

COVER SHEET

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S.E.C. Registration Number

F	I	L	I	N	V	E	S	T	D	E	V	E	L	O	P	M	E	N	T	C	O	R	P	.		

(Company's Full Name)

T	H	E	B	E	A	U	F	O	R	T	5	T	H	A	V	E	N	U	E	C	O	R	N	E	R
2	3	R	D	S	T	.	B	O	N	I	F	A	C	I	O	G	L	O	B	A	L	C	I	T	Y
T	A	G	U	I	G	C	I	T	Y																

(Business Address; No. Street City / Town / Province)

c/o Atty. Katrina O. Clemente-Lua

Contact Person

7918-8188 / 7798-3958

Company Telephone Number

**Integrated Annual Corporate
Governance Report**

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Month Day Fiscal Year

I	A	C	I	G	R
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FORM TYPE

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Month Day Annual Meeting

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Secondary License Type; If Applicable

C	F	D
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Dept. Requiring this Doc.

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Amended Articles Number / Section

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Total No. of Stockholders

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Domestic

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Foreign

To be accomplished by SEC Personnel concerned

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File Number

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Document I.D.

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INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

	COMPLIANT/ NON- COMPLIANT	ADDITIONAL INFORMATION	EXPLANATION																
The Board's Governance Responsibilities																			
Principle 1: The company should be headed by a competent, working board to foster the long- term success of the corporation, and to sustain its competitiveness and profitability in a manner consistent with its corporate objectives and the long- term best interests of its shareholders and other stakeholders.																			
Recommendation 1.1																			
1. Board is composed of directors with collective working knowledge, experience or expertise that is relevant to the company's industry/sector.	Compliant	The full profiles including professional qualifications and technical expertise of the Company's board of directors are discussed in detail on Pages 7 to 8 of the Definitive Information Statement (SEC Form 20-IS) (hereinafter, the "Information Statement"), accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	-																
2. Board has an appropriate mix of competence and expertise.	Compliant		-																
3. Directors remain qualified for their positions individually and collectively to enable them to fulfill their roles and responsibilities and respond to the needs of the organization.	Compliant		-																
Recommendation 1.2																			
1. Board is composed of a majority of non-executive directors.	Compliant	<p>For the year 2021, only two (2) out of seven (7) directors perform executive roles or functions.</p> <table border="1" data-bbox="1005 943 1594 1262"> <thead> <tr> <th>Name</th> <th>Type of Directorship</th> </tr> </thead> <tbody> <tr> <td>Jonathan T. Gotianun</td> <td>NED</td> </tr> <tr> <td>L. Josephine Gotianun-Yap</td> <td>ED</td> </tr> <tr> <td>Nelson Bona</td> <td>NED</td> </tr> <tr> <td>Michael Edward T. Gotianun</td> <td>ED</td> </tr> <tr> <td>Claire A. Huang</td> <td>ID</td> </tr> <tr> <td>Virginia T. Obcena</td> <td>ID</td> </tr> <tr> <td>Val Antonio B. Suarez</td> <td>ID</td> </tr> </tbody> </table> <p>* ED – Executive Director; NED – Non-executive Director; ID – Independent Director.</p>	Name	Type of Directorship	Jonathan T. Gotianun	NED	L. Josephine Gotianun-Yap	ED	Nelson Bona	NED	Michael Edward T. Gotianun	ED	Claire A. Huang	ID	Virginia T. Obcena	ID	Val Antonio B. Suarez	ID	-
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Michael Edward T. Gotianun	ED																		
Claire A. Huang	ID																		
Virginia T. Obcena	ID																		
Val Antonio B. Suarez	ID																		

