



John Law
Director



Reginaldo Anthony B. Cariaso
President and Chief Executive Officer

Shih-Chiao (Joe) Lin
Director



BOARD OF DIRECTORS



Hiroki Nakatsuka
Director



Carlos G. Dominguez
Independent Director

Katsufumi Uchida
Director



Alexander A. Patricio
Independent Director



Kaoru Furuya
Director



Daniel Gabriel M. Montecillo
Independent Director

Laurito E. Serrano
Lead Independent Director



Alberto M. de Larrazabal
Independent Director



BOARD OF DIRECTORS



Gayatri P. Bery
Director (until January 26, 2026)

Juan B. Santos
Lead Independent Director (until November 1, 2025)



Gabriel S. Claudio
Independent Director (until July 24, 2025)

Vaughn F. Montes, Ph.D.
Independent Director (until Sept 25, 2025)



ADVISORY BOARD



Francis C. Laurel
Advisory Board Member

Yvonne S. Yuchengco
Advisory Board Member



Atty. Lilia B. de Lima
Advisory Board Member

Yasunori Takahashi
Advisory Board Member



Erika Fille T. Legara, Ph.D.
Advisory Board Member
Independent Director (until Jan 26, 2026)



Directors' Profiles

Regular Directors

Helen Yuchengco-Dee

Chairperson (June 27, 2005 to present)
Director (March 28, 2005 to present)

Ms. Dee, 81, Filipino, is the Bank's Chairperson. Ms. Dee is also the Chairperson of House of Investments, Inc., Petroenergy Resources Corporation all of which are PSE-listed companies. She is also the Chairperson of Pan Malayan Management and Investment Corporation, Malayan Insurance Co. Inc., Landev Corporation, Hi-Eisai Pharmaceutical Inc., Malayan Educational Systems, Inc. and Manila Memorial Park Cemetery. Among the top companies where she holds a directorship position are Philippine Long Distance Telephone Company and Sun Life Grepa Financial, Inc. She graduated from Assumption College with a Bachelor of Science degree in Commerce and completed her Master's in Business Administration at De La Salle University.

Cesar E.A. Virata

Corporate Vice Chairperson (July 25, 2000 to present)
Director (September 25, 1995 to present)

Mr. Virata, 95, Filipino, has been a Director since 1995, Corporate Vice Chairman since July 2000 and Senior Adviser from 2007. Mr. Virata's roster of companies where he is also a Director and/or Chairman, Board of Adviser includes, RCBC Trust Corporation, RCBC Realty Corp., RCBC Land, Inc., Malayan Insurance Co., Inc, ALTO Pacific Co., Inc., Malayan Education System, Inc., RCBC Bankard Services Corporation, Yuchengco Center, Yuchengco Museum, AY Foundation, Business World Publishing Corporation, Lopez Holdings Corporation, Investment & Capital Corporation of the Philippines, City & Land Developers, Inc., Cavtex Holdings, Inc., and World Trade Center Management, Inc.

Mr. Virata has held important/key positions in the Philippine government, including Prime Minister, Secretary/Minister of Finance, Chairman of the Committee on Finance of the Batasang Pambansa (National Assembly) and member of the Monetary Board. He was Chairman of the Board of Investments, Undersecretary for Industry. He was also Chairman of the Land Bank of the Philippines and Philippine National Bank. He has served as Governor for the Philippines to the World Bank, the Asian Development Bank and the International Fund for Agriculture Development. He was Chairman of the Development Committee of the World Bank and International Monetary Fund from 1976 to 1980 and Chairman of the Board of Governors of the Asian Development Bank.

Prior to his Government positions, he was a Professor and Dean of the College of Business Administration of the University of the Philippines and Principal, SyCip Gorres Velayo and Company, Management Services Division. Mr. Virata has also held membership in various international committees/fora in the past, including: Bretton Woods Committee, Group of 30, Institute of International Finance, Rockefeller Tripartite Commission for Asia, Davos Forum, World Development Committee of the World Bank and IMF, ADB Forum.

Mr. Virata graduated from the University of the Philippines with degrees in Mechanical Engineering and Business Administration (Cum Laude). He completed his Master's Degree in Business Administration (Industrial Management) from the Wharton Graduate School University of Pennsylvania.

Reginaldo Anthony B. Cariaso

President and Chief Executive Officer (July 1, 2025 to present)
Director (July 1, 2025 to present)

Mr. Cariaso, 58, Filipino, is the Bank's President and Chief Executive Officer. He joined RCBC on November 6, 2023 as Executive Vice President / Group Head Designate of the Operations Group. He assumed the role of Operations Group Head on February 4, 2024. On January 1, 2025, he was appointed as the Bank's Deputy Chief Executive Officer. He concurrently sits as Chairperson of RCBC Microbank, Inc. – A Thrift Bank, and as Vice Chairperson of RCBC Leasing and Finance Corporation. He also holds directorships in RCBC Capital Corporation, RCBC Trust Corporation, RCBC Rental Corporation, BancNet, Asian Bankers Association, and Bankers Association of the Philippines.

Mr. Cariaso is a seasoned financial and banking executive with close to 30 years of experience gained from local and overseas firms including J.P. Morgan (Hong Kong), Nomura International (Hong Kong) and Bank of the Philippine Islands (BPI). Prior to joining RCBC, he was Senior Vice President at BPI where he was Head of Institutional Banking Strategy, Products, and Support Group. Prior thereto, he served as President of BPI Capital Corporation. He was Executive Director in both J.P. Morgan and Nomura International with a focus on Asian equity capital and derivative markets. Before entering the finance sector, he was a Lieutenant of the United States Navy Submarine Force.

Mr. Cariaso was a university scholar of New York University before transferring to University of Pennsylvania where he completed his Bachelor of Arts in Chemistry Degree in 1990.

Eugene S. Acevedo

Director (July 1, 2019 to present)

Mr. Acevedo, 62, Filipino, has been a Director of the Bank since July 1, 2019. He was the Bank's President and Chief Executive Officer until June 30, 2025. He has over 35 years of banking experience gained from local and multinational banks including Union Bank of the Philippines, CitySavings Bank, Philippine National Bank, and Citibank Philippines, Singapore and Hong Kong. He is an Advisory Dean of Mapua University Business Schools.

He is a Magna Cum Laude graduate from the University of San Carlos where he earned a degree in Bachelor of Science in Physics, magna cum laude, in 1984. He has a Master's degree in Business Administration from the Asian Institute of Management where he is now taking the DBA program. He recently completed the PhD in Organizational Development requirements at the SAIDI Institute. He attended the Advanced Management Program at the Harvard Business School.

Armando M. Medina

Director (January 1, 2021 to present)

Mr. Medina, 76, Filipino, was an Independent Director of the Bank from 2003 to 2020. He became a regular director of the Bank starting January 1, 2021. He is a member of the Bank's Executive Committee. He was an Independent Director of Malayan Insurance, Co. Inc. until September 28, 2023. He served as an Independent Director of RCBC Capital Corporation until December 31, 2021. He graduated from De La Salle University with a Bachelor of Arts degree in Economics and a Bachelor of Science degree in commerce with a major in Accounting.

John Law

Director (April 27, 2015 to present)

Mr. Law, 75, a dual citizen of France and Taiwan, has been a Director of the Bank since April 2015. He is also currently a Director of Far East Horizon Ltd. in Hong Kong and Khan Bank in Mongolia. He served as Senior Advisor for Greater China for Oliver Wyman from Jan 2013 through December 31, 2020. He holds a Bachelor of Science degree, major in Psychology, from Chung Yuan University in Taiwan; a Master's of Business Administration degree from Indiana University; and a Master's of Arts degree, major in Poetry, from the University of Paris, France.

Shih-Chiao (Joe) Lin

Director (March 25, 2019 to present)

Mr. Lin, 52, Taiwanese, has been a Director of the Bank since March 25, 2019. He has been with Cathay Life Insurance for over 20 years and is currently an Executive Vice President there. He graduated with a Bachelor's degree in Business Administration from the National Chengchi University and holds an MBA from the National Taiwan University.

Hiroki Nakatsuka

Director (July 31, 2023 to present)

Mr. Nakatsuka, 56, Japanese, was an Advisory Board Member of the Bank from 2021 until July 2023 and, after that, became a Director and a Member of the Executive Committee of the Bank. He has been with Sumitomo Mitsui Banking Corporation (SMBC) for over 30 years and is currently the Managing Director of Asia Growing Markets Department of SMBC. He used to be the General Manager of the Manila Branch and the Chief Representative of the Manila Representative Office of SMBC. During his stay in Manila at the time, he was also a director of the Bankers Association of the Philippines. He was a guest professor of Kindai University from 2010 until 2012. He graduated with a Bachelor of English degree from Kansai Gaidai University. He finished the BIPA Program (Indonesian Language Program) at Universitas Indonesia.

Katsufumi Uchida

Director (July 31, 2023 to present)

Mr. Uchida, 58, Japanese, has been a Director of the Bank since the close of business on July 31, 2023. He currently holds positions in SMBC as Managing Executive Officer, and Head of Asia Pacific Division. He also serves as Managing Executive Officer of SMFG. He joined SMBC in 1990 and has spent over 20 of his more than 35 years with the company outside Japan, including Brussels, Hong Kong, Singapore and London, assuming various leadership roles. He graduated from the Waseda University of Japan, majoring in Political Science and Economics.

Kaoru Furuya

Director (January 26, 2026 to present)

Mr. Furuya, 60, Japanese, has been a Director of the Bank since the close of business on January 26, 2026. He is the Managing Director and Senior General Manager of SMBC's Global Banking Unit. He is also a Director of ACLEDA Bank (a commercial bank in Cambodia with subsidiaries in Laos and Myanmar). He started out as a Marketing Officer of SMBC's Machida Branch in 1989 and has held various SMBC roles over the years in Tokyo, Hong Kong, New York, London, and Singapore, including General Manager of the Corporate Banking Department, APAC Division (Singapore). He previously served as Deputy President, Director, and Chief Strategy Officer of PT Bank SMBC Indonesia Tbk (Jakarta). He graduated with a Bachelor of Arts Degree, major in Politics, from the Hosei University in 1989.

DIRECTORS' PROFILES

Independent Directors

Laurito E. Serrano

Lead Independent Director (January 26, 2026 to present)
Independent Director (March 20, 2019 to present)

Mr. Serrano, 65, Filipino, is the Lead Independent Director of the Bank. He has been an Independent Director of the Bank since March 2019 and likewise an independent director of RCBC Trust Corporation since January 2024. Mr. Serrano was part of the Audit & Business Advisory Group and was a partner of SGV & Co - Corporate Finance Consulting Group. He is currently in the financial advisory practice working with clients mostly in the private sector.

Mr. Serrano also concurrently serves as an independent director of public entities such as Axelum Resources Corp., Belle Corporation, Anglo Philippine Holdings Inc, Century Peak Holdings Corporation, and Premium Leisure Corporation, and a director in Malayan Insurance Company, and MRT Development Corporation.

Mr. Serrano’s past experience includes, among others, directorships in Pacific Online Systems Corporation, Atlas Mining & Development Corporation, Metro Global Holdings Group, Fil-Estate Group, Metro Rail Transit Group, Travellers Hotels Philippines, Inc. (Resorts World), MJCI Investments, Inc., United Paragon Mining Corp., Sagittarius Mining Corporation, and Philippine Veterans Bank.

Mr. Serrano holds a Bachelor of Science degree in Commerce (Major in Accounting) from the Polytechnic University of the Philippines and has a Master’s in Business Administration degree from the Harvard Graduate School of Business.

Carlos G. Dominguez

Independent Director (July 28, 2025 to present)

Mr. Dominguez, 80, Filipino, has been an Independent Director since July 28, 2025. He carries with him over 55 years of experience in government and in the private sector. He was Secretary of Finance from July 2016 to June 2022 and, by virtue thereof, served as BSP Monetary Board Member, ADB Governor for the Philippines, World Bank Governor for the Philippines, and IMF Alternate Governor for the Philippines. He was President and/or Chief Executive Officer of various companies including BPI Agricultural Development Bank and Philippine Airlines. He served as director of various companies including Roxas Holdings, and MERALCO.

He currently sits as independent director of House of Investments, Inc., Petroenergy Resources Corporation, GT Capital Holdings, Inc., and Sun Life Grepa Financial, Inc. He is also President and Chairman of PTFC Redevelopment Corporation.

He was conferred the Order of Lakandula with the Rank of Grand Cross (Bayani) by the President of the Philippines for exemplary service to the nation, and the Grand Cordon of the Order of the Rising Sun by the Emperor of Japan for outstanding leadership in promoting cooperation between the Philippines and Japan.

He graduated from the Ateneo de Manila University with a Bachelor’s Degree in Economics in 1965, and a Master’s Degree in Business Administration in 1969. In 1982, he completed the Executive Management Program of Stanford University’s Graduate School of Business.

Alexander A. Patricio

Independent Director (September 29, 2025 to present)

Mr. Patricio has been an Independent Director of the Bank since September 29, 2025. He brings with him over 41 years of experience in the banking industry, including stints in Citibank Philippines, Citibank Australia Ltd., Citytrust Banking Corporation, and ING Bank Philippines, where he held various positions as Vice President/Senior Credit Officer, Vice President/Senior Risk Manager, Director/Head of Corporate Lending, and Director/Country Risk Manager. He concluded 20 years in Citibank/Citytrust and 17 years in ING Bank, and then transitioned to government service as Executive Vice President/Sector Head and Chief Risk Officer of the Development Bank of the Philippines. He was an Independent Director of Chinatrust Banking Corporation Philippines from 2018 to July 2025.

He currently sits as Independent Director of the Intellicare Group of Companies (Asalus Corp, Avega Managed Care Inc., Aventus Medical Care Inc.) and the Unicapital Group (Unicapital Inc, Unicapital Finance and Investments Inc). He is also a Member of the Board of Trustees of Christ’s Commission Fellowship, Vice Chairman of the Board of Trustees of OMF Literature Inc., and Member of the Board of Governors of the First Valle Verde Association.

He graduated from the De La Salle University with a Bachelor of Science Degree in Industrial Management Engineering in 1974 and from the Asian Institute of Management in 1976, with a Master’s Degree in Business Management. He is a Teaching Fellow of the Institute of Corporate Directors (ICD) and a Life Member of the Financial Executives Institute of the Philippines (FINEX).

Daniel Gabriel M. Montecillo

Independent Director (November 2, 2025 to present)

Mr. Montecillo, 69, Filipino, has been an Independent Director since November 2, 2025. He currently sits as Independent Director of Ayala Land, Inc., Raslag Corporation, Metro Pacific Health, Maybank Investment Banking Group, Maybank Securities, and Marsh Philippines, Inc. He is also a Trustee of Alpha Philippines Foundation and Senior Country Advisor of Actis LLP. He is a Fellow in the Institute of Corporate Directors and Chairman of its Sustainability Committee. He was a former Associate Member of the Singapore Institute of Directors.

He has 21 years of international investment banking experience, with stints in Bankers Trust Company (New York), Credit Suisse (Hong Kong), and Morgan Stanley Hong Kong). He also served as CEO and Managing Equity Partner of Diamond Dragon Advisors, and as CEO of Fidelis Holdings. He was with the BPI Group from 2013 up to his retirement in 2018, holding various positions including: President of BPI Capital Corporation, Board Chairman of BPI Securities Corporation, and Executive Vice President and Group Head of Corporate Clients of BPI. He also previously served as an Independent Director of the Rural Bank of Silay and the Bank of Commerce.

He is a recipient of an ESG Certificate and Designation (GCB.D) from Competent Boards of Canada. He is also a certified coach at the International Coaching Federation and a member of the latter’s Philippine Chapter. He is a leadership development speaker and facilitator with Deloitte University (Asia Pacific/China). He was a senior consultant of the International Finance Corporation and several other Philippine companies.

He graduated from De La Salle University with a Bachelor of Science degree in Management of Financial Institutions and a Bachelor of Arts degree in Behavioral Sciences (magna cum laude). Thereafter, he went on to secure an MBA and an MA from Stanford University. In 2018, he received training as a director through the Institute of Corporate Directors’ Professional Directors Program (including the Corporate Governance Orientation Program).

Alberto M. de Larrazabal

Independent Director (January 26, 2026 to present)

Mr. de Larrazabal, 70, Filipino, has been an Independent Director of the Bank since the close of business on January 26, 2026. He has over two decades of experience in corporate finance, strategy, and operations. Up to the end of December 2025, he was Senior Managing Director and Chief Finance Officer/Finance Group Head of Ayala Corporation, concurrently holding positions as Vice Chairman / President and Chief Executive Officer of AC Ventures Holdings Corporation, and Director / President of AYC Finance Limited and AC International Finance Ltd, . Before Ayala, he held various positions in Globe Telecom, Inc. starting 2006 ending with the position of Chief Commercial Officer in April 2021. He also held senior finance roles at San Miguel Corporation, and Marsman Drysdale Corporation, as well as Head of Consumer Sector in JP Morgan Hong Kong. In November 2025, he was named Chief Financial Officer of the year by ING and the Financial Executives Institute of the Philippines.

Among others, Mr. de Larrazabal is the Executive Director, President and CEO of AREIT, Inc. and AC Infrastructure Holdings Corporation. He is Chairperson of Integrated Micro-Electronics, Inc. and holds directorships in several other companies.

Mr. de Larrazabal graduated from the De La Salle University with a Bachelor of Science Degree in Industrial Management Engineering in 1978 and completed the Financial Management Program of Stanford University in 1993. He is an MBA Candidate of the Ateneo Graduate School of Business.

DIRECTORS' PROFILES

Former Directors

The following also served as directors in 2025 but no longer currently sit on the Board for the reasons set forth below.

Gayatri P. Bery
Director (July 27, 2020 to January 26, 2026)

Stepped down in favor of SMBC's new director after the sale of IFC's shares to SMBC.

Ms. Bery, 60, American, was a Director of the Bank and Risk Oversight Committee member since July 2020 up to January 2026. She most recently served as Chief Operating Officer, Asia Pacific Global Capital Markets at Morgan Stanley (Hong Kong) where she was also a member of the Steering Committee of Morgan Stanley's HK Women's Business Alliance Team. Her past work experiences include being an investment advisor in Hong Kong and roles at Morgan Stanley & Co. Incorporated (New York), Ranieri & Company (New York), and Drexel Burnham Lambert (New York). Ms. Bery graduated with a Bachelor of Science degree in Applied Mathematics/Computer Science from Carnegie Mellon University (Pennsylvania, USA), and obtained a Master of Business Administration (Beta Gamma Sigma) from Columbia Business School (New York, USA). In 2023, she was conferred as a Qualified Risk Director® after being awarded a Certificate in Risk Governance® from the DCRO Institute

Juan B. Santos
Lead Independent Director (March 29, 2021 to November 1, 2025)
Independent Director (November 2, 2016 to November 1, 2025)

Maximum Term for Independent Directors Reached

Mr. Santos, 87, Filipino, was an Independent Director and Lead Independent Director of the Bank until November 2025. He holds director, trustee, and advisory positions in various companies. Prior to joining the Bank, he was the Chairman of the Social Security Commission. He served briefly as Secretary of Trade and Industry and was CEO and Chairman of Nestle Philippines, Singapore, and Thailand. He also served as Director of various publicly listed companies, including the Philippine Long Distance Telephone Company, Philex Mining Corporation, San Miguel Corporation, Equitable Savings Bank, Inc., and PCI Leasing and Finance, Inc. He holds a Bachelor of Science in Business Administration degree from the Ateneo de Manila University and a degree in Foreign Trade from the Thunderbird School of Management in Arizona, USA. He completed his Advanced Management Course at the International Institute for Management Development in Lausanne, Switzerland.