Recommendation 1.3			
1. Company provides in its Board Charter and Manual on Corporate Governance a policy on training of directors.	Compliant	Part V of the Company’s Revised Manual on Corporate Governance (the “Revised Manual”) requires the Chief Financial Officer (“CFO”) to allocate funds for the orientation program as well as the annual continuing training workshop for new and current directors.	-
2. Company has an orientation program for first time directors.	Compliant	<p>None of the members of the Board of Director for the year 2021-2022 are first-time directors.</p> <p>A copy of the Company’s Revised Manual is accessible at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf.</p>	-
3. Company has relevant annual continuing training for all directors.	Compliant	<p>As disclosed on Page 58 of the Company’s 2021 Annual and Sustainability Report, the Company’s board of directors, together with its key officers and members of senior management, attended the annual corporate governance training conducted by SGV & Co. on 12 November 2021.</p> <p>The Company’s 2021 Annual and Sustainability Report forms part of the Annual Report, which is accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf</p>	-
Recommendation 1.4			
1. Board has a policy on board diversity.	Compliant	The Company’s Revised Manual provides that the Board shall have a balance of EDs and NEDs (including independent non-executives), having a clear division of responsibilities such that no individual or small group of individuals can dominate the Board’s decision-making. It further requires the Board’s Corporate Governance Committee which functions as the Nominations Committee to ensure that the members of the Board shall be diverse in terms of age, culture, gender and expertise. Moreover, the Company considers it appropriate that the directors are composed of competent, ethical and professional individuals	-

		<p>who are knowledgeable, experienced and skillful in diverse fields relevant to the conduct of business.</p> <p>For the year 2021, the Company’s Board of Directors consists of three (3) female and four (4) male members.</p> <p>Please refer to Page 7 of the Company’s Revised Manual, accessible at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf.</p>	
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Optional: Recommendation 1.4			
1. Company has a policy on and discloses measurable objectives for implementing its board diversity and reports on progress in achieving its objectives.			

Recommendation 1.5			
1. Board is assisted by a Corporate Secretary.	Compliant	<p>Sharon P. Pagaling-Refuerzo is the Company’s Corporate Secretary for the Company. Her professional qualifications are discussed on Pages 9-10 of the Company’s Preliminary Information Statement for year 2022, accessible at the Company’s website through https://www.filinvestgroup.com/sites/default/files/file/content/preliminary_information_statement_2021_0.pdf</p> <p>The duties and functions of the Corporate Secretary are further discussed in the Company’s By-Laws and Part III E of the Revised Manual also accessible at the Company’s website through https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf.</p>	-
2. Corporate Secretary is a separate individual from the Compliance Officer.	Compliant	Atty. Refuerzo was not been appointed as Compliance Officer or as member of the Board of Directors in 2021. Mr. Daniel L. Ang Tan Chai served as the Company’s Compliance Officer for 2021. Atty. Millette A. Arnedo was appointed on 4 November 2021 to replace Mr. Ang Tan Chai as the Company’s Compliance Officer. A copy of the Company’s 2022 Information Statement is accessible at the	-
3. Corporate Secretary is not a member of the Board of Directors.	Compliant		-

		Company's website through https://www.filinvestgroup.com/sites/default/files/fdc_definitive_information_statement_2021.pdf .	
4. Corporate Secretary attends training/s on corporate governance.	Compliant	Atty. Refuerzo participated in the corporate governance training conducted by SGV & Co. on 12 November 2021.	-

Optional: Recommendation 1.5

1. Corporate Secretary distributes materials for board meetings at least five business days before scheduled meeting.			
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Recommendation 1.6

1. Board is assisted by a Compliance Officer.	Compliant	Mr. Daniel L. Ang Tan Chai acted as the Company's Compliance Officer for year 2021 until Atty. Millette A. Arnedo was appointed on 4 November 2021 to replace Mr. Ang Tan Chai as the Company's Compliance Officer. Their professional qualifications are discussed on Page 9 of the Company's Information Statement, accessible at the Company's website through https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	-	
2. Compliance Officer has a rank of Senior Vice President or an equivalent position with adequate stature and authority in the corporation.	Compliant		The duties and functions as the Compliance Officer are discussed in Part III F of the Company's Revised Manual also accessible at the Company's website through https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	-
3. Compliance Officer is not a member of the board.	Compliant			-
4. Compliance Officer attends training/s on corporate governance.	Compliant	Mr. Daniel L. Ang Tan Chai and Atty. Millette A. Arnedo participated in the corporate governance training conducted by SGV & Co. on 12 November 2021. A copy of the Company's Annual Report is accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf	-	