Gabriel S. Claudio
Independent Director (July 25, 2016 to July 24, 2025)

Maximum Term for Independent Directors Reached

Mr. Claudio, 71, Filipino, was an Independent Director of the Bank until the end of his term in July 2025. He has directorships in Ginebra San Miguel, Incorporated, Risk & Opportunities Assessment Management, Conflict Resolution Group Foundation (CORE), and Toby's Youth Sports Foundation. He served as political adviser to former presidents Fidel V. Ramos and Gloria Macapagal-Arroyo and held various positions in the Cabinet and government including: Presidential Political and Legislative Adviser, Chief of the Presidential Legislative Liaison Office, Cabinet Officer for Regional Development for Eastern Visayas, and Acting Executive Secretary. He also previously served as Director of the Philippine Amusement and Gaming Corporation (PAGCOR), Chairman of the Board of Trustees of the Metropolitan Water and Sewerage System, Director of the Development Bank of the Philippines, and Director of the Philippine Charity Sweepstakes Office. He holds an AB Communication Arts degree from the Ateneo de Manila University.

Vaughn F. Montes, Ph.D.
Independent Director (September 26, 2016 to September 25, 2025)

Maximum Term for Independent Directors Reached

Mr. Montes, 75, Filipino, was an Independent Director of the Bank until the end of his term in September 2025. He is a former Trustee at the Institute of Corporate Directors (ICD) as well as a current Teaching Fellow on Corporate Governance courses of the ICD. He is a Director of the Center for Excellence in Governance, and President of the Center for Family Advancement. He was a national consultant for Risk Management to the NEDA PPP Center under an ADB technical assistance grant from December 2011 to October 2022. He is a Trustee and Founding Fellow of the Foundation for Economic Freedom. He is an Adjunct Faculty member at the Asian Institute of Management. He is also currently a Trustee at Parents for Education Foundation ("PAREF"), and Chairman and President at PAREF Southridge School for Boys. He worked in Citibank over a period of 25 years in various capacities including: Senior Economist in Philippine Debt Restructuring Committee; Head of the International Corporate Finance Unit; and Director and Head of Public Sector. He worked as an Associate Economist at the Wharton Econometric Forecasting Associates in Philadelphia USA. He holds an AB (Bachelor of Arts) Economics degree from the Ateneo de Manila University, an MS (Master of Science) Industrial Economics degree from the Center for Research and Communications (now University of Asia and the Pacific), and a PhD in Business Economics from the Wharton Doctoral Programs, University of Pennsylvania, USA.

Advisory Board's Profiles

Yvonne Yuchengco
Advisory Board Member

Ms. Yuchengco is also Chairperson and Director of RCBC Capital Corporation; Chairperson/President and Director of the Philippine Integrated Advertising Agency, Inc.; Vice Chairperson and Director of Malayan Insurance Company, Inc.; President and Director of MICO Equities, Inc., Member of the Board of Trustees of AY Foundation, Inc.; and Chairperson/Trustee/President, Yuchengco Museum, Inc.

Francis C. Laurel
Advisory Board Member

Mr. Laurel holds the following concurrent positions: President and Chief Executive Officer of the following Toyota Dealerships, Toyota Batangas City Inc., Toyota Camarines Sur Inc., Toyota Albay; President and Member of the Board of Trustees, UP Los Baños College of Economics and Management Foundation Inc.; President and Member of the Board of Trustees, Philippine-Japan Society, Inc.; Senior Adviser, Philippines-Japan Economic Cooperation Committee, Inc.; and Member of the Board of Trustees of the UP Foundation Inc. Mr. Laurel holds a Bachelor of Science degree in Agriculture, major in Agribusiness Management (magna cum laude) from the University of the Philippines and a Master's degree in Business Administration from the Kellogg School of Management at Northwestern University.

Atty. Lilia B. de Lima
Advisory Board Member

Atty. de Lima was a Director of the Bank from June 24, 2019 to July 31, 2023. She was an Independent Member of the Bank's Advisory Board from July 3, 2017 to June 24, 2019. Prior thereto, she served as the Director General of PEZA from 1995 to 2016. Other positions she has held include being Board Member of the Cagayan and Zamboanga Economic Zones, Commissioner of the National Amnesty Commission, Executive Director of the Department of Trade and Industry Price Stabilization Council and Director of the Bureau of Trade, and Chief Operating Officer of the World Trade Center Manila. She was an Elected Delegate to the 1971 Constitutional Convention representing the 2nd District of Camarines Sur. She is the recipient of numerous local and international awards including the 2017 Ramon Magsaysay Award, The Order of the Rising Sun-Gold and Silver Star (Japan), The Outstanding Women in the Nation's Service (TOWNS) in the field of law, and the 2010 Management Man of the Year.

Yasunori Takahashi
Advisory Board Member

Mr. Takahashi sits on the Supervisory Board (non-resident) of the Vietnam Prosperity Joint Stock Commercial Bank in Hanoi. He joined The Sumitomo Bank, Limited (now known as SMBC) in 1990 and took on various roles in Tokyo, London, and New York over the course of 35 years, including Executive Officer/ Head of Global Credit, Risk Management (2022) and Advisor of Asia Business Development Division (2024). He graduated with a Bachelor of Law Degree from the Keio University in 1990.

Erika Fille T. Legara, Ph.D.
Advisory Board Member
Independent Director (July 25, 2022 to January 26, 2026)

Dr. Legara, 42, Filipino, was independent director of the Bank from July 2022 to January 2026. She has contributed significantly to the Bank's ongoing digitization efforts, offering strategic insight and technical guidance within the scope of her independent role. Her relinquishment of the Independent Director post and appointment to the Advisory Board will enable deeper engagement and more hands-on collaboration, allowing the Bank to more fully benefit from her expertise as it advances its initiatives in artificial intelligence and data science.

Dr. Legara is a scientist, educator, and advisor specializing in data science and artificial intelligence (AI), as well as data and AI strategy, governance, infrastructure, and education. She is a Certified AI Governance Professional through the International Association of Privacy Professionals (IAPP). She currently serves as the Managing Director and Chief AI and Data Officer for the Department of Education (DepEd) Center for AI Research (E-CAIR, previously CAIR under the DTI), fulfilling her responsibilities as a Highly Technical Consultant (HTC) through non-profit organization SEAMEO Innotech, a DepEd partner. At the Asian Institute of Management, Dr. Legara holds two key positions: Associate Professor of Data Science (on professional development leave) and Aboitiz Chair in Data Science. Previously, she was a scientist at A*STAR in Singapore, where she collaborated with government institutions and industry leaders on various Research and Development initiatives.

Dr. Legara has received numerous accolades, including the TOYM and TOWNS awards, as well as the National Academy of Science and Technology Outstanding Young Scientist Award in 2020. She was named an Asia 21 Young Leader (Class of 2022) and, in 2024, received the Tatler Impact Award for Science and Innovation while also being listed in Tatler Asia's Most Influential. Dr. Legara was recognized as one of the Asian Scientist 100 in 2023 and is the first Filipino to receive the DCRO Institute Certificate in Cyber Risk Governance.

Dr. Legara graduated cum laude with a Bachelor of Science in Physics from the University of the Philippines, Diliman, where she also earned her Master's and PhD in Physics (G.W.A. 1.0/1.0). She furthered her education by completing the Leading Smart Policy Design program at the J.F. Kennedy School of Government, Harvard University, Executive Education in 2021, and the Ethics for AI program at the London School of Economics and Political Science in March 2023. In 2024, she completed the AI Governance Professional training under the International Association of Privacy Professionals.

SENIOR MANAGEMENT



Elizabeth E. Coronel
Executive Vice President



Angelito M. Villanueva
Executive Vice President



Richard C. Lim
Executive Vice President

Maria Christina P. Alvarez
First Senior Vice President



Bennett Clarence D. Santiago
Executive Vice President



Atty. George Gilbert G. dela Cuesta
First Senior Vice President



Alberto Magno N. Pedrosa
Executive Vice President

Florentino M. Madonza
First Senior Vice President



SENIOR MANAGEMENT



Rowena F. Subido
First Senior Vice President



Atty. Ramil M. de Villa
Senior Vice President 2

Martin Roberto G. Tirol
First Senior Vice President



Jacqueline Grace B. Wieneke
Senior Vice President 2



Juan Gabriel R. Tomas IV
Senior Vice President 2



Kristine I. Aguirre
Senior Vice President 1

SENIOR MANAGEMENT



John Edward F. Alabastro
Senior Vice President 1



Atty. Angeluz T. Guerzon
Senior Vice President 1

Ma. Pamela Katrina M. Cabudoy
Senior Vice President 1



Jean Valen W. Yu
Senior Vice President 1



Sheila Ricca G. Dioso
Senior Vice President 1



Xavier Y. Zialcita
Senior Vice President 1

HEADS OF SUBSIDIARIES



Arsenio Kenneth M. Ona
President and CEO
RCBC Capital Corporation



Jose Jayson L. Mendoza
Senior Vice President 1
President, RCBC Leasing and Finance Corporation
and RCBC Rental Corporation



Arniel Vincent B. Ong
Senior Vice President 2
President and CEO, RCBC Bankard Services Corporation

Raoul V. Santos
Senior Vice President 1
President, RCBC Securities, Inc



Dr. Robert Rol Richard Raymond B. Ramos,
CFA, CIPM, CAIA
First Senior Vice President
President, RCBC Trust Corporation



Simplicio B. Dela Cruz, Jr.
Senior Vice President 1
President, RCBC Microbank



Senior Management’s Profiles

Elizabeth E. Coronel
Executive Vice President
Head, Institutional Banking Group

Previous Positions: Head of Corporate Banking Group, RCBC; Head of the Conglomerates and Strategic Corporates Segment, RCBC; Senior Vice-President and Officer-in-Charge, Equicom Savings Bank; Vice President and Co-Head of Corporate Finance Department, Mizuho Corporate Bank-Manila Branch; Vice-President and Head of Corporate Banking Division IV, Equitable PCIBank; Corporate Relationship Manager in the Global Consumer Bank, Citibank

Education: Bachelor of Arts degree in Behavioral Science (Cum Laude), University of Santo Tomas; earned MBA units, Ateneo Graduate School of Business; a Certificant in Sustainable Finance, Cambridge Institute for Sustainable Leadership, a Certificant in Circular Economy and Sustainability Strategies, University of Cambridge; a Certificant in Principles of Sustainable Finance, Erasmus University – Rotterdam, CFA Institute Climate Finance course

Richard C. Lim
Executive Vice President
Head, Retail Banking Group

Previous Positions: Chief Operating Officer, RCBC Savings; Head of Retail Banking, Executive Vice President, Head of Retail Banking, Assistant Vice President for Cash Management Services, Head of Consumer Sales Department, and Cluster Head for Binondo Manila area, Maybank, Inc.; Manager for Binondo Branch, Philam Bank-AIG; Assistant Manager/Sales Officer, International Exchange Bank; Marketing Officer, Banco De Oro; Marketing Associate, Urban Bank; Officer’s Assistant at Cash Department, China Bank

Education: Bachelor of Science degree major in Biology, University of Santo Tomas

Bennett Clarence D. Santiago
Executive Vice President
Chief Risk Officer
Head, Risk Management Group

Previous Positions: Chief Credit Officer and Head of Credit Management Group, RCBC; Head for Small Business Loans under the Consumer Banking Group and Head of Credit Risk Control for Commercial Banking, BDO; held various senior risk roles at Citi Commercial Bank Unit of Citibank Manila, Union Bank of the Philippines, and International Exchange Bank

Education: Bachelor of Science in Business Administration degree, University of the Philippines; units for Masters in Business Administration, Ateneo Graduate School of Business

Alberto Magno N. Pedrosa
Executive Vice President
Treasurer and Head of Treasury Group

Previous Positions: Head of Asset Liability Management (RCBC), Head of Asset Portfolio Management (RCBC); Head of Investment & Markets Trading; Chairman Treasury Investment Committee; Head of Global Liquid Products Trading, JGSummit Capital Markets,. Head of FCDU Asset Liability Management, PCIBank. Junior Trader, Bank of Philippine Islands

Education: Bachelor of Science - Philosophy, London School of Economics

Angelito M. Villanueva
Executive Vice President
Chief Innovation and Inclusion Officer and Head,
Digital Enterprise and Innovations Group

Founding Chairman, Fintech Alliance Philippines; Founding Chairman, South Africa-based Alliance of Digital Finance and FinTech Associations; Advisory Member, ASEAN Innovations Platform, Co-Founder and Global Ambassador, Asia FinTech Alliance; Permanent Senior Council Advisor, ASEAN Fintech Forum; Advisory Board Member, ASEAN Innovation Business Platform (AIBP); Member, Philippine-Hungary Business Council

Previous Positions: Trustee, Blockchain Council of the Philippines; President and Trustee, Gov Nestor A. Espenilla Jr. Institute for Growth towards National Inclusion, Transformation and Empowerment (IGNITE); started the PLDT Group’s FinTech business; among the founding executives of PayMaya wallet; Managing Director, FINTQnologies Corp.; Member of the Board of Directors, FINTQnologies and FINTQSurelite Insurance Agency; KasamaKa Financial Inclusion Movement; Head, Customer Strategy and Market Activation, Visa; Consultant on Mobile Money Transfer in Mongolia, IFC World Bank Group; Monitoring and Evaluation (M&E) Consultant, World Bank- Department of Social Welfare and Development; Head, Mobile Financial Services-Smart Communications, Inc.; Regional Manager for Marketing and Special Projects, APAC and EMEA at BCD Travel; Executive Director and Vice President, Luntiang Pilipinas (Green PH) Foundation, Inc.; Chief of Division, Overseas Correspondent Banking Department, Global Banking Group, Land Bank of the Philippines; Senior Research Associate and Associate Editor, Economist Intelligence Unit (EIU) Phils; Director, Asia Board of Directors, Mobile Ecosystem Forum

Education: Bachelor of Arts in Political Science degree, University of Santo Tomas; Master’s in National Security Administration, National Defense College of the Philippines (state scholar); Master of Arts in Public Administration (Magna Cum Laude), University of Santo Tomas, Digital Transformation by Design, Judge Business School, University of Cambridge, United Kingdom; Leadership Program Certificate in Core Banking Transformation, Intellect Oxford School of Core Banking, University of Oxford, United Kingdom

Maria Christina P. Alvarez
First Senior Vice President
Head, Corporate Planning Group

Previous Positions: Over 27 years of experience in the financial services industry, specializing in credit, corporate, and financial planning, as well as investor relations. This includes more than 17 years within the Corporate Planning Group of RCBC.

Education: Management Economics degree, Ateneo de Manila University; Master’s in Business Management degree, Asian Institute of Management

Atty. George Gilbert G. dela Cuesta
First Senior Vice President
Corporate Secretary and Head,
Legal Affairs and Corporate Secretariat Group

Previous Positions: Atty. dela Cuesta has served as general counsel of various multinational companies such as Asian Terminals, Inc., Mirant Phils. Corporation (now, TeaM Energy), and Hanjin Heavy Industries & Construction Co. Ltd.; he served the Philippine Government as a legal officer at the Department of Environmental and Natural Resources; he started his legal career at the global law firm of Baker & McKenzie/ Quisumbing Torres.

Education: Atty. dela Cuesta earned his Law Degree from the College of Law of the University of the Philippines in Diliman, and his Bachelor of Arts Degree in Political Science (cum laude), also from the University of the Philippines; He earned a certificate on Bridging Leadership from the Asian Institute of Management while he was with Mirant Phils.

Florentino M. Madonza
First Senior Vice President
Head, Controllershship Group

Previous Positions: Previous Positions: External Auditor, Sycip, Gorres, Velayo & Co.; held various positions in Accounting and Controllershship for over 28 years

Education: Bachelor of Science in Commerce major in Accounting (Cum Laude), Araullo University; a Certified Public Accountant.

Rowena F. Subido
First Senior Vice President
Head, Human Resources Group

Previous Positions: Deputy Group Head, Human Resources Group, RCBC; Senior Vice President and Lead Human Resources Generalist and Senior Vice President and Head of Human Resources for the Institutional Clients Group, Citibank, N.A.; Vice President and Human Resources Head, Citifinancial Corporation; and Human Resources Head for various retail and manufacturing companies

Education: Bachelor of Science major in Psychology, University of Santo Tomas; with earned units for Master’s in Psychology degree major in Organizational/Industrial Psychology, De La Salle University

Martin Roberto G. Tirol
First Senior Vice President
Head, Transaction Banking Group

Previous Positions: Director and Head Global Transaction Banking Group, Deutsche Bank (Manila Branch); Senior Vice President and Head Transaction Banking Group, Maybank Philippines; Vice President and Head Cash Management Group, PNB; Vice President and Head Trade Finance Group, Australia New Zealand Banking; Vice President, Global Transaction Banking Group, Citibank N.A. Philippines ; Assistant Vice President, Cash Management and Trade & Supply Chain Group, Standard Chartered Bank; Management Associate in Citi’s Management Trainee Program, Citibank N.A. Philippines; began career in banking as a graduate of RCBC’s Marketing Assistant Training Program in 1994

Education: Master of Science, Management – Arthur D. Little School of Management, Boston, MA, USA; Bachelor of Arts in Economics - Ateneo de Manila University

Juan Gabriel R. Tomas IV
Senior Vice President 2
Head, Operations Group

Previous Positions: Chief Risk Officer and Head, Risk Management Group; Head of the Customer Service Support Segment, Operations Group covering all Head Office and nationwide Cash Center Operations, RCBC; worked for 15 years with Citibank N.A. Philippines eventually heading its Capital Markets and Custody Operations; worked for five years with Accenture (formerly Andersen Consulting) under its Process Competency Group;

Education: Bachelor of Science degree in Management, Ateneo de Manila University; and Master’s in Business Management major in Finance, Asian Institute of Management

SENIOR MANAGEMENT’S PROFILES

Atty. Ramil M. de Villa
Senior Vice President 2
Head, Consumer Lending Group

Previous Positions: Head of Asset Quality Management in Community Financial Services, Maybank Phils., Inc, Head of Asset Quality Management in Group Finance, Maybank, Phils., Inc, Head of Asset Recovery & Litigation in Group Finance, Maybank Phils., Inc; Head of the Documentation Unit of Legal Services Department, Premiere Development Bank, Litigation Lawyer of Legal Department, Premiere Development Bank, Legal Assistant/Officer, Premiere Development Bank, Senior Associate, Demetria Escondo Maloloyon Law Offices

Education: Bachelor of Laws (LLB) , University of Santo Tomas, Bachelor of Arts major in Philosophy, University of Santo Tomas

Jacqueline Grace B. Wieneke
Senior Vice President 2
Head, Wealth Management Group

Previous Positions: Over 30 years of banking experience in Wealth Management and Retail Branch Banking. Previous positions include Senior Vice President and Head of Wealth Management and Bancassurance, Maybank Philippines, Inc.; Senior Vice President and Citigold Branch Head (Wealth Management), Citibank, N.A.