Principle 2: The fiduciary roles, responsibilities and accountabilities of the Board as provided under the law, the company’s articles and by-laws, and other legal pronouncements and guidelines should be clearly made known to all directors as well as to stockholders and other stakeholders.			
Recommendation 2.1			
1. Directors act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the company.	Compliant	<p>The Revised Manual requires the members of the Board to conduct itself with utmost honesty and integrity in the discharge of its duties, functions and responsibilities.</p> <p>Please refer to Page 3 of the Company’s Revised Manual, accessible at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf</p>	-
Recommendation 2.2			
1. Board oversees the development, review and approval of the company’s business objectives and strategy.	Compliant	<p>Part III A (2) of the Revised Manual provides that it is the Board’s responsibility to foster long-term success of the Company, and to sustain its competitiveness and profitability in a manner consistent with its corporate objectives and the best interests of its stockholders and other stakeholders. The Board shall also formulate the Corporation’s vision, mission, strategic objectives, policies and procedures, annual budgets and business plans, that shall guide its activities, including the means to effectively monitor management's performance.</p> <p>The Company’s business objectives and strategies are being evaluated on an annual basis.</p> <p>Please refer to Page 4 of the Company’s Revised Manual, accessible at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf</p>	-
2. Board oversees and monitors the implementation of the company’s business objectives and strategy.	Compliant	<p>The Company’s business objectives and strategies are being evaluated on an annual basis.</p> <p>Please refer to Page 4 of the Company’s Revised Manual, accessible at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf</p>	-
Supplement to Recommendation 2.2			
1. Board has a clearly defined and updated vision, mission and core values.	Compliant	<p>The Company’s mission, objectives, and shared values are accessible at http://www.filinvestgroup.com/mission-vision-values</p> <p>These overarching principles and corporate values are regularly reviewed at such frequency as may be determined by the Board of Directors.</p>	-

<p>2. Board has a strategy execution process that facilitates effective management performance and is attuned to the company's business environment, and culture.</p>	<p>Compliant</p>	<p>The Company's business strategies are discussed in detail in its Annual Report, which may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf</p> <p>Moreover, Part III A (5) of the Revised Manual provides that there shall be organizational and procedural controls supported by an effective management information system and risk management reporting system. For this reason, the Company's Management regularly conducts meetings with key personnel and senior officers overseeing the business operations of various project groups. Various management information systems are also in place to facilitate automated report generation on the current status of various projects. Please refer to Page 6 of the Company's Revised Manual, accessible at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf</p>	<p>-</p>
Recommendation 2.3			
<p>1. Board is headed by a competent and qualified Chairperson.</p>	<p>Compliant</p>	<p>The Board is headed by Mr. Jonathan T. Gotianun. He was first elected as a director of the Company on 09 July 1993. His professional qualifications are discussed in further detail on Page 7 of the Company's Information Statement, which is accessible at the Company's website through https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf</p>	<p>-</p>
Recommendation 2.4			
<p>1. Board ensures and adopts an effective succession planning program for directors, key officers and management.</p>	<p>Compliant</p>	<p>Among the internal control responsibilities of the Board under Part III A (5) of the Revised Manual is the review of management succession plan. In this regard, the Board discusses and deliberates on succession plans for the President and Chief Executive Office and top key management positions to ensure continuity and consistency with the Company's strategic plans as well as to accommodate its growth.</p>	<p>-</p>