Education: Bachelor of Science in Commerce, major in Marketing (Cum Laude), Assumption College

Kristine I. Aguirre
Senior Vice President 1
Chief Audit Executive
Head, Internal Audit Group

Previous Positions: Partner, Risk Consulting Advisory Services, Head of ESG Sector, R.G. Manabat & Co. (KPMG in the Philippines), Audit Senior Associate Ernst & Young, LLP California, USA, Audit Associate Director, SGV &Co, Member Firm of Ernst & Young Global.

Education: Bachelor of Science in Accountancy, University of Santo Tomas. Kristine is a Certified Public Accountant (since 2003), a Certified Internal Auditor (since 2013), Executive Certificate in Advancing Sustainability from NYU Stern’s Center for Sustainable Business

John Edward F. Alabastro
Senior Vice President 1
Head, Information Technology Shared Services Group

Previous Positions: Chief Technology Officer, RCBC; Chief Information Security Officer (CISO) and IT Risk Head of BDO Unibank; ICT Director of PTC Management Corp.; President and Director of iPeople Inc.; President and Director of Pan Pacific Computer Center ; Director of Mapua IT Center; Chairman of People E-Serve; CIO of the House of Representatives; Chief Technology Officer of IEworks

Education: Master of Science in Computer Science at Syracuse University; Bachelor of Science degree in Computer Science from the University of the Philippines

Ma. Pamela Katrina M. Cabudoy
Senior Vice President 1
Head, Data Science and Analytics Group

Board of Trustee, Analytics & AI Association of the Philippines

Previous Positions: Director for Advanced Analytics of the Enterprise Data Office, Globe Telecom (Globe Excellence Team Awardee for Non-Commercial Innovation, 2022); Director for Solutions and Practices, SAS Philippines Inc.; Customer Intelligence Practice Lead , SAS Philippines Inc. (First Filipino CEO Excellence Awardee, 2008) ; Over 20 years of experience in business and customer advanced analytics, enterprise solutions for data management, business intelligence, machine learning and customer value management; Regional deployment to support client projects in Singapore, Japan, and Thailand.

Education: Bachelor of Science major in Statistics (Class Valedictorian), University of the Philippines

Sheila Ricca G. Dioso
Senior Vice President 1
Chief Compliance Officer
Head, Compliance Group

Current Chief Audit Executive of RCBC Trust Corporation, and Audit Committee Chairperson for Bankers Institute of the Philippines

Previous Positions: Chief Audit Executive and Head, Internal Audit Group for RCBC and RCBC Trust Corporation; Audit and Assurance Partner, Lead for Virtual Resource Hub and Financial Service Sector Lead for R.G. Manabat and Co (KPMG Philippines)., Director for Risk Consulting Advisory Services for R.G. Manabat And Co (KPMG Philippines), Finance Controller for Suyen Corporation, Audit Manager in Ernst & Young Singapore and SGV & Co.

Education: Bachelor of Science in Business Administration and Accountancy, University of the Philippines. Sheila is a Certified Public Accountant (since 2005) and Certified Internal Auditor (since 2025).

Atty. Angeluz T. Guerzon
Senior Vice President 1
Head, Asset Management and Remedial Group

Previous Positions: Asset Management Support Division Head in RCBC, specializing in property and asset management, ROPA disposal, documentation, legal and risk management with more than 20 years of experience in legal, compliance, remedial management, data protection, collection and foreclosure, litigation and various aspects of risk management; Legal and Compliance Group Head in RCBC Bankard Services Corporation and functioned as corporate legal counsel, compliance officer and data protection officer; Remedial Legal Officer in Unionbank; Foreclosure lawyer in Philippine National Bank, progressing to Supervising Lawyer for Branch Lawyers Litigation Division in PNB.

Education: Juris Doctor, San Beda College of Law, admitted to the Philippine Bar on May 2004; Bachelor of Arts in Public Administration (Cum Laude), University of the Philippines - Diliman. Certificate in Strategic Compliance in the banking Industry, De La Salle-Center for Professional Development in Business. DPO ACE Level 1 Certification, National Privacy Commission Data Protection Officer Accountability, Compliance, and Ethics Program.

Jean Valen W. Yu
Senior Vice President 1
Head, Marketing Group

Previous Positions: Marketing Director, Abbott Nutrition; With 25 years of experience in consumer insighting, brand building, integrated brand communication and business analysis and strategy development gained from local, regional and global markets such as Kimberly Clark, Mead Johnson Nutrition, and Procter and Gamble.

Education: Bachelor of Science major in Accountancy from De La Salle University; a Certified Public Accountant

Xavier Y. Zialcita
Senior Vice President 1
Head, Strategic Initiatives

Previous Positions: Senior Vice President, RCBC Capital Corporation; Assistant Vice President, YGC Corporate Services Inc; Senior Associate, SGV & Co; Associate, Joaquin Cunanan and Co.

Education: Post Graduate Diploma in Strategy and Innovation, University of Oxford; Bachelor of Science Management of Information Systems, Ateneo de Manila University

Head of Subsidiaries’ Profiles

Arsenio Kenneth M. Ona
President and CEO
RCBC Capital Corporation

Previous Positions: An investment banking professional with over 25 years of experience in the industry, both locally and abroad. Past affiliations include: First Vice President for Coverage & Origination at First Metro Investment Corporation, Assistant Vice President for Corporate Finance at All Asia Capital & Trust Corporation, Investment Banking Associate at JP Morgan Chase & Co.(New York and Singapore) and Analyst at Jardine Fleming Exchange Capital Corporation.

Education: Masters in Business Administration, The Wharton School at the University of Pennsylvania; Bachelor of Science in Business Economics, University of the Philippines

Arniel Vincent B. Ong
Senior Vice President 2
President and CEO, RCBC Bankard Services Corporation
(seconded from RCBC)

Previous Positions: Chief Customer Experience and Risk Officer, RCBC Bankard • Senior Vice President, Contact Center Management and Digital for HSBC Philippines • Various other consumer credit leadership roles in HSBC including an assignment in HSBC Vietnam • Instrumental in the launch of the country’s first comprehensive private consumer credit bureau • Former Credit Committee Chairman of the Credit Card Association of the Philippines

Education: Certified Financial Risk Manager by the Global Association of Risk Professionals • Professional Certificate in Customer Experience by The CX Academy • Bachelor of Science in Management Engineering and Bachelor of Arts in Economics (Honorable Mention), Ateneo de Manila University

Simplicio B. Dela Cruz, Jr.
Senior Vice President 1
President, RCBC Microbank
(seconded from RCBC)

Previous Positions: Served as the Central Visayas Lending Division Head under the RCBC SME Banking Group; Department Head, Business Development Officer, and Account Relationship Officer at Planters Development Bank; Account Officer, Credit Reviewer and Documentation Assistant at Equitable PCI Bank. He has almost thirty years (30) years of experience in Loans Generation, Account Management, Remedial and Credit Risk Assessment.

Education: Bachelor of Arts degree in Economics, University of Sto. Tomas

Jose Jayson L. Mendoza
Senior Vice President 1
President, RCBC Leasing and Finance Corporation and RCBC Rental Corporation
(seconded from RCBC)

Previous Positions: Twenty nine (29) years solid experience in banking with particular focus on marketing and account management; Occupied various leadership positions under RCBC SME Banking Group from 2008 to 2022; Member of SMEBG Credit Committee (2013 - 2022); Head of Maybank Philippines’ Retail Loans Financing (2005-2008); Account Officer, Philippine National Bank (2003-2004); Account Officer, Philippine Savings Bank (1996-2002).

Education: Bachelor’s degree from De La Salle University, major in Business Management.

Raoul V. Santos
Senior Vice President 1
President, RCBC Securities, Inc
(seconded from RCBC)

Previous Positions: Senior Vice President and Investment Segment Head of RCBC Trust and Investments Group for 5 years. Head of Institutional Relationship Managment Division over 10 years and over 30 years of experience in Fund Management. Trust Investment Management Team of Metrobank and Solidbank 1999-2001. Phinma Treasury Manager from 1992-1999 and Analyst of SGV Consulting from 1988-1992.

Education: BS Management of Financial Institutions and AB Asian Studies major in Japan Studies from DLSU. Accredited Investment Fiduciary.

Dr. Robert Rol Richard Raymond B. Ramos,
CFA, CIPM, CAIA
First Senior Vice President
President of RCBC Trust Corporation
(seconded from RCBC)

Previous positions: Trust Officer and Head of the Trust and Investments Group, RCBC (until December 31, 2023); Chief Trust Officer and Chief Investment Officer, East West Banking Corporation

Education: Bachelor of Science degree in Management Engineering, Ateneo de Manila University; Master’s degree in Business Management, Asian Institute of Management, and in Business Economics, University of Asia and the Pacific; doctorate degree in Business Administration, De La Salle University; a Chartered Financial Analyst, a Chartered Alternative Investment Analyst, a Certificant for Investment Performance Measurement, a Registered Financial Consultant, a Certificant in ESG Investing (CFA Institute) and a Certified Treasury Professional

RCBC SENIOR OFFICERS

President and Chief Executive Officer
REGINALDO ANTHONY B. CARIASO

Corporate Secretary
ATTY. GEORGE GILBERT G. DELA CUESTA
First Senior Vice President
Corporate Secretary and Head, Legal Affairs and Corporate Secretariat Group

Executive Vice Presidents

ELIZABETH E. CORONEL
Head, Institutional Banking Group

RICHARD C. LIM
Head, Retail Banking Group

ALBERTO MAGNO N. PEDROSA
Head, Treasury Group

BENNETT CLARENCE D. SANTIAGO
Chief Risk Officer and Head, Risk Management Group

ANGELITO M. VILLANUEVA
Chief Innovation & Inclusion Officer
Head, Digital Enterprise & Innovations Group

First Senior Vice Presidents

MARIA CHRISTINA P. ALVAREZ
Head, Corporate Planning Group

GEORGE GILBERT G. DELA CUESTA
Corporate Secretariat
Head, Legal Affairs Group

FLORENTINO M. MADONZA
Head, Controllershship Group

JOSEPH COLIN B. RODRIGUEZ
Subsidiary Treasury Risk Officer,
Treasury Group

ROWENA F. SUBIDO
Head, Human Resources Group

MARTIN ROBERTO G. TIROL
Head, Transaction Banking Group

Senior Vice Presidents 2

RAMIL M. DE VILLA
Head, Consumer Lending Group

JUAN GABRIEL R. TOMAS IV
Head, Operations Group

JACQUELINE GRACE B. WIENEKE
Head, Wealth Management Group

Senior Vice Presidents 1

KRISTINE I. AGUIRRE
Chief Audit Executive
Head, Internal Audit Group

JOHN EDWARD F. ALABASTRO
Head, Information Technology
Shared Services Group

MA. LYLAH CRISPENA S. BALLARAN
Head, Products and Service
Delivery Division

JOSE MARIA P. BORROMEO
Segment Head,
Asset & Liability Management

ENRIQUE C. BUENAFLOR
Segment Head, Corporate
Cash Management

MA. PAMELA KATRINA M. CABUDOY
Head, Data Science and Analytics Group

JOSE MANUEL E. CANIZA
Head, Trading Division

KAREN K. CANLAS
Head, Relationship Management Division 2

ANTONIO MANUEL E. CRUZ JR.
Segment Head, Chinese Corporate Banking

CRISPINA D. DEL ROSARIO
Sales Director, North East Luzon
Regional Office

SHIELA RICCA G. DIOSO
Chief Compliance Officer
Head, Compliance Group

EVANGELINE M. DY
Sales Director, Makati North Regional Office

BENJAMIN E. ESTACIO
Regional Service Head,
Mindanao Service Region

ANGELUZ T. GUERZON
Head, Asset Management & Remedial Group

ARMI M. LAMBERTE
Chief Sustainability Officer
Head, Sustainable Finance Division

MA. TERESA R. MANOTOK
Head, Internal Sales Business

MERCELU S. MARIANO
Head, Relatonship Management Division 3

CESARIA AILEEN R. MERCADO
Sales Director, Batangas-Laguna
Regional Office

RICHARD M. PERALTA
Head, Branch Services Support Segment

NANCY J. QUIOGUE
Regional Service Head, North Metro
Manila Service Region

MARIA EVANGELINE T. REYES
Head, Head Office Operations Segment

ISMAEL S. REYES
Retail and Microbank Transformation
Office of the President & CEO

CARREN T. SARIA
Sales Director, Manila Regional Office

JOSE RENE Y. SARMIENTO
OIC Head, Corporate Banking Group

JOHAN C. SO
Head, Conglomerates and Global
Corporate Banking Division 4

ELVIRA D. SORIANO
Head, Standards and Auditcom
Services Division

RANDY B. TORRES
Head, Housing Loans Business

EMMANUEL MARI K. VALDES
Head, Emerging Affluent and
Affluent Market Segment Division

JEAN VALEN W. YU
Head, Marketing Group

PAULA FRITZIE C. ZAMORA
Head, Financial Institutions
& Support Segment

XAVIER Y. ZIALCITA
Head, Strategic Initiatives
Office of the President & CEO

RCBC SUBSIDIARIES SENIOR OFFICERS

RCBC CAPITAL CORPORATION

President and Chief Executive Officer
ARSENIO KENNETH M. ONA

Senior Vice President
CLAUDINE C. DEL ROSARIO
Senior Account Officer

Senior Vice President
GRACE T. CHUA
Head, IBG Distribution Head

First Vice President
GWENDALENE T. DOMINGO
Senior Account Officer

Vice Presidents
CLARA INEZ O. RODRIGUEZ
Senior Account Officer

DRONNEL A. ESPINA
Head, HRAD Head

JAYWIN R. MINA
Head, Financial Services Division

Corporate Secretary
ATTY. SAMUEL V. TORRES

RCBC SECURITIES, INC.

Chairman
JOSE LUIS F. GOMEZ

President
RAOUL V. SANTOS
(Secoded from RCBC)

First Vice President
ANTONIO JOSE K. GARCIA
Head, Traditional Retail Sales

MARILEN C. BAUTISTA
Chief Finance Officer Head, Operations

Vice President
MARIAH FLORENCE CZARAH P. CRUZ
Head, Institutional Sales

Corporate Secretary
ATTY. SAMUEL V. TORRES

RCBC FOREX BROKERS CORPORATION

Chairman
HORACIO E. CEBRERO III

President and Chief Executive Officer
JOSEPH COLIN B. RODRIGUEZ

Corporate Treasurer
CRISELDA T. ESPINOSA

Corporate Secretary
ATTY. SAMUEL V. TORRES

RCBC-JPL HOLDING CO., INC.

Chairman
KENNETH MARK F. GARCIA

President and Director
MARIANO JOSE R. LAUREL

Vice Chairman
ATTY. ANGELUZ T. GUERZON

Director
MA. THERESA JENNIFER A. FERNANDO
ROLANDO I. RAMIREZ, JR.

Corporate Secretary
JEFFREY M. CASTOR

RCBC LEASING AND FINANCE CORP.

Chairperson
HELEN Y. DEE

Vice Chairman of Leasing
EUGENE S. ACEVEDO

President and Chief Executive Officer
JOSE JAYSON L. MENDOZA

First Vice President
JOY T. LIM
Head, Human Resources and Administrative Division

NENER G. CONCEPCION
Head, Internal Audit

HAROLD CHRISTIAN S. TALLEDO
Head, Compliance Division (until July 31, 2024)
Concurrent with RCBC

Vice Presidents
AILEEN RUIZ CONTRERAS
Head, RCBC Rental Corporation, Marketing Division

MERCY K. CHUA
Head, RCBC Leasing and Finance Corp., Marketing Division

ROBERTO MORTOLA LETABA
Head, RCBC Leasing and Finance Corp.
Marketing Department (Vismin)
(Secoded from RCBC)

RCBC RENTAL CORP.

Chairman
XAVIER Y. ZIALCITA

Vice Chairman
EUGENE S. ACEVEDO

President and Chief Executive Officer
JOSE JAYSON L. MENDOZA

First Vice President
JOY T. LIM
Head, Human Resources and Administrative Division

Vice President
AILEEN RUIZ CONTRERAS
Head, RCBC Rental Corp. Marketing Division
(Effective Sept. 3, 2024)

RCBC TRUST CORP.

President and Chief Executive Officer
ROBERT ROL RICHARD RAYMOND B. RAMOS

First Vice Presidents
MARIA CARMEN M. CASACLANG
Chief Credit Officer Head
Research and Credit Management Division

MARIA CARMINA P. CARPIO
Head, Retail Relationship Management Division

RYAN ROY W. SINAON
Head, Corporate Trust Agency and Services Division

HELEN G. OLETA
Head, Trading Division

Vice Presidents
RAMON MIGUEL D. CERVANTES
Head, Investment Advisory Services Department

KAREN MAE H. CHAVEZ
Head, Estate Planning Department

JOEL FRANCIS B. CRYSTAL
Head, Institutional Sales Division

JOCELYN L. SAMPEDRO
Head, Retail Sales Division

CHARLES Y. WONG
Head, Institutional Portfolio Management Division

RCBC MICROBANK, INC. - A THRIFT BANK OF RCBC

President
SIMPLICIO B. DELA CRUZ, JR.
Executive Director

Senior Vice President
EMELITA B. ROCERO
Head, Retail Lending Department

Vice Presidents
MARIA HAZEL F. VELASCO
Head, Luzon Area Lending

JEAN MELODY N. BESA
Head, Accounting Department

RCBC INTERNATIONAL FINANCE LTD.

Chairman
MARTIN ROBERTO G. TIROL

General Manager
FEDERICO E. AGUS JR.

Accountant and Company Secretary
LIU YUEN SHEUNG

LUISITA INDUSTRIAL PARK CORP.

Chairman
HELEN Y. DEE

President
MARIO C. PAGUIO

Treasurer
ELENA F. TRAJANO

Corporate Secretary
ATTY. SAMUEL V. TORRES

YGC CORPORATE SERVICES, INC.

Chairman & President
HELEN Y. DEE

Executive Vice President and Chief Operating Officer
LIWAYWAY F. GENER

Treasurer
REVIE B. QUINIKUITO

Corporate Secretary
ATTY. SAMUEL V. TORRES

RCBC BANKARD SERVICES CORP.

Chairman
CESAR E. A. VIRATA

Vice Chairman
JOSE LUIS F. GOMEZ

President and Chief Executive Officer
ARNIEL VINCENT B. ONG
(Secoded from RCBC)

Senior Vice Presidents
MYLENE J. BICO
Chief Commercial Officer

BENJAMIN WILLIAM R. CUMPAS, JR.
Head, Cards and Payments Business Division

EUGENIO U. FERNANDEZ
Chief Finance Officer and Treasurer

MA. REGINA Y. MILLARE
Chief Operating Officer

ANA MARGARITA M. SANTOS
Chief Credit Officer
(Secoded from RCBC)

Corporate Secretary
ATTY. SAMUEL V. TORRES

BRANCH DIRECTORY

11TH AVE. BGC

G/F, BGC Corporate Center Bldg.
11th Ave. corner 30th St.
Bonifacio Global City, Taguig
Tel. No.: 8801-0561; 8731-9844

25TH ST. BGC

G/F, One Mckinley Place 4th Ave.
Corner 25th St., Bonifacio Global City
Tel. No.: 8894-9000 loc. 5538

3RD AVE. BGC

G/F, McKinley Park Residences Bldg.
3rd Ave. corner 31st St.
Bonifacio Global City, Taguig
Tel. No.: 8726-1387; 8776-3690

4TH AVE. BGC

Picadilly Star Bldg.
27th St. cor 4th Ave.
Bonifacio Global City, Taguig
Tel. No.: 8551-5607 ; 8551-5551;
8687-1045; 8894-9000 loc. 5415

7TH AVE. BGC

Unit E2 G/F, W City Center Bldg.
7th Ave. corner 30th St., Bonifacio Global City
Taguig, Metro Manila
Tel. No.: 8724-5487; 8276-1687;
8894-9000 loc. 5632

9TH AVE. BGC

Ecoprime Tower Bldg.
G/F, Units 5 & 6 Lane R cor. 9th Ave.
Bonifacio Global City, Taguig
Tel. No.: 8645-0168; 8640-9113; 8640-9096

A. MABINI

1353 Tesoro Bldg., A. Mabini St.
Ermita, Manila
Tel. Nos.: 8526-0468

ABAD SANTOS

1628 Jose Abad Santos Ave., Tondo, Manila
Tel. No.: 8251-7369

ACROPOLIS

191 Triquetra Bldg., E. Rodriguez Jr. Ave.
Bagumbayan, Quezon City
Tel. Nos.: 8638-0550 to 53

ACROPOLIS - EASTWOOD AVE.

Unit G8A-B, G/F, MDC 100 Bldg.
188 E. Rodriguez Jr. Ave.
corner Eastwood Ave.
Bo. Bagumbayan Quezon City
Tel. Nos.: 8364-8651; 8366-7265

ADB AVENUE - GARNET

Unit 110, AIC Burgundy Empire Tower
ADB Ave. corner Garnet Rd.
Ortigas Center, Pasig City
Tel. Nos.: 8941-9938

ADRIATICO

G/F Unit 1632, Hostel 1632
M. Adriatico St., Malate, Manila
Tel. Nos.: 8252-9403; 8252-9425;
8894-9000 loc. 5594

AGUIRRE- BF HOMES

G/F, Fitness & Beauty Mall Bldg.
290 Aguirre Ave. corner Gov. Santos St.
BF Homes, Parañaque City
Tel. No.: 8824-5164; 8824-5162

ALABANG

RCBC Bldg., Tierra Nueva Subd.
Alabang-Zapote Rd., Alabang
Muntinlupa City
Tel. No.: 8807-2246

ALABANG FILINVEST CORPORATE CITY

Units G04 & G05, Vivere Hotel
5102 Brigeway Ave., Filinvest Corporate City
Alabang, Muntinlupa City
Tel. Nos.: 8556-3419; 8856-3416

ALABANG MADRIGAL BUSINESS PARK

Unit 5 & 6, G/F, CTP Alpha Bldg.
Investment Drive, Madrigal Business Park
Ayala Alabang, Muntinlupa City
Tel. Nos.: 8802-2916 to 17

AMANG RODRIGUEZ

1249 Amang Rodriguez Ave., Dela Paz, Pasig
Tel. No.: 8635-5115

AMORANTO

Units 1-F & 1-G, Edificio Enriqueta
422 N.S. Amoranto St. corner
D. Tuason Ave. Quezon City
Tel. No.: 8253-2097

ANNAPOLIS - MISSOURI

5 Dr. Sixto Antonio Ave., Kapasigan, Pasig City
Tel. No.: 8641-0783

ANONAS

69 Anonas St. corner Chico St.
Project 2, Quezon City
Tel. No.: 8928-9762

ARANETA CENTER

G/F, Unit 111, Sampaguita Theatre Bldg.
Gen. Araneta St., corner Gen. Roxas St.
Cubao, Quezon City
Tel. No.: 8912-6049

ARNAIZ

843 G/F, Prudential Life Bldg.
Arnaiz Ave. Legaspi Vill., Makati City
Tel. Nos.: 8869-0430; 8869-0314; 8869-0306

ARRANQUE
1001 Orient Star Bldg., Masangkay St.
corner Soler St., Binondo, Manila
Tel. No.: 8244-7055

AURORA BOULEVARD - MADISON

Madison 101, Aurora Blvd.
corner Madison St., Quezon City
Tel. No.: 8531-9360

A.T. YUCHENGCO CENTRE

RCBC Savings Bank Corporate Center
G/F, 26th & 25th Sts., Fort Bonifacio, Taguig City
Tel. Nos.: 8843-3035; 8843-3049;
8843-3051; 8843-3054 to 55; 8843-3043

AYALA

Unit 709 & 710, Tower One
Ayala Triangle, Ayala Ave., Makati City
Tel. Nos.: 8848-6985; 8848 -6984

AYALA PASEO

G/F, 8767 Philamlife Tower
Paseo De Roxas, Makati City
Tel. Nos.: 8523-5817; 8812-4066

AYALA VICENTE MADRIGAL

Unit 100-B, G/F, Vicente Madrigal Bldg.
6793 Ayala Ave., Makati City
Tel. No.: 8801-0962; 8275-5971; 8727-6953

BACLARAN

21 Taft Ave., Bacларan, Parañaque City
Tel. Nos.: 8832-3938; 8852-8147

BACLARAN - QUIRINO AVE.

3916 Qurino Ave. corner Aragon St.
Baclaran, Parañaque City
Tel. Nos.: 853-9692; 8551-1593

BANAWE

Unit I-K CTK Bldg., 385 Banawe St.
corner N. Roxas St., Quezon City
Tel. Nos.: 8742-3578; 8743-0210

BAYANI ROAD

#37 Bayani Rd., AFPOVAI Subd.
Fort Bonifacio, Taguig City
Tel. Nos.: 8808-7436; 8808-7469

BEL-AIR

Unit 101, Doña Consolacion Bldg.
122 Jupiter St., Bel-air, Makati City
Tel. No.: 8519-7711

BETTER LIVING

14 Doña Soledad, Better Living Subd.
Parañaque City
Tel. Nos.: 8525-0429; 8828-9795; 8828-3095

BETTER LIVING - BICUTAN

133 Doña Soledad Ave.
Brgy. Don Bosco, Better Living Subd.
Parañaque City
Tel. Nos.: 8824-0175; 8823-9232; 8659-6204

BF HOMES

Unit 101, Centermall Bldg.
President’s Ave., BF Homes
Parañaque City
Tel. No.: 8807-8763

BF RESORT

J Studio HQ Bldg., BF Resort Drive
BF Resort Village, Talon Uno
Las Piñas City
Tel. No.: 8373-5356; 8641-6294;
8894-9000 loc. 5811

BINONDO

ETY Bldg., 484 Quintin Paredes St.
Binondo, Manila
Tel. No.: 8878-3456 loc. 3612

BLUMENTRITT

1876 Blumentritt cor. Andrade Sts.
Santa Cruz, Manila
Tel. No.: 8743-1316

BONI AVENUE

617 Boni Ave., Mandaluyong City
Tel. Nos.: 8533-0280; 8532-5532;
8533-6335 to 37; 8894-9000 loc. 5223

BUENDIA

Grepalife Bldg.
219 Sen. Gil J. Puyat Ave., Makati City
Tel. No.: 8844-1896

C. RAYMUNDO

261 Unit C, C. Raymundo Ave.
Brgy. Maybunga, Pasig City
Tel. Nos.: 8532-0304 to 05; 8532-0294

CAMARIN

Sacred Heart Vill., Susano Rd.
Brgy. 175, Camarin, Caloocan City
Tel. No.: 8961-7239

CARLOS PALANCA

G/F, BSA Suites, Carlos Palanca St.
Legaspi Vill., Makati City
Tel. No.: 8888-6939

CARUNCHO

Prima 3 Commercial Center
7 Caruncho Ave., Pasig City
Tel. Nos.: 8894-9000 loc 5623

COMMONWEALTH

G/F, Verde Oro Bldg.
535 Commonwealth Ave.
Diliman, Quezon City
Tel. No.: 8931-5251

COMMONWEALTH - BALARA

Block 3 Lot 43 Commonwealth Ave.
Old Balara, Quezon City
Tel. No.: 8931-0718

COMMONWEALTH - CASA MILAN

Lot 24 Block 157 Commonwealth Ave.
Greater Lagro, Quezon City
Tel. Nos.: 8645-0952; 8645-0929

CONCEPCION, MARIKINA

#21 Bayan Bayanan Ave.
Concepcion Uno, Marikina City
Tel. No.: 8661-7568

CONGRESSIONAL AVE.

188 Congressional Ave., Quezon City
Tel. No.: 8288-5015

CONNECTICUT

51 Connecticut St., Northeast Greenhills
San Juan City
Tel. Nos.: 7744-6348; 8726-9793;
8894-9000 loc. 5882

D. TUAZON

G/F Academe Foundation Bldg.
47 D. Tuazon St., Sta. Mesa Heights
Quezon City
Tel. No.: 8731-5806

DEL MONTE

180 Del Monte Ave., Quezon City
Tel. Nos.: 8712-7570

DELA ROSA

G/F, Sterling Center, Ormaza
cor. Dela Rosa Sts., Legaspi Village
Makati City
Tel. No.: 8893-9050

DELA ROSA - PASONG TAMO

G/F, King’s Court 2 Bldg.
2129 Chino Roces Ave., Makati City
Tel. Nos.: 8824-6248; 8824-6238; 8824-6241

DILIMAN

Matalino St. cor. Kalayaan Ave.
Diliman, Quezon City
Tel. No.: 8925-2148

DIVISORIA

New Divisoria Condo., 628 Sta. Elena
Divisoria, Manila
Tel. No.: 8241-7884

DON JESUS BLVD

Don Gesu Bldg., Don Jesus Blvd.
Brgy Cupang Muntinlupa City
Tel. No.: 8442-4811; 8708-5841

E. RODRIGUEZ

444 E. Rodriguez Sr.
Doña Aurora, Quezon City
Tel. Nos.: 8711-1920; 8894-9000 loc. 5042

EAST CAPITOL DRIVE

G/F, Tinity Bldg., 26 East Capitol Drive
Brgy. Kapitolyo, Pasig City
Tel. No.: 8721-8971

EDSA KALOOKAN

520 E. Delos Santos Ave., Kalookan City
Tel. No.: 8990-3651

EDSA TAFT

Giselle’s Park Plaza, EDSA
cor Taft Ave., Pasay City
Tel. No.: 8779-8626

ELCANO

676 Elcano corner Lavezares Sts.
Binondo, Manila
Tel. No.: 8242-8684

ERMITA

550 United Nations Ave., Ermita, Manila
Tel. Nos.: 8525-5238; 8523-2983
8894-9000 loc. 5207

EVANGELISTA

Hernandez Bldg., Evangelista
cor. Gen. Alejandrino Sts.
Brgy. Bangkal, Makati City
Tel. No.: 8845-1843

FAIRVIEW

Medical Arts Bldg., Dahlia St.
North Fairview, Quezon City
Tel. No.: 8930-2052

FORT BONIFACIO BURGOS CIRCLE

Unit 1-D, Crescent Park Residences
2nd Ave. Burgos Circle
Fort Bonifacio, Taguig City
Tel. Nos.: 8816-3930; 8816-3938

FRONTERA VERDE

G/F, Transcom Bldg., E. Rodriguez Ave.
Frontera Verde Compound, Pasig City
Tel. Nos.: 8706-4721

GARNET

Unit No. 106, Parc Chateau Condominium
Garnet corner Onyx Sts.
Ortigas Center, Pasig City
Tel. Nos.: 8570-9141; 8570-6317; 8570-6319

GILMORE

100 Granada St., Valencia, Quezon City
Tel. No.: 8726-2404

GREENBELT

BSA Tower, Legaspi St.
Legaspi Village, Makati Ctiy
Tel. No.: 8845-4051

GREENHILLS

Unit MA-103, McKinley Arcade
Greenhills Shopping Center
San Juan City
Tel. No.: 8721-2120; 8721-2121;
8894-9000 loc. 5296

GREENHILLS - P. GUEVARRA

G/F, Ongapauco Bldg., P. Guevarra St.
Wilson, Greenhills, San Juan City
Tel. Nos.: 8725-1121; 8724-9368

H. V. DELA COSTA

Shop 1 G/F, Alpha Salcedo Condominium
124 H.V. Dela Costa St.
Salcedo Village, Makati City
Tel. No.: 8731-0722; 8890-0578; 8726-4467

HERMOSA - LIMAY

Hermosa corner Limay Sts., Tondo, Manila
Tel. No.: 8251-2414

INTREPID - E. RODRIGUEZ JR. AVE.

G/F Unit 3, Intrepid Plaza
E. Rodriguez Jr. Ave.
Brgy. Bagumbayan, Quezon City
Tel. No.: 8470-6275; 8470-9377

J.P RIZAL - POBLACION

773 J.P. Rizal Ave.
Brgy. Poblacion, Makati City
Tel. No.: 8815-2493

BRANCH DIRECTORY

KALENTONG
49 C & D Bldg., New Panaderos St.
Kalentong, Sta. Ana, Manila
Tel. No.: 8533-6590

KALOOKAN
259 Rizal Ave. Ext., Caloocan City
Tel. No.: 8365-6701

KAPITOLYO - SHAW BOULEVARD
615 Shaw Blvd., Brgy. Kapitolyo, Pasig City
Tel. No.: 8631-8178

KATIPUNAN
321 G/F, Torres Bldg., Katipunan Ave.
Loyola Heights, Quezon City
Tel. No.: 8929-8869

LA HUERTA
G/F, Delos Santos Bldg., 1003 Quirino Ave.
Lahuerta, Parañaque City
Tel. Nos.: 8829-6022; 8829-6023; 8820-7606

LAGRO
Km 23 Quirino Highway, Greater Lagro
Novaliches, Quezon City
Tel. No.: 8936-0158

LAS PIÑAS
Veraville Bldg., Alabang-Zapote Rd.
Las Piñas City
Tel. Nos.: 8874-1659; 8874-8365;
8894-9000 loc. 5582

LAS PIÑAS - PAMPLONA
G/F, Elena Bldg., Alabang-Zapote Rd.
Pamplona 3, Las Piñas City
Tel. Nos.: 8872-6822; 8874-5341; 8478-4421

LA VISTA - KATIPUNAN
Katipunan Ave. Cor. Mangyan St.
Brgy. Pansol, Quezon City
Tel. No.: 8709-8261; 8551-6362

LEE - SHAW BOULEVARD
Lee Gardens Cond., Shaw Blvd.
cor. Lee St., Mandaluyong City
Tel. Nos.: 8634-1497; 8635-5769

LEGASPI VILLAGE
122 First Global Bldg. Gamboa
cor. Salcedo Sts., Makati City
Tel. No.: 8812-4893

LEVISTE - SALCEDO
LP Leviste cor. San Agustin Sts.
Salcedo Village, Makati City
Tel. No.: 8802-0376

LINDEN SUITES
G/F, The Linden Suites Tower II
37 San Miguel Ave., Ortigas Center
Pasig City
Tel. Nos.: 8477-7267; 8477-7269;
8477-7274; 8477-7271

LOYOLA HEIGHTS
G/F, MQI Centre, 42 E. Abada St.
cor. Rosa Alvero St., Loyola Heights
Quezon City
Tel. No.: 8426-6528

MACAPAGAL AVE. - EDSA
G/F, Double Dragon Plaza, EDSA
cor. Macapagal Ave., Pasay City
Tel. Nos.: 8824-0314; 8824-0322; 7216-9004

MACAPAGAL AVE. - PEARL DRIVE
Scape Bldg., Macapagal Ave.
cor. Pearl Drive, Business Park 1
Brgy. 76, San Rafael, Pasay City
Tel. Nos.: 8824-5790

MAGALLANES
G/F, BMG Centre, Paseo de Magallanes
Makati City
Tel. Nos.: 8808-7604; 8808-7787; 8815-7636

MAGINHAWA
129 Maginhawa St., Brgy. Teachers Village
Quezon City
Tel. Nos.: 8426-4152; 8426-4063;
8894-9000 loc. 5295

MAKATI AVENUE
369 Executive Bldg. Center
Sen. Gil Puyat Ave., Makati City
Tel. No.: 8897-9384

MAKATI RADA
One Legaspi Park, 121 Rada St.
Legaspi Village, Makati City
Tel. No.: 8915-2046

MALABON
685 J.P. Rizal Ave., San Agustin, Malabon
Tel. No.: 8281-2709

MALATE
470 Maria Daniel Bldg., San Andres St.
cor. M.H. del Pilar Malate, Manila
Tel. Nos.: 8516-4686 to 87; 8516-4690;
8516-4695; 8894-9000 loc. 5240

MANDALUYONG
Unit 102, G/F, EDSA Central Square
Greenfield District, Mandaluyong City
Tel. Nos.: 8633-9585; 8637-5381;
8631-5804; 8894-9000 loc. 5275

MAPUA - PABLO OCAMPO
Unit 1 G/F, Mapua University Bldg.
1191 Pablo Ocampo Sr. Extn.
Brgy. Sta. Cruz, Makati City
Tel. No.: 8293-5604

MARIKINA
36 Gil Fernando Ave. cor. Sta. Ana Extn.
San Roque, Marikina City
Tel. No.: 8681-6270

MARULAS
McArthur Highway, Marulas
Valenzuela City
Tel. No.: 8291-6634

MCKINLEY HILL
G/F, Two World Hill Bldg., Upper McKinley Rd.
McKinley Town Center, Fort Bonifacio
Taguig City
Tel. Nos.: 8403-1516 ; 8401-6137

MENDIOLA
163 E. Mendiola cor. Concepcion Aguila Sts.
San Miguel, Manila
Tel. No.: 8734-0452