		Please refer to Page 6 of the Company’s Revised Manual, accessible at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	
2. Board adopts a policy on the retirement for directors and key officers.	Compliant	The Company has a private retirement plan for the benefit of all its regular employees including key officers.	-
Recommendation 2.5			
1. Board aligns the remuneration of key officers and board members with long-term interests of the company.	Compliant	Part III A (7) of the Revised Manual provides that levels of remuneration shall be sufficient to attract and retain the directors, if any, and officers needed to run the Corporation successfully. A proportion of executive directors' remuneration may be structured so as to link rewards to corporate and individual performance.	-
2. Board adopts a policy specifying the relationship between remuneration and performance.	Compliant		-
3. Directors do not participate in discussions or deliberations involving his/her own remuneration.	Compliant	<p>The Company has a Compensation Committee composed of four (4) directors, two (2) of whom are independent directors.</p> <p>At the organizational meeting of the Board of Directors held on 22 June 2020 and in the last organizational meeting of the Board held on 30 April 2021, the Board appointed the four (4) members of the Compensation Committee of which two (2) are Independent Directors, including the Chairman.</p> <p>The Compensation Committee shall have the following duties and responsibilities, among others:</p> <ul style="list-style-type: none"> • Establish a formal and transparent procedure for developing a policy on executive remuneration and for fixing the remuneration packages of corporate officers and directors; and provide oversight over remuneration of senior management and other key personnel, ensuring that compensation is consistent with the Company’s culture, strategy and control environment; • Disallow any director to decide on his/her own remuneration; and • Establish a formal and transparent procedure for developing a policy on executive remuneration and 	-

		<p style="text-align: center;">for fixing the remuneration packages of individual directors, if any and officers.</p> <p>Additional information on the Compensation Committee may be found on Page 64 of the Company’s 2021 Annual and Sustainability Report, which forms part of the Annual Report, which in turn is accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf</p> <p>Article IV Section 13 of the Company’s By-Laws provided that directors shall receive the compensation previously determined by the Board with the approval of the stockholders, unless hereafter reduced or increased with the approval of the stockholders. As disclosed on Page 18 of the Company’s Information Statement and on Page 97 of the 2021 Annual Report, except for per diems of Php50,000.00 (committee meetings) and Php100,000 (board meetings) being paid to each non-executive director and independent director for every meeting attended, there are no other arrangements for the payment of compensation or remuneration to the directors in their capacity as such.</p> <p>A copy of the Company’s 2021 Annual Report may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf</p>	
Optional: Recommendation 2.5			
1. Board approves the remuneration of senior executives.			
2. Company has measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interest, such as claw back provision and deferred bonuses.			
Recommendation 2.6			

1. Board has a formal and transparent board nomination and election policy.	Compliant	Under Part III A (8) of the Revised Manual, the Board shall promulgate the guidelines and criteria for the nomination and disclose the same in the Company’s information or proxy statement or such other reports required to be submitted to the Securities and Exchange Commission (“SEC”). The guidelines shall contain the procedure for the acceptance of nominations from all stockholders of the Corporation.	-
2. Board nomination and election policy is disclosed in the company’s Manual on Corporate Governance.	Compliant	In accordance with the Company’s Revised Manual, the Company’s Corporate Governance Committee also serves as its Nomination Committee. The functions of the Corporate Governance Committee are discussed in pages 11 to 12 of the Revised Manual.	-
3. Board nomination and election policy includes how the company accepted nominations from minority shareholders.	Compliant	The Company’s Revised Manual also sets forth the guidelines in the determination of directorship limit for the directors as well as the criteria for selection of new directors. A copy of the Company’s Revised Manual may be accessed at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	-
4. Board nomination and election policy includes how the board shortlists candidates.	Compliant	The nomination process, which includes the right of minority shareholders to nominate candidates to the Board, is described in further detail on Pages 12-15 of the Company’s Information Statement, which is accessible at the Company’s website through https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	-
5. Board nomination and election policy includes an assessment of the effectiveness of the Board’s processes in the nomination, election or replacement of a director.	Compliant	Immediately upon the approval by the Board of Directors of the date and agenda of the meeting, the Corporate Secretary issues the notice and agenda of the stockholders’ meeting, which includes the process and timeline for submission of nominations for the Board. All stockholders, including the minority stockholders, are given ample time to submit their nominations. A copy of the notice of meeting for the 2021 Annual Stockholders’ Meeting may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/notice_and_agenda_of_annual_stockholders_meeting_2021.pdf	-
6. Board has a process for identifying the quality of directors that is aligned with the strategic direction of the company.	Compliant		-