MERALCO AVE.
G/F, Regency Bldg., Meralco Ave.
cor. Exchange Rd., Ortigas, Pasig City
Tel. No.: 8710-1030

MINDANAO AVE. - TANDANG SORA
G/F 003 MC Square Bldg., Mindanao Ave.
cor. Tandang Sora, Quezon City
Tel. No.: 8277-3656

MOONWALK - PARAÑAQUE
2 Armstrong St., Moonwalk Village
Parañaque City
Tel. Nos.: 8865-6612; 8894-9000 loc. 5269

MORAYTA
828 Nicanor Reyes Sr. St.
Sampaloc, Manila
Tel. Nos.: 8736-2478

MUNTINLUPA
National Rd., Putatan, Muntinlupa City
Tel. Nos.: 8862-0034; 8862-0737; 8403-7137

NAIA TERMINAL 1
G/F, Arrival Area, NAIA Terminal 1
MIA Road, Pasay City
Tel. No.: 8894-9000 loc. 5096

NAVOTAS - EAST
Estrella cor. Yangco Sts.
Navotas East, Navotas City
Tel. No.: 8282-4392

NEW MANILA
U/G Hemady Square Bldg.
86 Doña Hemady cor. E. Rodriguez Sr. Ave.
Brgy. Kristong Hari, Diliman, Quezon City
Tel. No.: 3414-3683

NEWPORT CITY
Plaza 66 Newport City
Villamor Airbase, Pasay City
Tel. Nos.: 8556-7647 to 48

NOVALICHES
882 Quirino Highway and Nitang St.
Novaliches, Quezon City
Tel. No.: 8930-6191

NOVALICHES - GULOD
917 Bo. Gulod, Quirino Highway, Quezon City
Tel. No.: 8936-8811

OLD STA. MESA
4463 Old Sta. Mesa, Brgy. 587
Zone 58, Sta. Mesa
Tel. No.: 8716-0631

ORTIGAS AVE. - SAN JUAN
Medecor Bldg., 222 Ortigas Ave.
Greenhills, San Juan City
Tel. Nos.: 8635-7874 to 75; 8635-7860;
8635-7871; 8635-7873

ORTIGAS AVENUE GREENHILLS
Unit 104 Grace Bldg., Ortigas Ave.
Greenhills, San Juan City
Tel. Nos.: 8941-2473; 8941-2247;
8894-9000 loc. 5510

ORTIGAS - EDSA
Honda Cars Greenhills, Ortigas Ave.
cor. Columbia St., Mandaluyong City
Tel. No.: 8255-2818;
8894-9000 loc. 5636

ORTIGAS EXTENSION
G/F, Prudentialife Bldg., Riverside Village
cor. Ortigas Ave. Extn.
Brgy. Sta. Lucia, Pasig City
Tel. No.: 8635-2134

ORTIGAS - MALAYAN PLAZA
G/F, Ortigas Malayan ADB Ave.
cor. Opal Rd., Ortigas Center, Pasig City
Tel. No.: 8635-5164

OTIS
Isuzu Manila, 1502 Paz M. Guanzon St.
Paco, Manila
Tel. No.: 8561-7272; 8564-5367;
8525-4561; 8894-9000 loc. 5208

P. OCAMPO - FB HARRISON
G/F, Unit Sunrise Center Bldg.
488 Pablo Ocampo Sr. Ave.
Malate, Manila
Tel. Nos.: 8251-7576 to 77;
8894-9000 loc. 5230

P. TUAZON
Unit 102 G/F, Sparkplace, P. Tuazon Blvd.
cor. 10th Ave., Brgy. Socorro
Cubao, Quezon City
Tel. No.: 8913-3118

PABLO OCAMPO - VENECIA
G/F, Savanna Commercial Center Bldg.
1201 Pablo Ocampo-Venecia
Brgy. Sta. Cruz, Makati City
Tel. No.: 8802-4749

PACIFIC PLACE
Unit 105, G/F, Pacific Place Condominium
Pearl Drive St. corner Amethyst St.
Ortigas Center, Pasig City
Tel. No.: 8636-6617

PADRE RADA
649 Padre Rada St., Tondo, Manila
Tel. No.: 8245-0250

PALANAN - BAUTISTA
G/F, Shalimar Bldg., 3696 Bautista St.
Palanan, Makati City
Tel. No.: 8846-4468

PARQAL - ASEANA CITY
Unit 109 to 111, GF Parqal Bldg. 8
Luz Drive, Aseana City, Paranaque City
Tel. No.: 8851-7986; 8853-7562; 8853-9343

PASAY
2015 Gil Puyat Ave., Pasay City
Tel. No.: 8846-6285

PASAY - LIBERTAD
2350 Taft Ave. corner Libertad St.
Pasay City
Tel. No.: 8833-8925

PASEO DE ROXAS
8747 G/F, Lepanto Bldg.
Paseo De Roxas, Makati City
Tel. No.: 8403-7153

PASIG
92 Dr. Sixto Ave. cor. C. Raymundo St.
Pasig City
Tel. No.: 8641-6259

PASIG KAPITOLYO
G/F, D’Ace Water Spa Plaza
United corner Brixton Sts.
Brgy. Kapitolyo, Pasig City
Tel. No.: 8654-4423

PASIG WESTLAKE
Unit A, G/F, 168 Westlake Bldg.
Pasig Blvd., Brgy. Bagong Ilog, Pasig City
Tel. No.: 8706-4616

PASONG TAMO
G/F, Manila Memorial Park Bldg.
Lumbang Pasong Tamo, Makati City
Tel. No.: 8813-3369

PASONG TAMO - BAGTIKAN
1173 Don Chino Rocas Ave.
Brgy. San Antonio, Makati City
Tel. No.: 8802-1629

PASONG TAMO - EDSA
Wilcon IT Hub, 2251 Chino Rocas Ave.
Makati City
Tel. No.: 8802-4297

PASONG TAMO - PIO DEL PILAR
G/F, Matrinco Bldg.
2178 Pasong Tamo, Makati City
Tel. Nos.: 8840-5224; 8840-5226

PATEROS
54 M. Almeda St., Bo. San Roque, Pateros
Tel. No.: 8641-6201

PEREA
G/F, Sunrise Terrace Bldg., 100 Perea St.
Legaspi Village, Makati City
Tel. No.: 8731-9876; 8731-5441

PIONEER
2B Pioneer St., Brgy. Highway Hills
Mandaluyong City
Tel. Nos.: 8251-8205; 8280-9313

PRESIDENT’S AVE. - PARAÑAQUE
Block 9 Lot 22, President’s Ave.
Sucat, Parañaque City
Tel. No.: 8398-1740

QUEZON AVENUE
1405 Quezon Ave., Quezon City
Tel. No.: 8371-8184

QUEZON AVENUE - ARANETA
Honda Cars Quezon City
141 Quezon Avenue, Quezon City
Tel. No.: 8879-1452; 8541-7569;
8894-9000 loc. 5837

QUEZON AVENUE - CORDILLERA
Bellman Bldg., 78 Cordillera St.
cor. Quezon Ave., Quezon City
Tel. No.: 8362-2834; 8551-7335

QUIRINO AVENUE
555 Quirino Ave., Tambo, Parañaque City
Tel. Nos.: 8851-4694

RAFFLES ORTIGAS
G/F, Unit 102A Raffles Corporate Center
F. Ortigas Jr. Ave., Ortigas Center, Pasig City
Tel. No.: 8671-2366; 8671-5714

RAON SALES
653 Gonzalo Puyat St., Sta. Cruz, Manila
Tel. No.: 8733-1661

RCBC PLAZA
6819 RCBC Plaza, Ayala Ave., Makati City
Tel. No.: 8878-3307

RELIANCE
TV 5 Media Center, Reliance St.
cor. Sheridan St., Mandaluyong City
Tel. No.: 8637-6673

ROCKWELL
G/F, Phinma Plaza Hidalgo St.
Rockwell Center, Makati City
Tel. No.: 8898-1505

ROOSEVELT
300 Roosevelt Ave.
San Francisco Del Monte, Quezon City
Tel. No.: 8372-2413

ROXAS BLVD. - SERVICE ROAD
Roxas Blvd. corner Arquiza St.
Ermita, Manila
Tel. No.: 8526-7990

RUFINO
Coherco Corporate Center
116 VA Rufino St. Legaspi Village
Makati City
Tel. No.: 8725-3385; 8725-3209; 8725-3218

SALCEDO VILLAGE
G/F, Y. Tower II Bldg., Leviste St.
cor. Gallardo St., Salcedo Village
Makati City
Tel. Nos.: 8894-2288

BRANCH DIRECTORY

SAN JOAQUIN
227 M Concepcion St., San Joaquin, Pasig City
Tel. Nos.: 8640-0154; 8640-0155

SAN LORENZO
1018 G/F, L&Rag Bldg.
A. S. Arnaiz Ave., Makati City
Tel. Nos.: 8844-7822; 8843-1342;
8894-9000 loc. 5260

SAN ROQUE
319 J. P. Rizal St., San Roque, Marikina City
Tel. No.: 8682-6453

SANGANDAAN
A. Mabini cor. Plaridel Sts., Caloocan City
Tel. Nos.: 8288-8238

SHAW BLVD - LAWSON
G/F, SCT Bldg., 143 Shaw Blvd.
Mandaluyong City
Tel. No.: 8535-1641

SOUTH HARBOR
G/F, Harbor Centre I, Delgado St.
cor. 23rd St., Brgy. 653, Port Area, Manila
Tel. No.: 8527-7312; 8527-7311;
8894-9000 loc. 5889

ST. IGNATIUS
Katipunan Ave., St. Ignatius, Quezon City
Tel. No.: 8714-0523; 8731-5108

STA. MESA
1-B G. Araneta Ave.
Brgy. Doña Imelda, Quezon City
Tel. No.: 8715-8939; 8715-8937;
8716-9198; Avaya loc. 5222

STARMALL EDSA - SHAW
444 EDSA cor. Shaw Blvd.
Mandaluyong City
Tel. Nos.: 8718-2491; 8724-3547

SUCAT
2/F, Santana Grove, Dr. A. Santos Ave.
cor. Soreena St., Sucat, Parañaque City
Tel. Nos.: 8828-6719; 8828-5615;
8894-9000 loc. 5081

SUCAT - DR. A. SANTOS AVE.
8223 Dr. A. Santos Ave.
Brgy. San Isidro, Sucat, Parañaque City
Tel. Nos.: 8828-8236; 8828-8238; 8659-7130

T. ALONZO
1461-1463 Soler St., Sta Cruz, Manila
Tel. No.: 8733-7865

TAFT REMEDIOS
1932 Taft Ave., Malate, Manila
Tel. No.: 8536-6511; 8536-6510;
8894-9000 loc. 5052

TEKTITE
1904-A East Tower
Philippine Stock Exchange Center
Ortigas Center, Pasig City
Tel. No.: 8638-7305

THE BEACON MAKATI
G/F, The Beacon Roces Tower
Chino Roces Ave. cor. Arnaiz Ave., Makati City
Tel. No.: 8893-4293

THE FIRM
CVC Law Center, 11th Ave. cor. 39th St.
Fort Bonifacio, Taguig City
Tel. Nos.: 8519-6880; 8519-7690; 8519-7090

THE FORT JY CAMPOS
JY Campos Center, 9th Ave.
Bonifacio Global Center, Taguig City
Tel. No.: 8815-0003

THE FORT SUNLIFE
G/F, Sunlife Bldg., 5th Ave. cor. Rizal Drive
Bonifacio Global City, Taguig City
Tel. No.: 8553-6310

TIMOG
RCBC Bldg., 36 Timog Ave., Quezon City
Tel. No.: 8373-7218

TIMOG - PICTURE CITY CENTER
88 Picture City Center, Timog Ave.
Quezon City
Tel. No.: 3410-7126; 3929-1260

TOMAS MAPUA
630 Park Tower Condominium
Tomas Mapua St., Brgy 305
Sta. Cruz, Manila
Tel. No.: 8734-1207

TOMAS MORATO
169 Tomas Morato St. cor. Scout Castor
Quezon City
Tel. Nos.: 8715-8939; 8715-8937;
8716-9198; 8894-9000 loc. 5222

TORDESILLAS
G/F, Metropole Bldg., Tordesillas St.
cor. Gil Puyat Ave., Makati City
Tel. Nos.: 8808-2080; 8808-2378; 8808-1059

TRINOMA
Space P015B Level 1, Trinoma
EDSA corner North Ave., Quezon City
Tel. No.: 8915-2048

TUTUBAN
G/F, Center Mall I, Tutuban Center
C. M. Recto Ave., Manila
Tel. No.: 8361-7080

VALENZUELA
231 McArthur Highway, Karuhatan
Valenzuela City
Tel. No.: 8291-6593

VISAYAS AVE.
6 Visayas Ave., Brgy. Bahay Toro, Quezon City
Tel. No.: 8374-9319

WACK-WACK
Unit K, Facilities Center Bldg.
548 Shaw Blvd., Mandaluyong City
Tel. Nos.: 8534-4305; 8534-4416

WEST AVENUE
Unit 101, West Insula Condominium
135 West Ave. Brgy. Bungad
Dist. 5, Quezon City
Tel. No.: 8294-4594

LUZON

ALAMINOS
Marcos Ave. cor. Montemayor St.
Poblacion, Alaminos City, Pangasinan
Tel. No.: (075) 654-1138; 522-6583

ALFONSO - CAVITE
Fenway Commons Bldg.
B2 L6 Gen Emilio Aguinaldo Highway
Alfonso, Cavite
Tel. No.: (046) 889-9014; 409-6921

AMPID
122 Gen Luna St., Ampid 1
San Mateo, Rizal
Tel. No.: (02) 8941-7788

ANGELES
RCBC Bldg., Sto. Rosario St.
cor. Teresa Ave., Angeles City
Tel. Nos.: (045) 887-2811; 888-8633

ANGELES - STO. CRISTO
243 Sto. Entierro St., Brgy. Sto. Cristo
Angeles City, Pampanga
Tel. Nos.: (045) 626-2061; 626-2060

ANGONO
Quezon Ave., San Pedro, Angono, Rizal
Tel. No.: (02) 8451-0456

ANTIPOLO
Antipolo Triangle Mall
Sen. Lorenzo Sumulong Memorial Circle
Brgy. San Jose, Antipolo City
Tel. Nos.: (02) 8696-9130; 8696-9133 to 34

APALIT
McArthur Highway, San Vicente
Apalit, Pampanga
Tel. No.: (045) 457-8221

APARRI
108 J.P. Rizal St., Brgy. Centro 14
Aparri, Cagayan
Tel. No.: (078) 888-0348

BACAO
Yokota Commercial Bldg., Bacao Rd.
Brgy. Bacao 2, Gen. Trias, Cavite
Tel. Nos.: (046)-437-6125-67;
(02) 8894-9000 loc. 5384

BACOOOR
Maraudi Bldg., Gen. E. Aguinaldo Highway
Brgy. Niog, Bacoor, Cavite
Tel. Nos.: (046) 458-4073; 477-2830

BACOOOR BOULEVARD - PRINCETON HEIGHTS
Princeton Heights Subd., Bacoor Blvd.
Molino, Bacoor City, Cavite
Tel. Nos.: (046) 6830131;
(02) 8894-9000 loc. 5396

BACOOOR - SALINAS
333 Gen. Emilio Aguinaldo Highway
Salinas IV, Bacoor City
Tel. Nos.: (02) 8894-9000 loc. 5025
(046) 471-7131; 471-3670; 529-8965

BAGUIO
RCBC Bldg., 20 Session Rd., Baguio City
Tel. Nos.: (074) 442-5345 to 46;
442-2077; 422-0069

BAGUIO - MABINI STREET
Rm 104, GP Shopping Arcade
Upper Mabini St., Baguio City
Tel. Nos.: (074) 444-2368; 444-2362

BALAGTAS
McArthur Highway, Borol 1st
Balagtas, Bulacan
Tel. Nos.: (044) 693-1350 to 51

BALANGA
Don Manuel Banzon Ave. cor. Cuaderno St.
Balanga City, Bataan
Tel. Nos.: (047) 237-9693; 237-9695

BALER
Quezon cor. Bonifacio Sts.
Poblacion, Baler, Aurora
Tel. Nos.: (042) 722-0001; 722-0003

BALIBAGO
McArthur Highway, Balibago
Angeles City, Pampanga
Tel Nos.: (045) 625-5587; 625-5736

BALIUAG
01 JP Rizal cor. Tagle Sts.
Baliwag, Bulacan
Tel. Nos.: (044) 766-3530; 766-2642;
766-2643

BATAC
Marcos Blvd., Batac, Ilocos Norte
Tel. No.: (077) 792-3126

BATANGAS
JP Rizal Ave. cor. P. Gomez St.
Batangas City
Tel. Nos.: (043) 723-7870; 723-3105;
(02) 894-9000 loc. 5357

BAUAN
J. P. Rizal St., Poblacion
Bauan, Batangas
Tel. Nos.: (043) 727-2715;
(02) 8894-9000 loc. 5377

BEPZ, BATAAN
Corner Luzon and 8th Ave.
Afab, Mariveles, Bataan
Tel. Nos.: (047) 935-4021 to 23

BINAKAYAN
Tirona Highway, Binakayan
Kawit, Cavite
Tel. Nos.: (046) 434-3060; 434-3382;
(02) 8894-9000 loc. 5037

BIÑAN
126 A. Bonifacio St., Canlalay
Biñan City, Laguna
Tel. Nos.: (049) 511-9826; 511-9826;
(02) 8894-9000 loc. 5091

BIÑAN LIIP
G/F, Admin Bldg.
Laguna International Industrial Park
Mamplasan, Biñan, Laguna
Tel. Nos.: (049) 539-0167; 539-0177;
(02) 8894-9000 loc. 5324

BINANGONAN
ML Quezon cor. P. Zamora St.
Libid, Binangonan, Rizal
Tel. Nos.: (02) 8652-1177; 8570-7518;
8652-0082

BOAC
D. Reyes St., Brgy. San Miguel
Boac, Marinduque
Tel. Nos.: (042) 332-0319;
(02)-8894-9000 loc. 5385

BOCAUE
249 Binang 2nd, Bocaue, Bulacan
Tel. Nos.: (044) 692-0053; 769-5028;
769-5027; (02) 8273-7511

CABANATUAN
1051 Burgos Ave.
Cabanatuan City, Nueva Ecija
Tel. Nos.: (044) 463-5359; 463-8420; 464-7473
Fax No.: (044) 463-5359

CABANATUAN - MAHARLIKA HIGHWAY
Maharlika Highway cor. Paco Roman Extn.
Cabanatuan City, Nueva Ecija
Tel. Nos.: (044) 463-8640; 463-8641

CABUYAO - J.P. RIZAL AVENUE
J.P. Rizal Ave. cor. Del Pilar St.
Cabuyao City, Laguna
Tel. Nos.: (02) 8520-8920; (049) 531-2021

CAINTA
Multicon Bldg., FP Felix Ave.
Cainta, Rizal
Tel. Nos.: (02) 8645-6716

CALAMBA
National Highway cor. Dolor St.
Crossing, Calamba City, Laguna
Tel. Nos.: (049) 545-1720; 545-1930;
545-9174; 545-6166

CALAPAN
Homemark Bldg., J.P. Rizal St., Camilmil
Calapan City, Oriental Mindoro
Tel. Nos.: (043) 441-0602; 441-0603;
(02) 8894-9000 loc. 5154

CANDON
National Highway, San Jose
Candon City, Ilocos Sur
Tel. Nos.: (077) 742-5575; 644-0102

CARMELRAY
Adm. Bldg., Carmelray Industrial Park 1
Canlubang, Calamba, Laguna
Tel. Nos.: (049) 549-2898; 549-1372 to 73

CARMELRAY 2
Adm. Bldg., Carmelray Industrial Park 2
Bgy. Tulo, Calamba, Laguna
Tel. Nos.: (049) 545-1295; 545-0964;
502-6877; 545-0040

CARMEN, ROSALES
McArthur Highway, Carmen Rosales
Pangasinan
Tel. Nos.: (075) 564-4228; 582-2657; 582-7369
Fax No.: (075) 564-3912

CARMONA
People's Technology Complex (SEZ)
National Highway Bo. Maduya
Carmona, Cavite
Tel. Nos.: (046) 430-1402; 4331384;
(02) 8894-9000 loc. 5356

CAUAYAN
Calahi Bldg., FN Dy Blvd., Cauayan City
Tel. Nos.: (078) 652-1157; 897-1509

CAVITE CITY
Big 5 Bldg., 633 P. Burgos Ave.
Caridad, Cavite City
Tel. Nos.: (046) 431-2242; 431-2318;
(02) 8529-8503; 8894-9000 loc. 5353

CIAC TERMINAL 2 BRANCH LITE UNIT
Clark Field, Clark FreePort Zone
Clark Special Economic Zone
Dau, Mabalacat Pampanga
Tel. No.: (02) 8894-9000 loc. 5375

CLARK
Berthaphil 8, Mercedes Benz Bldg.
MA Roxas Highway, Clarkfield, Pampanga
Tel. Nos.: (045) 599-3057; 599-3058: 499-3029

CLARK 2
Pavillion XV Clark Center
Jose Abad Santos Ave., Bertaphil III,
Clark Freeport Economic Zone
Mabalacat, Pampanga
Tel. Nos.: (045) 499-2162; 499-1168

COGEO
Cogeo Trade Hall Bldg., Sitio Kasapi
Brgy. Bagong Nayon, Antipolo City
Tel. Nos.: 8654-1656

CPIP - BATINO
Citigold J.B., Block 1 Lots 5 & 6
Calamba Premiere Industrial Park
Batino, Calamba, Laguna
Tel. Nos.: (049) 545-0015; 545-0016;
545-0018; 545-0019

BRANCH DIRECTORY

DAANG HARI - VERDANA

L & R Bldg., Verdana Village Center
Molino 4, Daang Hari, Bacoor, Cavite
Tel. No.: (046) 238-6514;
(02) 8894-9000 loc. 5799

DAET

RM 10 Holdings Commercial Bldg. 6
cor. F. Pimentel Ave., Dasmariñas St.
Brgy. VI, Poblacion, Daet
Camarines Norte
Tel. No.: (054) 603-2755

DAGUPAN

RCBC Bldg., A.B. Fernandez Ave.
Dagupan City
Tel. Nos.: (075) 653-3440 ; 522-0828

DAGUPAN - TAPUAC

Units 101 & 102, RVR Bldg.
Tapuac Dist., Dagupan City
Tel. Nos.: (075) 632-3162; 523-6599

DASMARIÑAS

FCIE Cmpd., Governor’s Drive
Langkaan, Dasmariñas, Cavite
Tel. Nos.: (046) 402-0031 to 33;
(02) 8894-9000 loc. 5358

DASMARIÑAS - SAN AGUSTIN

E. Aguinaldo Highway, San Agustin
Dasmariñas, Cavite
Tel. Nos.: (046) 683-5869;
(02) 8529-8119; 8894-9000 loc. 5029

FELIX AVE.

Phase 2, De La Paz, Pasig City, Rizal
Tel. No.: (02) 8681-7565

FIRST PHILIPPINE INDUSTRIAL PARK (FPIP)

Unit 1 & 2, G/F Oasis Commercial Center
R.S. Diaz Ave., FPIP, Brgy. Sta. Anastacia
Sto. Tomas, Batangas
Tel. Nos.: (043) 706-9206; 706-9407;
(02) 8894-9000 loc. 5301

GAPAN

Tinio St., San Vicente, Gapan City
Nueva Ecija
Tel. Nos.: (044) 486-0375; 958-9279

GATEWAY

6RCBC Bldg., Gateway Business Park
Brgy. Javalera, General Trias, Cavite
Tel. Nos.: (046) 433-0289;
(02) 8894-9000 loc. 5349

GEN. TRIAS

61 Gov. Luis Ferrer Ave.
Gen. Trias, Cavite
Tel. Nos.: (046) 437-7348; 437-1508;
(02) 8894-9000 loc. 5030

GENERAL TRIAS

G/F Samantha’s Place Commercial Bldg.
Gov. Drive, Manggahan
Gen. Trias, Cavite
Tel. Nos.: (046) 402-3008 to 09;
(02) 8894-9000 loc. 5379

GMA

Blk 2 Lot 10, San Gabriel,
Gen. Mariano Alvarez, Cavite
Tel. Nos.: (046) 520-8710; 890-2672;
(02) 8894-9000 loc. 5028; 852-08710

GMA, CAVITE

Citi Appliance Bldg., Brgy. San Gabriel
Governor’s Drive, GMA, Cavite
Tel. Nos.: (046) 890-2365; 972-0317;
(02) 8894-9000 loc. 5348

GUAGUA

760 Omicron Bldg., Sto. Cristo
Guagua, Pampanga
Tel. No.: (045) 901-2656; 963-3911

GUIMBA

Afan Salvador St., Guimba, Nueva Ecija
Tel. No.: (044) 958-3020

HACIENDA LUISITA

Plaza Luisita., San Miguel, Tarlac
Tel. Nos.: (045) 985-1546; 985-1544

ILAGAN - ISABELA

RCK Bldg., Calamagui 2nd
Maharlika Rd., Ilagan Isabela
Tel. No.: (078) 624-1158

IMUS

Esguerra Bldg., Palico IV
Aguinaldo Highway, Imus, Cavite
Tel. No.: (046) 417-3784; 471-3816

IMUS - NUENO AVE.

Nuevo Ave., Tansang Luma
Imus City, Cavite
Tel. Nos.: (046) 471-3989; 471-4097;
(02) 8894-9000 loc. 5038

LA TRINIDAD

Peliz Loy Centrum Bldg., Km. 5
La Trinidad, Benguet
Tel. Nos.: (074) 424-3344; 424-3346 to 48

LA UNION

Quezon Ave. cor. P. Burgos St.
San Fernando City, La Union
Tel. Nos.: (072) 242-5575 to 76

LAGUNA TECHNOPARK

LTI Administration Bldg. II
Laguna Technopark, Brgy. Malamig
Biñan, Laguna
Tel. Nos.: (049) 541-2756; 541-3271;
544-0719; 502-7159

LAOAG

Jackie’s Commercial Bldg. II
J. Rizal St., Laoag City
Tel. Nos.: (077) 772-0616; 772-1765

LEGAZPI CITY

G/F, Tyler Bldg., Rizal St. Legazpi City
Tel. Nos.: (052) 480-6416; 480-6053;
(02) 8429-1812; 8429-1819

LEGAZPI - LANDCO BUSINESS PARK

G/F, Delos Santos Commercial Bldg.
Landco Business Park, Legazpi City
Tel. Nos.: (02) 8555-8700;
(052) 742-4697 to 98; 742-4695

LEMERY

Ilustre Ave., Dist. II, Lemery, Batangas
Tel. Nos.: (043) 411-0901;
(02) 8894-9000 loc. 5140

LIMA

Lima Technology Center, Malvar, Batangas
Tel. No.: (043) 981-1849

LINGAYEN

G/F, Columban Plaza, Avenida Rizal East
Poblacion, Lingayen, Pangasinan
Tel. Nos.: (075) 542-3840; 632-8238

LIPA

C.M. Recto corner E. Mayo St., Lipa City
Tel. Nos.: (043) 756-0220; 756-2565;
(02) 8894-9000 loc. 5325

LIPA - AYALA HIGHWAY

G/F, Trinity Business Center
Ayala Highway, Lipa City
Tel. Nos.: (043) 756-6357 to 59; 723-6959

LISP III

Science Park III, Admin Bldg.
Millenium Drive, Sto. Tomas, Batangas City
Tel. Nos.: (049) 530-9604; 530-9619;
(02) 8894-9000 loc. 5393

LUCENA

Quezon Ave. cor. M. L. Tagarao St.
Lucena City
Tel. Nos.: (042) 710-4086; 710-6461;
710-4458; (02) 8250-8208

LUCENA - EVANGELISTA

Quezon Ave. cor. Evangelista St.
Lucena City, Quezon
Tel. Nos.: (042) 710-5788; 710-8068;
(02) 8250-8325; 8894-9000 loc. 5369

MAGSAYSAY, NAGA

G/F, Sarap Realty Bldg.
Magsaysay Ave., Balatas, Naga City
Tel. Nos.: (054) 884-9904; 884-9147;
(02) 8894-9000 loc. 5869

MALOLOS

FC Bldg., McArthur Highway
Bo. Sumapang Matanda, Malolos, Bulacan
Tel. Nos.: (044) 794-3524; 813-3820

MALOLOS - PASEO DEL CONGRESO

Paseo Del Congreso, Catmon, Malolos City
Tel. Nos.: (044) 791-5989; 798-2093

MARILAO

A. Delos Santos Bldg., M. Villarica Road
cor. Marilao Service Road, Patubig
Marilao, Bulacan
Tel. Nos.: (044) 798-0275; 798-0787; 798-1200

MARINDUQUE

EDG Bldg., Brgy. Lapu-Lapu
Sta. Cruz, Marinduque
Tel. Nos.: (042) 332-0046;
(02) 8894-9000 loc. 5373

MASBATE

460 Quezon St., Brgy. F. Magallanes
Masbate City
Tel. Nos.: (02) 8894-9000 loc. 5389
(056) 578-1088; 578-1089; 578-1090;

MASINAG

259 Sumulong Highway
Mayamot, Antipolo City
Tel. Nos.: (02) 8570-7514

MEXICO BRANCH LITE

CLK Bldg., Jose Abad Santos Ave.
Brgy. Lagundi, Mexico, Pampanga
Tel. Nos.: (045) 455-1195; 455-2568

MEYCAUAYAN MALHACAN

Sterling Square, Sterling Industrial Cmpd.
Iba Malhacan National Highway
Meycauayan City, Bulacan
Tel. Nos.: (044) 766-3374

MEYCAUAYAN - REQUINO STREET

831 McArthur Highway
Meycauayan City, Bulacan
Tel. Nos.: (044) 228-2241; 796-0530

MOLINO

G/F, RFC Molino Mall, Molino 2
Bacoor, Cavite
Tel. Nos.: (046) 477-2278;
(02) 8259-8967; 8894-9000 loc. 5137

MONTALBAN

J. Rizal corner Linco Sts., Balite
Montalban, Rizal
Tel. No.: (02) 8948-1385

MORONG

T. Claudio St., Brgy. San Juan
Morong, Rizal
Tel. Nos.: (02) 8653-0289; 8691-5245

MUZON - SJDM

Muzon Central Terminal, Villarica Road
Muzon Proper, San Jose Del Monte City
Bulacan
Tel. No.: (044) 893-4928

NAGA

G/F, Crown Hotel Bldg.
Peñafrancia Ave., Naga City
Tel. Nos.: (054) 473-9114; 811-9115 to 16;
(02) 8894-9000 loc. 5390

NAIC

Capt. C. Nazareno St., Poblacion,
Naic, Cavite
Tel. Nos.: (046) 507-0183; 412-0391;
(02) 8894-9000 loc. 5031

NOVELETA

Magdiwang Highway, Noveleta, Cavite
Tel. Nos.: (046)-438-2571; 438-8411;
438-1056; (02) 8894-9000 loc. 5026

OLONGAPO

1055 Rizal Ave. Extn.
West Tapinac, Olongapo City
Tel. Nos.: (047) 611-0205 to 06; 611-0179

PADRE GARCIA

Lucky Golden Shopping Mall
Diversion Road, Poblacion
Padre Garcia, Batangas
Tel. Nos.: (043) 783-8452; 783-8469;
(02) 8894-9000 loc. 5148

PALAWAN

RCBC Bldg., Junction 1, Rizal Ave.
cor. National Highway, Puerto Princesa City
Tel. Nos.: (048) 433-2091; 433-2693;
(02) 8894-9000 loc. 5858

PALAWAN NATIONAL HIGHWAY

Lustre Arcade, National Highway
Brgy. Tiniguiban, Puerto Princesa, Palawan
Tel. Nos.: (048) 717-0172;
(02) 8894-9000 loc. 5368

PLARIDEL

Cagayan Valley Rd., Banga I
Plaridel, Bulacan
Tel. Nos.: (044) 795-0688; 670-2289

PLARIDEL BYPASS ACCESS ROAD

Mark One Bldg. (Jolly Industrial Park)
Plaridel Bypass Access Rd.
Brgy. Parulan, Plaridel, Bulacan
Tel. No.: (044) 816-3880; 816-3882; 816-3884

PUERTO PRINCESA

175 Rizal Ave., Pacific Plaza Bldg.
Puerto Princesa City, Palawan
Tel. Nos.: (048) 433-0365; 433-0367

ROSARIO EPZA

Cavite Export Processing Zone
Rosario, Cavite
Tel. Nos.: (046) 437-6260; 417-1367

SAN FERNANDO JASA

Unit 3 & 4, G/F
Kingsborough Commercial Center
Jose Abad Santos Ave.
San Fernando City
Tel. Nos.: (045) 961-5147; 961-5143

SAN FERNANDO PAMPANGA

G/F, Emerald Bldg., Dolores
San Fernando, Pampanga
Tel. Nos.: (045) 961-7614 to 15; 961-4505

SAN FERNANDO SINDALAN

SBC Bldg., McArthur Highway
San Fernando, Pampanga
Tel. Nos.: (045) 455-0382; 861-3662

SAN ILDEFONSO

Cagayan Valley Rd. Poblacion
San Ildefonso, Bulacan
Tel. Nos.: (044) 797-0521; 797-0523

SAN JOSE BATANGAS

Cameco Bldg., Makalintal Ave.
cor. J. A. De Villa St., San Jose, Batangas
Tel. Nos.: (043) 726-0053;
(02) 8894-9000 loc. 5143

SAN JOSE CITY, NUEVA ECIJA

Abar 1st, Maharlika Highway
San Jose City, Nueva Ecija
Tel. Nos.: (044) 958-5090; 958-5097

SAN MATEO

323 Gen. Luna St., Guitnangbayan II
San Mateo, Rizal
Tel. Nos.: (02) 8948-0199; 8942-6969

SAN PABLO

Ultimart Shopping Plaza
M. Paulino St., San Pablo City
Tel. Nos.: (049) 562-7834; 562-0782; 562-0781

SAN PEDRO

EM Arcade 1 Bldg., Brgy. Poblacion
National Highway, San Pedro, Laguna
Tel. Nos.: (02) 8868-9459; 8847-5685;
8868-5724; 8868-9460

SAN PEDRO - NUEVA

National Highway, Brgy. Nueva
San Pedro, Laguna
Tel. Nos.: (02) 8808-4608; 8520-1788;
8894-9000 loc. 5027

SANTIAGO - CENTRO WEST

29 City Rd., Centro West
Santiago City, Isabela
Tel. Nos.: (078) 305-2056 to 57

SCIENCE PARK

Admin Bldg., LISP 1, Pulo Rd.
Brgy. Diezmo, Cabuyao, Laguna
Tel. Nos.: (049) 543-0105 to 06; 543-0571

SKYLINE - SAN JOSE DEL MONTE

Unit 109-111, Skyline Drive Plaza
Quirino Highway, San Jose Del Monte City
Bulacan
Tel. Nos.: (044) 797-0275

SOLANO

211 J. P. Rizal Ave. National Highway
Solano, Nueva Vizcaya
Tel. Nos.: (078) 326-6678; 326-5559

STA. CRUZ

A. Regidor cor. Burgos Sts., Sta. Cruz, Laguna
Tel. Nos.: (049)-510-2136; 501-4586;
(02) 8894-9000 loc. 5315

STA. CRUZ - NATIONAL ROAD

Teoxon Bldg., Unit 1, Sitio Narra
Brgy. Labuin, Sta. Cruz, Laguna
Tel. Nos.: (049) 502-9938; 500-9408;
(02) 8894-9000 loc. 5383

BRANCH DIRECTORY

STA. LUCIA EAST

G/F, Bldg. 2, Sta. Lucia Mall, Marcos Highway
cor. Felix Ave., Cainta, Rizal
Tel. Nos.: 02) 8682-0359; 8645-7911;
8682-7126; 8682-5963; 8645-3685

STA. MARIA - BULACAN

173 J. P. Rizal St., Poblacion
Sta.Maria Bulacan
Tel. Nos.: (044) 641-0251; 641-5371

STA. ROSA - BALIBAGO

Carvajal Bldg., Old National Highway
Balibago, Sta Rosa, Laguna
Tel. Nos.: (049) 534-5017; 534-5018;
02) 520-8443
Fax: (049) 534-5017

STA. ROSA - BEL AIR

CW Home Depot, Sta.Rosa
Tagaytay Rd., Brgy. Pulong
Sta.Cruz, Santa Rosa City, Laguna
Tel. Nos.: (049) 530-0793; 530-0795

STA. ROSA PASEO

Unit 1 Paseo 5 Paseo De Sta Rosa
Sta. Rosa, Laguna
Tel. Nos.: (049) 541-2751 to 54;
02) 8420-8020

STA. ROSA - SOLENAD

Unit M 20, Bldg. 2, Nuvali Solenad 2
National Rd., Brgy. Sto. Domingo
Sta. Rosa City, Laguna
Tel. Nos.: (049) 530-1482; 530-1384;
02) 8894-9000 loc. 5382

STA. ROSA - TAGAPO

J. Rizal Blvd. corner Tagapo
Santa Rosa City, Laguna
Tel. Nos.: (049) 534-3207; 02) 8520-8190

SOROGON

LKY Property Holdings Bldg.
Rizal St., Talisay, Sorsogon City
Tel. No.: (086) 211-0973; 211-4036;
056) 211-0969

SUBIC

Precision Tek Bldg., Lot B, Rizal Highway
Subic Bay, Freeport Zone, Olongapo Clty
Tel. Nos.: (047) 252-5023; 252-5025 to 26