Optional: Recommendation to 2.6			
1. Company uses professional search firms or other external sources of candidates (such as director databases set up by director or shareholder bodies) when searching for candidates to the board of directors.			
Recommendation 2.7			
1. Board has overall responsibility in ensuring that there is a group-wide policy and system governing related-party transactions (RPTs) and other unusual or infrequently occurring transactions.	Compliant	<p>On 04 May 2018, the Board established the Related-Party Transaction & Corporate Governance Committee. Subsequently, this was split into separate committees, i.e., Related Party Transaction (RPT) Committee and Corporate Governance Committee. The key functions of the RPT Committee include continuous evaluation and monitoring of existing relations among counterparties as well as evaluation of all material RPTs to ensure that these are transacted on an arm's length basis. The Company's RPT Policy may be accessed at</p> <p>https://www.filinvestgroup.com/sites/default/files/file/content/FDC_Submission%20of%20Related%20Party%20Transaction%20Policy%20%2810.25.19%29.pdf</p> <p>All RPTs approved pursuant to the RPT Policy are disclosed in the Company's Audited Financial Statements for the year ended 31 December 2021, a copy of which is accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf</p>	-
2. RPT policy includes appropriate review and approval of material RPTs, which guarantee fairness and transparency of the transactions.	Compliant		-
3. RPT policy encompasses all entities within the group, taking into account their size, structure, risk profile and complexity of operations.	Compliant		-
Supplement to Recommendations 2.7			
1. Board clearly defines the threshold for disclosure and approval of RPTs and categorizes such transactions according to those that are considered <i>de minimis</i> or transactions that need not be reported or announced, those that need to be disclosed, and those that need prior shareholder approval. The aggregate amount of RPTs within any twelve (12) month period should be	Compliant	<p>In light of SEC Memorandum Circular No. 10 Series of 2019, the Board has updated the Company's RPT policy and submitted the same on 25 October 2019. It was posted on its website and can be accessed at</p> <p>https://www.filinvestgroup.com/sites/default/files/file/content/FDC_Submission%20of%20Related%20Party%20Transaction%20Policy%20%2810.25.19%29.pdf</p>	

<p>considered for purposes of applying the thresholds for disclosure and approval.</p>			<p>Pursuant to the Company’s RPT Policy, which is in compliance with SEC Memorandum Circular No. 10 Series of 2019, the RPT Committee reviews RPTs which are significant (but are not considered Material RPTs) as may be reasonably determined by Management, and reviews Material RPTs before the same is presented to the Board of Directors for approval. On the other hand, all Material RPTs shall be approved by a majority of the Board, including the unanimous vote of the independent directors. 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 2/3 of the outstanding capital stock.</p> <p>In view of the foregoing policy of related-party transactions, there is a mechanism to protect the interest of all non-related party shareholders.</p>
<p>2. Board establishes a voting system whereby a majority of non-related party shareholders approve specific types of related-party transactions during shareholders’ meetings.</p>	<p>Non-Compliant</p>	<p>-</p>	
<p>Recommendation 2.8</p>			
<p>1. Board is primarily responsible for approving the selection of Management led by the Chief Executive Officer (CEO) and the heads of the other control functions (Chief Risk Officer, Chief Compliance Officer and Chief Audit Executive).</p>	<p>Compliant</p>	<p>The Company’s By-Laws and Part III A (5) of the Revised Manual empower the Board to select and appoint individuals with appropriate ability, integrity, and experience to fill the roles of the CEO, Chief Risk Officer (“CRO”), Chief Compliance Officer (“CCO”), and Chief Audit Executive (“CAE”).</p> <p>The results of the Board’s organizational meeting held last 29 April 2022 wherein the Board appointed the CEO, CRO, CCO, CAE and other key corporate officers is accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_result_of_organizational_meeting_4.29.22.pdf</p>	
<p>2. Board is primarily responsible for assessing the performance of Management led by the CEO and the heads of the other control functions (Chief Risk</p>	<p>Compliant</p>	<p>https://www.filinvestgroup.com/sites/default/files/file/content/fdc_result_of_organizational_meeting_4.29.22.pdf</p>	<p>-</p>