TABACO

232 Ziga Ave., Tabaco City, Albay
Tel. Nos.: 02) 8429-1808;
8894-9000 loc. 5367

TAGAYTAY

Unit 1 Olivarez Plaza
E. Aguinaldo Highway, Tagaytay City
Tel. Nos.: (046) 483-0540 to 42;
02) 8894-9000 loc. 5376

TANAUAN

G/F, Reyes Bldg., J P Laurel Highway
Poblacion 4, Tanauan City, Batangas
Tel. Nos.: (043) 778-3700; 778-3600;
02) 8894-9000 loc. 5138

TANAY

M.H. Del Pilar cor. J. P. Laurel Sts.
Brgy. Plaza Aldea, Tanay, Rizal
Tel. No.: 02) 8693-1267

TANZA

A. Soriano Highway, Tanza, Cavite
Tel. Nos.: (046) 437-7715; 437-1507;
02) 8894-9000 loc. 5032

TARLAC

F. Tañedo St., Tarlac City
Tel. Nos.: (045) 982-0820 to 21; 982-3389

TARLAC - STO. CRISTO

McArthur Highway, Blossomville Subd.
Sto. Cristo, Tarlac City
Tel. No.: (045) 382-9133

TAYTAY

Manila East Rd., Taytay, Rizal
Tel. No.: 02) 8286-0490

TAYUG

A. Bonifacio St., Brgy. A Tayug
Pangasinan
Tel. Nos.: (075) 572-4800; 572-6515

TERESA

RCF Building, R. Magsaysay Ave.
San Gabriel, Teresa, Rizal
Tel. No.: 02) 8570-9693

TRECE MARTIRES

Brgy. San Agustin, Trece Martires City
Tel. Nos.: 02) 8894-9000 loc. 5036
046) 419-2671; 419-3270; 419-2602;

TUGUEGARAO

Bonifacio cor. Gomez Sts.
Centro 7, Tuguegarao City
Tel. No.: (078) 846-2845

URDANETA

E.F. Square Bldg., McArthur Highway
Urdaneta City, Pangasinan
Tel. Nos.: (075) 568-8436; 656-2289

VIGAN

Nueva Segovia St., Vigan City, Ilocos Sur
Tel. No.: (077) 722-6512

VIRAC, CATANDUANES

Stall 21, VTC Riverside Bldg.
Virac Town Center, Rizal Ave.
Gogon Sirangan, Virac, Catanduanes
Tel. No.: 052) 741-3221; 741-3224

VISAYAS

ANTIQUE

Del Carmen Bldg., Solana
cor. T. Fornier Sts., San Jose, Antique
Tel. No.: (036) 540-7025

BACOLOD LACSON

G/F, Lourdes C. Bldg. II
14th Lacson St., Bacolod City
Tel. No.: (034) 432-3441

BACOLOD - LIBERTAD

A.U Gomez and Sons Bldg.
Libertad Ext., Bacolod City
Tel. No.: (034) 433-9647

BACOLOD - MAIN

Rizal corner Locsin Sts., Bacolod City
Tel. No.: (034) 433-7844

BACOLOD - MANDALAGAN

Lacson St., Brgy. Mandalagan, Bacolod City
Tel. No.: (034) 434-4691

BACOLOD - SHOPPING

Hilado Extn., Capitol Shopping Center
Bacolod City
Tel. No.: (034) 709-1708

BALAMBAN

E.S. Binghay St, Balamban, Cebu
Tel. Nos.: (032) 266-9127; 887-6032;
02) 8894-9000 loc. 5436

BANILAD

AS Fortuna St., Banilad, Cebu City
Tel. Nos.: (032) 346-3892; 346-3894;
346-7083; 02) 8894-9000 loc. 5451

BAYAWAN

National Highway, Bayawan City
Negros Oriental
Tel. Nos.: (035) 228-3322; 531-0554;
02) 8894-9000 loc. 5420

BORACAY

Station 1, Brgy. Balabag
Boracay, Malay, Aklan
Tel. No.: (036) 288-1906

CADIZ

Abelarde corner Mabini Sts., Cadiz City
Tel. No.: (034) 493-0751

CALBAYOG

Magsaysay Blvd. cor. Rueda St., Calbayog City
Tel. Nos.: (055) 209-1338; 209-1565;
02) 8894-9000 loc. 5351

CATARMAN

Ang Ley Bldg., JP Rizal St.
Brgy. Sampaguita, Catarman
Northern Samar
Tel. Nos.: (055) 500-9480; 544-9234;
02) 8894-9000 loc. 5350

CATBALOGAN

Del Rosario St., Catbalogan, Western Samar
Tel. No.: (055) 543-9062

CEBU BUSINESS PARK

Block 6 Lot 1, Mindanao Ave. cor. Siquijor St.
Cebu Business Park, Cebu City
Tel. Nos.: (032) 233-6229; 233-5450; 238-6923;
02) 8894-9000 loc. 5437

CEBU IT PARK

Skyrise 4 Bldg., Lahug, Cebu City
Tel. No.: (032) 260-0515

**CEBU LIGHT INDUSTRIAL PARK
BRANCH LITE UNIT**

CLIP Administration Bldg.
Cebu Light Industrial Park
M. Patalinghug St., Basak
Lapu-Lapu City, Cebu
Tel. No.: (032) 268-3428; 268-3461; 268-2225

CEBU MANALILI

Tan Sucheng Bldg., V. Gullas St., Cebu City
Tel. Nos.: (032) 412-3441; 255-0422;
02) 8894-9000 loc. 5424

CEBU PASEO ARCENAS

Don Ramon Arcenas St. along
R. Duterte St. Banawa, Cebu City
Tel. Nos.: (032) 236-8012; 236-8017;
02) 8894-9000 local 5452

CEBU STO. NIÑO

Belmont Hardware Depot Bldg.
P. Burgos cor. Legaspi Sts.
Brgy. San Roque, Cebu City
Tel. Nos.: (032) 256-0173; 412-1828;
02) 8894-9000 loc. 5453

CONSOLACION

ADM Bldg., Cansaga, Consolacion, Cebu
Tel. Nos.: (032) 423-9335; 564-2014;
564-2052; 02) 8894-9000 loc. 5742

DUMAGUETE

Dr. V. Locsin St., Dumaguete City
Negros Oriental
Tel. Nos.: (035) 422-8096;
02) 8894-9000 loc. 5428

ESCARIO

N. Escario St., Capitol Site, Cebu City
Tel. Nos.: (032) 255-6404; 412-6943;
02) 8894-9000 loc. 5067

F CABAHUG

G/F, Pacific Square Bldg.
F. Cabahug St., Mabolo, Cebu City
Tel. Nos.: (032) 505-5801; 505-5805

FUENTE OSMEÑA

Grepalife Tower, Fuente Osmeña
Rotonda, Cebu City
Tel. Nos.: (032) 255-4886; 255-9864;
02) 8894-9000 loc. 5445

GUADALUPE

63 M. Velez & A. Abellana Sts.
Guadalupe, Cebu City
Tel. Nos.: (032) 252-7508; 254-3103;
254-5512; 254-3104;
02) 8894-9000 loc. 5446

HINIGARAN

Rizal St., National Rd., Hinigaran
Negros Occidental
Tel. No.: (034) 495-0505

ILOILO

Iloilo Business Center, JM Basa St.
cor. Arsenal St., Iloilo City
Tel. No.: (033) 336-9643

ILOILO LEDESMA

MJM Bldg., Ledesma
cor. Quezon St. Iloilo City
Tel. No.: (033) 388-4370

JALANDONI - ILOILO

Jalandoni St., San Agustin, Iloilo City
Tel. Nos.: (033) 338-0212; 337-4785; 338-2065

JARO

E. Lopez cor. Seminario Sts., Jaro
Iloilo City
Tel. No.: (033) 320-4075

KABANKALAN

Guanzon St., Kabankalan City
Negros Occidental
Tel. Nos.: (034) 471-2316; 746-8177

KALIBO

Roxas Ave., Poblacion, Kalibo, Aklan
Tel. Nos.: (036) 268-5108;
262-3474; 500-8262

LA PAZ - ILOILO

Calle Luna, Bantud, Iloilo City
Tel. No.: (033) 329-1201

LILLOAN

MU Bldg., National Highway
Poblacion, Liloan Cebu
Tel. No.: (032) 501-0132; 887-1755

LUZURIAGA BACOLOD

G/F, Golden Heritage Bldg.
San Juan cor. Luzuriaga Sts.
Bacolod City
Tel. No.: (034) 432-1543

MAASIN LEYTE

Tomas Oppus St., Brgy. Abgao
Maasin City, Southern Leyte
Tel. Nos.: (053) 381-3854; 570-8282;
02) 8894-9000 loc. 5131

MACTAN

MEPZ Bldg., MEPZ 1, Mactan
Lapu-lapu City
Tel. Nos.: (032) 340-1853; 340-1726; 340-1282;
02) 8894-9000 loc. 5431

MACTAN - LG GARDEN WALK

LG Garden Walk, Mactan, Cebu
Tel. No.: (032) 384-4753; 887-6811

MANDAUE

A.C. Cortes St., Ibabao, Mandaue City
Tel. Nos.: (032) 346-0025; 346-0948;
02) 8894-9000 loc. 5432

MANDAUE - M.C. BRIONES

Highway Seno, Mandaue City, Cebu
Tel. Nos.: (032) 345-8065; 345-8063;
02) 8894-9000 loc. 5086

MEPZ 2

Pueblo Verde, Mactan Economic
Zone II Brgy. Basak, Lapu Lapu City
Tel. Nos.: (032) 340-6895; 341-2738; 340-8637;
02) 8894-9000 loc. 5439

NORTH RECLAMATION

G/F CIFIC Tower, Humabon St.
cor. Juan Luna Ave.
North Reclamation Area, Cebu City
Tel. Nos.: 02) 8894-9000 loc. 5448;
032) 252-9235; 231-7045

ORMOC

G/F MFT Bldg., Real St.
cor. Carlos Tans St., Ormoc City
Tel. Nos.: 02) 8894-9000 loc. 5449;
053) 255-3454; 520-7538; 300-6142

OTON ILOILO

Madr & Sons Arcade, J.C Zulueta St.
Oton, Iloilo
Tel. No.: (033) 336-0306

P. DEL ROSARIO CEBU

G/F RCBC Savings Bank Bldg.
P. Del Rosario St., Kamagayan, Cebu City
Tel. Nos.: (032) 255-6182; 255-6702;
02) 8894-9000 loc. 5066

PANGLAO - BOHOL

Yap Bldg., Panglao Circumferential Rd.
Tawala, Panglao Bohol
Tel. No.: (038) 411-2794; 411-0484; 411-2226

ROXAS CITY

Plaridel St., Roxas City
Tel. No.: (036) 621-1104

SAN CARLOS

S. Carmona St., San Carlos City
Negros Occidental
Tel. No.: (034) 312-5141

SARA

RCBC Bldg., Don Victorino
Salcedo St., Sara, Iloilo
Tel. No.: (033) 392-0172

SILAY

Rizal St. corner Burgos St., Silay City
Tel. No.: (034) 495-1989

TABOAN

C. Padilla St., Brgy. San Nicolas, Cebu City
Tel. Nos.: (032) 261-6061; 261-6062;
02) 8894-9000 loc. 5467

TACLOBAN

RSB Bldg., Zamora St.
cor. Sto. Niño St., Tacloban City
Tel. Nos.: 02) 8894-9000 loc. 5466;
053) 888-5276; 523-4167; 832-7725

TAGBILARAN

RCBC Bldg, C.P.G. Ave., Tagbilaran City
Tel. Nos.: (038) 412-3555; 501-7536;
02) 8894-9000 loc. 546

BRANCH DIRECTORY

TALAMBAN CEBU
G/F Ecotrade Bldg., J. Panis St.
Talamban, Cebu City
Tel. Nos.: (032) 343-7992; 412-1620

TALISAY
South Central Square, Lawaan III
Talisay City, Cebu
Tel. Nos.: (032) 505-5194; 505-6199;
(02) 8894-9000 loc. 5645

TALISAY - BULACAO
South Rd., Bulacao, Talisay City, Cebu
Tel. Nos.: (032) 272-2701; 272-2833;
(02) 8894-9000 loc. 5127

TOLEDO
G/F FGM Bldg II
Macapagal Highway, Toledo City
Tel. No.: (032) 252-2180

MINDANAO

BOLTON DAVAO
Bolton St., Davao City, Davao Del Sur
Tel. No.: (082) 222-4428

BUHANGIN
2010 Santos Bldg., Diversion Rd.
National Highway, Davao City
Davao Del Sur
Tel. No.: (082) 241-0725

BUTUAN
FSUU Bldg., E. Luna corner P Burgos Sts.
Butuan City, Agusan Del Norte
Tel. Nos.: (085) 352-7551; 341-8829

CALINAN
National Highway, Poblacion
Calinan, Davao City
Tel. No.: (082) 284-1443

CARMEN CDO
G/F, Macaibay Bldg., Carmen
Cagayan De Oro City
Tel. Nos.: (088) 858-5793; 858-6248;
856-2461; 856-2465

CARRASCAL
National Highway, Brgy. Gamuton
Carrascal, Surigao del Sur
Tel. No.: (086) 212-8031

CDO LAPASAN
Lapasan Highway, Lapasan
Cagayan de Oro City
Tel. No.: (088) 856-1888

CDO LIMKETKAI
Gateway Tower 1, Limketkai Center
Cagayan de Oro City
Tel. Nos.: (088) 856-3707; 866-3708;
852-1291

CDO MASTERSON AVENUE
Xavier Estates, Masterson Ave.
Upper Balulang, Cagayan de Oro City
Tel. Nos.: (088) 856-0528; 856-0530

CDO - VELEZ
Velez-Cruz Taal Sts., Cagayan de Oro City
Tel. No.: (088) 856-4982

COTABATO
M Bldg., Quezon Ave., Cotabato City
Tel. No.: (064) 421-3575

DADIANGAS
Pioneer Ave., Gen. Santos City
Tel. Nos.: (083) 552-5470; 552-3034

DAMOSA GATEWAY MALL
Damosa Gateway Commercial Complex
cor. JP Rizal Ave. and Mamay Rd.
Lanang, Davao City
Tel. Nos.: (082) 234-7002; 234-7019

DAVAO
RCBC Bldg., C.M. Recto St.
cor. Palma Gil St., Davao City
Tel. Nos.: (082) 222-7901 to 03;

DAVAO - BAJADA
J.P. Laurel Ave. cor. Villa Abrille St.
Davao City
Tel. Nos.: (082) 305-5231; 225-1112

DAVAO - MATINA
Km. 2 McArthur Highway, Matina
Davao City
Tel. No.: (082) 227-2008

DAVAO - QUIRINO
E. Quirino Ave., Brgy. 3-A
Poblacion, Davao City
Tel. Nos.: (082) 221-4912; 221-4909;
300-4288

DIGOS
RCBC Bldg., J.P. Rizal cor. M.L. Roxas Sts.
Digos City, Davao Del Sur
Tel. Nos.: (082) 553-2560; 553-2319

DIPOLOG
General Luna cor. Lacaya Sts.
Dipolog City
Tel. Nos.: (065) 212-6479; 212-2542

DOLE
Dole Philippines Pavillion
Cannery Plant Site, Polomolok
South Cotabato
Tel. No.: (083) 500-2643; 500-2500;
(02) 8894-9000 loc. 3627

GEN. SANTOS - NATIONAL HIGHWAY
National Highway, Brgy. City Heights
Gen. Santos City
Tel. No.: (083) 553-8197

GENSAN
RGH Bldg., J. Catholico Ave.
Lagao, Gen. Santos City
Tel. Nos.: (083) 553-8880; 553-8883

ILIGAN
Lanao Fil-Chinese Chamber of
Commerce Inc. Bldg., Quezon Ave.
cor. B. Labao St., Iligan City
Tel. No.: (063) 221-5443

IPIL
National Highway, Ipil
Zamboanga Sibugay
Tel. Nos.: (062) 333-2257; 333-2254

ISULAN
National Highway corner Lebak Rd.
Isulan, Sultan Kudarat
Tel. Nos.: (064) 201-3867

J.P. LAUREL BAJADA
G/F, Ana Soccoro Bldg.
J.P. Laurel Ave., Bajada, Davao City
Tel. Nos.: (082) 222-2805

KABACAN
National Highway, Poblacion
Kabacan, Cotabato
Tel. No.: (064) 572-2207

KIDAPAWAN
KMCC Bldg., Dayao St.
Kidapawan City, North Cotabato
Tel. Nos.: (064) 577-1572 to 73

MALAYBALAY
Don Carlos St., Poblacion
Malaybalay City
Tel. No.: (088) 813-3564

MARANDING
National Highway, Maranding
Lala, Lanao Del Norte
Tel. No.: (063) 227-3702

MARBEL
Gen. Santos Drive corner Roxas St.
Koronadal City, South Cotabato
Tel. Nos.: (083) 228-2333; 520-1378

MONTEVERDE DAVAO
Door 5 & 6, Veterans Bldg.
Monteverde, Davao City
Tel. Nos.: (082) 227-0858; 222-0115;
221-9590

NABUNTURAN
SMPTC Bldg., L. Arabejo Ave.
Brgy. Poblacion, Nabunturan
Compostela Valley
Tel. Nos.: (084) 817-0141 to 42

OZAMIS
Don Anselmo Bernard Ave.
cor. Mabini St., Ozamis City
Tel. Nos.: (088) 521-1559

PAGADIAN
RCBC Bldg., Rizal Ave., Pagadian City
Tel. Nos.: (062) 925-0397; 214-1773

PANABO
Greatsun Ventures Bldg.
National Highway, Purok Atis
Sto. Niño, Panabo City
Tel. Nos.: (084) 629-0048; 629-0038

POLOMOLOK
B-French St., Polomolok
South Cotabato
Tel. No.: (083) 500-9161; 225-2148 to 49

SAN FRANCISCO
Grace Ong Property, Bgy 4
San Francisco, National Highway
Agusan del Sur
Tel. No.: (085) 242-7808, 242-7810

SASA
LTG Y12 Bldg., KM9, Bo. Pampanga
Sasa, Davao City
Tel. Nos.: (082) 221-4141; 296-6623

STA. ANA
Monteverde corner Sales Sts.
Sta. Ana, Davao City
Tel. Nos.: (082) 221-1794 to 95; 221-2160

SURALLAH
National Highway cor. Mabini St.
Surallah, South Cotabato
Tel. Nos.: (083) 238-3017 to 18

SURIGAO
San Nicolas corner Burgos Sts.
Surigao City
Tel. Nos.: (086) 826-1288; 826-4034

TACURONG
G/F, Acyap Enterprises Inc. Bldg.
Alunan Highway cor. Magsaysay Ave.
Tacurong City, Sultan Kudarat
Tel. Nos.: (064) 200-3189; 200-3440