<p>Officer, Chief Compliance Officer and Chief Audit Executive).</p>		<p>The composition of the Company’s senior management team may be accessed at https://www.filinvestgroup.com/our-company/management-team-executive-officers</p> <p>The profiles of the principal officers and members of senior management are disclosed on Page 9 of the Company’s Information Statement accessible at the website.</p> <p>The Board assesses the performance of management on an annual basis. For a fair assessment of performance, employees, including Management, set ‘Objectives and Key Results’ (OKRs) at the beginning of each year and are evaluated on at least a yearly basis. For Management, their OKRs and evaluation are based on their duties and responsibilities set forth in the By-Laws and the Company’s Revised Manual.</p>	
Recommendation 2.9			
<p>1. Board establishes an effective performance management framework that ensures that Management’s performance is at par with the standards set by the Board and Senior Management.</p>	<p>Compliant</p>	<p>Part III A (3) of the Revised Manual discusses the Board’s specific duty to identify key risk areas and key performance indicators and monitor these actors with due diligence.</p> <p>https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf</p>	<p>-</p>
Recommendation 2.10			
<p>1. Board oversees that an appropriate internal control system is in place.</p>	<p>Compliant</p>	<p>Part III D of the Revised Manual states that the Board shall maintain a sound and effective system of internal control to safeguard stakeholders’ investment and the Company’s assets for the benefit of all stockholders and other stakeholders. The</p>	<p>-</p>
<p>2. The internal control system includes a mechanism for monitoring and managing potential conflict of interest of the Management, members and shareholders.</p>	<p>Compliant</p>	<p>Company further recognizes that the minimum internal control mechanisms for Management's operational responsibility would center on the CEO, being ultimately accountable for the Company’s organizational and procedural controls.</p> <p>A copy of the Company’s Revised Manual is accessible at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf</p>	<p>-</p>

		<p>The internal control system is defined through the formulation of Operating Manual Systems (“OMS”) for the various operating sections of the Company. OMS for a particular section is formulated through the review of the business processes within the section by a team normally comprised of the Systems Department, the personnel operating within the section and representatives from all other affected units. A draft of the OMS is prepared by the System Department, who then secures the concurrence of all team members before submission to the President for final approval.</p> <p>A copy of the Company’s policy on conflict of interest is accessible at https://www.filinvestgroup.com/corporate-governance/company-policies</p>	
3. Board approves the Internal Audit Charter.	Compliant	A copy of the Company’s Internal Audit Charter is accessible at https://www.filinvestgroup.com/sites/default/files/Audit-Committee-Charter1.pdf	-
Recommendation 2.11			
1. Board oversees that the company has in place a sound enterprise risk management (ERM) framework to effectively identify, monitor, assess and manage key business risks.	Compliant	<p>The Board expanded the roles and functions of its Audit Committee to include Risk Management Oversight.</p> <p>Under Part III B (2) of the Revised Manual, the Audit and Risk Management Oversight Committee shall have the following duties and responsibilities, among others:</p> <ul style="list-style-type: none"> • Develop and oversee the Corporation’s risk management program; • Oversee the system of limits to discretionary authority that the Board delegates to the Management, ensure that the system remains effective, that the limits are observed and that immediate corrective actions are taken whenever limits are breached; • Advise the Board on its risk appetite levels and risk tolerance limits; and • Assess the probability of each identified risk becoming a reality and estimates its possible significant financial impact and likelihood of occurrence. 	-
2. The risk management framework guides the board in identifying units/business lines and enterprise-level risk exposures, as well as the effectiveness of risk management strategies.	Compliant		-