TAGUM
RCBC Bldg., Pioneer Ave.
cor. Quirante II St., Tagum City
Davao del Norte
Tel. Nos.: (084) 655-6341; 655-9522

TANDAG
Pimentel Bldg., Doñasco St.
Tandag, Surigao del Sur
Tel. Nos.: (086) 211-3066; 211-3063

TORIL
G/F, Felcris Supermarket
National Highway, Toril Davao City
Tel. Nos.: (082) 295-1700; 295-1600

VALENCIA
Marchedon Bldg., Sayre Highway
Valencia City, Bukidnon
Tel. Nos.: (088) 828-2167

LENDING CENTERS

Head Office Consumer Lending Center
A.T. Yuchengco Centre Branch
2/F A.T. Yuchengco Centre
25th and 26th Sts., BGC, Taguig

Bacolod Consumer Lending Center
Bacolod Mandalagan Branch
2/F RCBC, Lacson St. Mandalagan
Bacolod City, Negros Occidental

Butuan Lending Desk
Butuan Branch
FSUU Bldg., E. Luna St.
Brgy. Sikatuna, Butuan City

Cabanatuan Consumer Lending Center
Cabanatuan Maharlika Branch
2/F RCBC Maharlika Highway
Paco Roman St., Cabanatuan City
Nueva Ecija

Cagayan De Oro Consumer Lending Center
RCBC Carmen Branch
2/F RCBC CDO Lending Center
Macaibay Bldg., Waling Waling St.
Brgy. Carmen, Cagayan de Oro City
Misamis Oriental

Cebu Lending Center
Escario Cebu Branch
2/F RCBC Bldg., North Escario St.
Capitol Site, Cebu City

Dagupan Consumer Lending Center
Dagupan Tapuac Branch
2/F RVR Tapuac District, Dagupan City
Pangasinan

Dasmariñas Consumer Lending Center
San Agustin Dasmariñas Branch
2/F RCBC Dasmariñas Lending Center
210 San Agustin 1
Emilio Aguinaldo Highway
Dasmariñas, Cavite

Davao Consumer Lending Center
RCBC Bolton Branch
2/F, RCBC Bldg., Bolton St.
Davao City, Davao del Sur

General Santos Consumer Lending Center
RCBC Gensan National Highway Branch
Gensan RCBC National Highway
(Beside Mitsubishi Motors)
Brgy. City Heights, General Santos City

Iloilo Consumer Lending Center
La Paz Iloilo Branch
2/F, RCBC Bldg., Calle Luna St.
Brgy. Bantud, La Paz, Iloilo City

Isabela Consumer Lending Center
Santiago Branch
2/F, Unibest Bldg., Brgy. Centro West
City Road, Santiago City, Isabela

Lipa Consumer Lending Center
Lipa Ayala Highway Branch
2/F, Trinity Business Center, Ayala Highway
Brgy. Balintawak, Lipa City, Batangas

Lucena Consumer Lending Center
Lucena Branch
RCBC Lucena Lending Center
M.L Tagarao St. cor. Quezon Ave.
Brgy. 4, Lucena City

Naga Consumer Lending Center
Magsaysay Branch
G/F, Sarap Realty Bldg., Magsaysay Ave.
Balatas, Naga City, Camarines Sur

Palawan Consumer Lending Center
Puerto Princesa Branch
2/F, Pacific Plaza Bldg., Rizal Ave.
Brgy. Model, Puerto Princesa City

San Fernando Consumer Lending Center
San Fernando Pampanga Branch
2/F, Emerald Business Center Bldg.
Dolores, City of San Fernando, Pampanga

Sta. Rosa Consumer Lending Center
Sta. Rosa Bel-Air Branch
Mezzanine Floor, CW Home Depot
Sta. Rosa - Tagaytay Road
Brgy. Pulong Sta. Cruz, Sta. Rosa City
Laguna

Tacloban Lending Desk
Tacloban Branch
2/F, RCBC Bldg. cor. Zamora
Sto. Nino St., Tacloban City, Leyte

Tagbilaran Lending Desk
Tagbilaran Branch
2/F, RCBC Bldg., CPG Ave.
cor. H. Grupo St., Poblacion II
Tagbilaran City, Bohol

Tuguegarao Consumer Lending Center
Tuguegarao Branch
2/F, RCBC Bldg. cor. Bonifacio and Gomez
Sts. Centro 7, Tuguegarao City, Cagayan

Binondo
Unit 9C, 9F, ETY Bldg.
Quintin Paredes St., Binondo, Manila

Makati
G/F Yuchengco Tower 2, RCBC Plaza
Sen. Gil Puyat Ave., Makati City

Greenhills
2/F 51 Connecticut St.
Northeast Greenhills, San Juan

Cebu
G/F RCBC Cebu Business Park
Mindanao Ave. cor. Siquijor Road, Cebu City

Davao
G/F RCBC, Sta. Ana cor. Monteverde
and Sales Sts., Davao City

Wealth Retail Services
16/F Yuchengco Tower, RCBC Plaza
Sen. Gil Puyat Ave., Makati City

WEALTH CENTERS

RCBC MICROBANK BRANCH DIRECTORY

CORPORATE BANKING OFFICE

DAVAO HEAD OFFICE
3/F, Anda Rizal Center Bldg.
Cor. Anda & Rizal Sts., Brgy. 3-A
Poblacion District, Davao City
Contact Nos.: (082) 236 3031
(02) 8 894 9000 loc. 5698 / 5702

LUZON AREA OFFICE
Bensar Bldg. cor F. Manalo St.
Gen. Malvar Ave., Poblacion 3
Sto. Tomas, Batangas
Contact Nos.: (02) 8894-9000 loc. 1886;
(043) 783-9885

MAKATI OFFICE
9/F, Tower 1 RCBC Plaza
6819 Ayala Ave., Makati City
Contact Nos.: (02) 8894-9000 loc. 1290

MINDANAO BANKING OFFICE

BUTUAN BRANCH
Door 1 & 2, CJU Bldg., Langihan Rd.
Purok 12, Brgy. Limaha, Butuan City
Contact Nos.: (085) 225-0298;
(02) 8894-9000 loc. 5718
Michael M. Gonzales

CAGAYAN DE ORO BRANCH
G/F, GRC Bldg., Limketkai Drive
Brgy. 35, Cagayan De Oro City
Contact Nos.: (088) 880-3115;
(02) 8894-9000 loc. 5712
Jowee A. Sablayan

CALINAN BRANCH-LITE UNIT
Door 4, 2nd Floor, LTH Bldg.
P-16 National Highway, Calinan, Davao City
Contact Nos.: (082) 221-2305;
(02) 8894-9000 loc. 5712
Eliejoie O. Embac

DAVAO BRANCH
G/F, Anda Rizal Center Bldg.
cor. Anda & Rizal Sts., Brgy. 3-A
Poblacion Dist., Davao City
Contact Nos.: (082) 222-3947;
(02) 8894-9000 loc. 5716/5694
Toni Rose E. Eupeña

DIGOS BRANCH
Roxas Extn., Llanos St., Zone 3
Digos City, Davao del Sur
Contact Nos.: (082) 237-7215;
(02) 8894-9000 loc. 5710
Rollie F. Mamale

GENERAL SANTOS BRANCH
Door A5, ECA Bldg., National Highway
Brgy. City Heights, General Santos City
Contact Nos.: (083) 552-2700;
(02) 8894-9000 loc. 5713
Jeffrey D. Flores

KABACAN BRANCH-LITE UNIT
Aganon’s Bldg., Aglipay St., Poblacion
Kabacan, North Cotabato
Contact Nos.: (063) 920-9074-383
Manely L. Rufon

KORONADAL BRANCH
601 GenSan Drive, Brgy. Zone 03
Koronadal City
Contact Nos.: (083) 228-3198; 228-7693;
(02) 8894-9000 loc. 5711
Klint L. Ladia

MALAYBALAY BRANCH-LITE UNIT
Fortich St., Brgy. 3,
Malaybalay City, Bukidnon
Contact Nos.: (63) 919-0053297
Icelee B. Atienza

NABUNTURAN BRANCH-LITE UNIT
Door 4, 2nd Floor, SMP TC Bldg.
L. Arabejo Ave., Brgy. Poblacion
Nabunturan, Davao de Oro
Contact Nos.: (63) 918-9655251
Riche Val A. Galvadores

SAN FRANCISCO BRANCH-LITE UNIT
Door 3, G/F, Judaya Bldg., Purok 3
Brgy. 5, San Francisco, Agusan del Sur
Contact Nos.: (085) 2429382
Eljun Rey P. Belarmino

TACURONG BRANCH-LITE UNIT
2nd Floor, Elan Bldg. IV
Mariano Marcos National Highway
cor. Ramon Magsaysay Ave.
Tacurong City, Sultan Kudarat
Contact Nos.: (064) 200-7969
Giovanne C. Gonzales

TANDAG BRANCH-LITE UNIT
Door 10, PAGE Bldg., 2931, Donasco St.
Bag-ong Lungsod, Tandag City
Surigao Del Sur
Contact Nos.: (086) 214-6463
Kevin Thomas E. Badiang

TAGUM BRANCH
Door 9, Cacayorin Bldg.
Circumferential Rd.
Tagum City, Davao Del Norte
Contact Nos.: (084) 216-4465;
(02) 8894-9000 loc. 5714
Ritchie C. Dano

VALENCIA BRANCH
G/F, JTAM Bldg., Purok 3A
Poblacion National Highway
Valencia City, Bukidnon
Contact Nos.: (088) 828-5906;
(02) 8894-9000 loc. 5717
Samuel H. Villamor

VISAYAS BANKING OFFICE

BALAMBAN BRANCH
D.C Sanchez St., Sta. Cruz, Sto. Niño
Balamban, Cebu
Contact Nos.: (082) 8894-9000 loc. 5743
Marianita A. Salapi

CONSOLACION BRANCH
812 National Highway, Brgy. Pitogo
Consolacion, Cebu City
Contact Nos.: (032) 232-4241;
(02) 8894-9000 loc. 5704
Sharmaine R. Magbanua

TALISAY BRANCH
G/F, South Agora, Tabulasan
San Isidro St. Talisay, Cebu
Contact Nos.: (032) 272-5857;
(02) 8894-9000 loc. 5740
Nancy B. Calledo

LUZON BANKING OFFICE

BATANGAS BRANCH-LITE UNIT
Vienne Bldg., P. Zamora St., Brgy. 18
Batangas City, Batangas
Contact Nos.: (043) 729-0259
Michael B. Malanom

NASUGBU BRANCH
J. P. Laurel St., Brgy. 9, Nasugbu, Batangas
Contact Nos.: (043) 416-0878;
(02) 8894-9000 loc. 5706
Ronald A. Bengcang

LIPA BRANCH-LITE UNIT
Wilwin Bldg., G/F, C.M. Recto Ave.
Brgy. 4, Lipa, Batangas
Contact Nos.: (043) 784-0126
Edmar M. Bilog

LUCENA BRANCH-LITE UNIT
MGO Bldg., 34 M.H. Del Pilar St.
Brgy. 3, Lucena City, Quezon Province
Contact Nos.: (042) 731-8609

PUERTO PRINCESA
Unit 5, GMRC Bldg., 11 H. Mendoza St.
Brgy. Manggahan, Puerto Princesa City
Palawan
Contact Nos.: (048) 433-0160;
(02) 8894-9000 loc. 5709
Angelica D. Kingking - OIC

ROSARIO BRANCH
Gualberto Ave., Poblacion B.
Rosario, Batangas
Contact Nos.: (043) 321-1463; 414-0038;
(02) 8894-9000 loc. 5715
Loreta H. Villanueva

ROXAS BRANCH-LITE UNIT
26 Magsaysay Ave., Bagumbayan
Roxas, Oriental Mindoro
Contact Nos.: (02) 8894-9000 loc. 5703
Rhaniel Van J. Malaluan

SAN JOSE BRANCH
Juan Luna St., Brgy. Labangan
San Jose, Occidental Mindoro
Contact Nos.: (02) 8894-9000 loc. 5701
Ruth S. Pinto

SAN PABLO BRANCH-LITE UNIT
Stall No. 4, Farmer’s Commercial Bldg. A.
Fule St. cor. G. Malvar St., Brgy. 5B
San Pablo, Laguna
Contact Nos.: (049) 560-3726
Roland R. Latag

TANAUAN BRANCH
The Citywalk, No. 2 Pres. Laurel Highway
Brgy. Darasa, Tanauan City, Batangas
Contact Nos.: (043) 405-2074; 784-8193;
(02) 8894-9000 loc. 5700
Lilia C. Perez

SUBSIDIARIES & ASSOCIATES

DOMESTIC

RCBC CAPITAL CORPORATION

21/F Tower II, RCBC Plaza
6819, Ayala Ave., Makati City
Tel. No.: (632) 8894-9000
Fax No.: (632) 8845-3457
PRESIDENT AND CEO:
ARSENIO KENNETH M. ONA

RCBC BANKARD SERVICES CORPORATION

31/F Robinsons Equitable Tower
cor. ADB Ave. and Poveda St.
Ortigas Center, Pasig City
Tel. No.: (632) 8688-1888
PRESIDENT AND CEO:
ARNIEL VINCENT B. ONG

RCBC SECURITIES, INC.

21/F Yuchengco Tower II
RCBC Plaza 6819, Ayala Ave., Makati City
Tel. No.: (632) 8894-9000 loc. 1681
Fax No.: (632) 8889-7643
PRESIDENT: RAOUL V. SANTOS

RCBC FOREX BROKERS CORPORATION

8/F Yuchengco Tower, RCBC Plaza
6819, Ayala Ave., Makati City
Tel. No.: (632) 8894-9012
Fax No.: (632) 8894-9080
PRESIDENT AND CEO:
JOSEPH COLIN B. RODRIGUEZ

RCBC-JPL HOLDING COMPANY, INC.

[Formerly President Jose P. Laurel Rural
Bank, Inc.]
Unit C - Bensar Bldg., Gen. Miguel Malvar Ave.
Brgy. III [Poblacion], Sto. Tomas City
Province of Batangas
Tel. No.: (043) 778-4444
PRESIDENT:
MARIANO JOSE R. LAUREL

RCBC LEASING AND FINANCE CORPORATION

2/F Grepalife Bldg.
221 Sen. Gil Puyat Ave.. Makati City
Tel. No. : 8403-9852; 8403-9895;
8403-9762; 8403-9766
PRESIDENT AND CEO:
JOSE JAYSON L. MENDOZA

RCBC MICROBANK, INC – A THRIFT BANK OF RCBC

3/F, Anda Rizal Center Bldg.,
cor Anda & Rizal Sts., Brgy. 3-A
Poblacion Dist., Davao City
Tel. Nos.: (082) 236-3031;
(02) 8894-9000 loc. 5698 / 5702
PRESIDENT: SIMPLICIO B. DELA CRUZ JR.

RCBC RENTAL CORPORATION

2/F Grepalife Bldg.
221 Sen. Gil Puyat Ave., Makati City
Tel. No.: 8403-9852; 8403-9895;
8403-9762; 8403-9766
PRESIDENT AND CEO:
JOSE JAYSON L. MENDOZA

INTERNATIONAL

RCBC INTERNATIONAL FINANCE LIMITED

CENTRAL OFFI CE
Room 701, 7/F, Leeloong Bldg.
4 Queen Victoria St.
Central, Hong Kong
Tel Nos.: (852) 2167-7400; 2167-7471
Fax No.: (852) 2167-7422
Email: feagus@rcbc.com
GENERAL MANAGER:
MR. FEDERICO E. AGUS, JR.

WORLDWIDE BRANCH

Shop 129, 1/F, Worldwide Plaza
19 Des Voeux Road,
Central Hong Kong
Tel Nos.: (852) 2501-0703; 2537-8342
Email: feagus@rcbc.com
GENERAL MANAGER:
MR. FEDERICO E. AGUS, JR.

ASSOCIATES

LUISITA INDUSTRIAL PARK CORPORATION

48/F Yuchengco Tower, RCBC Plaza
6819, Ayala Ave., Makati City
Tel. No.: (632) 8894 9559
PRESIDENT: MARIO C. PAGUIO

RCBC TRUST CORPORATION

9F Yuchengco Tower RCBC Plaza
6819 Ayala Ave., Makati City 1227
Tel no.: 8894-9000
PRESIDENT: DR. ROBERT RAMOS,
CFA, CAIA, CIFM

YGC CORPORATE SERVICES, INC.

5/F Grepalife Bldg.
221 Sen. Gil Puyat Ave., Makati City
Tel. No.: (632) 894-2887
Fax No.: (632) 894-9574
EVP AND COO: LIWAYWAY F. GENER

SHAREHOLDERS INFORMATION

Corporate Information

Rizal Commercial Banking Corporation
Yuchengco Tower, RCBC Plaza Tower 1
Ayala Avenue, Makati City 1226 Philippines
Tel: (+632) 8894-9000
Website: www.rcbc.com

Annual Stockholders’ Meeting

Monday, June 29, 2026

Stock Listing

Rizal Commercial Banking Corporation (RCBC)
common shares are listed and traded at the Philippine
Stock Exchange under the ticker symbol “RCB”.

Shareholders

The number of common shareholders of record as of
December 31, 2025 was 742.

Major Shareholder

Pan Malayan Management & Investment Corporation
% of Stockholding: 33.92%
Nationality: Filipino

Sumitomo Mitsui Banking Corporation
% of Stockholding: 24.46%
Nationality: Non-Filipino

Cathay Life Insurance Corporation
% of Stockholding: 18.68%
Nationality: Non-Filipino

Annual Report in SEC Form 17-A

The financial report included in this report follows the
information contained in the Bank’s SEC Form 17-A as
required by and submitted to the Securities and Exchange
Commission. Copies of this report may be obtained free
of charge by downloading through the Philippine Stock
Exchange and RCBC website.

SHAREHOLDER ASSISTANCE AND SERVICES

Investor Relations

Yuchengco Tower, RCBC Plaza Tower 1
Ayala Avenue, Makati City 1226 Philippines
Tel: (+632) 8894-9000
Email: investor_relations@rcbc.com

Marketing Group

A.T. Yuchengco Centre, 26th and 25th sts.,
Bonifacio Global City, Taguig Philippines
Tel: (+632) 8894-9000

Stockholder Services

For inquiries regarding RCBC cash dividend payments for
Common and Preferred Series shares and address updating:

RCBC Trust Corporation

Stock Transfer Processing Section
The Yuchengco Center, Unit 08, 25th Floor
333 Sen Gil Puyat Avenue corner N. Garcia St.,
Brgy. Bel-Air, Makati City, Metro Manila, Philippines
Tel No [+632] 8894-9000 local 3690 to 3694

**RCBC 2025
Sustainability Report**



**RCBC 2025
Annual Report and Audited
Financial Statements**





Partners Through Generations

Yuchengco Tower, RCBC Plaza
6819 Ayala Avenue, Makati City
0727 Philippines

Tel. No (632) 8894-9000
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investor_relations@rcbc.com

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