		https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	
Recommendation 2.12			
1. Board has a Board Charter that formalizes and clearly states its roles, responsibilities and accountabilities in carrying out its fiduciary role.	Compliant	The roles, responsibilities and accountabilities of the Board of Directors are set forth in the Company's Revised Manual on Corporate Governance, which is accessible at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	-
2. Board Charter serves as a guide to the directors in the performance of their functions.	Compliant	https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	-
3. Board Charter is publicly available and posted on the company's website.	Compliant	Furthermore, the respective charters of the Board committees are accessible at https://www.filinvestgroup.com/corporate-governance/board-committee-charters .	-
Additional Recommendation to Principle 2			
1. Board has a clear insider trading policy.	Compliant	The Company's policy on insider trading may be accessed at https://www.filinvestgroup.com/corporate-governance/company-policies	-
Optional: Principle 2			
1. Company has a policy on granting loans to directors, either forbidding the practice or ensuring that the transaction is conducted at arm's length basis and at market rates.	Compliant	The Company's RPT policy sets out the approval process in related-party transactions, including a policy that all RPTs must be conducted at arms-length basis.	
2. Company discloses the types of decision requiring board of directors' approval.	Non-compliant		While the company does not have a disclosure on the types of decisions requiring board of directors' approval, the Company complies with existing laws, rules and regulations on the disclosure of material information approved by the Board.
Principle 3: Board committees should be set up to the extent possible to support the effective performance of the Board's functions, particularly with respect to audit, risk management, related party transactions, and other key corporate governance concerns, such as nomination and remuneration. The composition, functions and responsibilities of all committees established should be contained in a publicly available Committee Charter.			
Recommendation 3.1			

1. Board establishes board committees that focus on specific board functions to aid in the optimal performance of its roles and responsibilities.	Compliant	In 2021, the Company had the following committees: 1. Executive Committee; 2. Audit and Risk Management Oversight Committee; 3. Compensation Committee; 4. Related-Party Transactions Committee 5. Corporate Governance Committee (which includes the functions of the Nominations Committee); and 6. Digital Committee.	-										
Recommendation 3.2													
1. Board establishes an Audit Committee to enhance its oversight capability over the company's financial reporting, internal control system, internal and external audit processes, and compliance with applicable laws and regulations.	Compliant	Part III B (2) of the Revised Manual mandates the Board to constitute an Audit and Risk Management Oversight Committee ("ARMOC"). Its duties and key functions are discussed in further detail on Page 12 of the Company's Revised Manual. Furthermore, the ARMOC Charter provides for its responsibility to assess the integrity and independence of external auditors and exercise effective oversight to review and monitor the external auditor's independence and objectivity and the effectiveness of the audit process, taking into consideration relevant Philippine professional and regulatory requirements.	-										
2. Audit Committee is composed of at least three (3) appropriately qualified non-executive directors, the majority of whom, including the Chairman is independent.	Compliant	The current composition of the ARMOC is as follows:	-										
3. All the members of the committee have relevant background, knowledge, skills, and/or experience in the areas of accounting, auditing and finance.	Compliant	<table border="1" data-bbox="969 999 1554 1190"> <thead> <tr> <th data-bbox="969 999 1323 1062">Name</th> <th data-bbox="1323 999 1554 1062">Type of Directorship</th> </tr> </thead> <tbody> <tr> <td data-bbox="969 1062 1323 1094">Virginia T. Obcena</td> <td data-bbox="1323 1062 1554 1094">ID, Chairman</td> </tr> <tr> <td data-bbox="969 1094 1323 1126">Val Antonio B. Suarez</td> <td data-bbox="1323 1094 1554 1126">ID, Member</td> </tr> <tr> <td data-bbox="969 1126 1323 1158">L. Josephine Gotianun-Yap</td> <td data-bbox="1323 1126 1554 1158">ED, Member</td> </tr> <tr> <td data-bbox="969 1158 1323 1190">Jonathan T. Gotianun</td> <td data-bbox="1323 1158 1554 1190">NED, Member</td> </tr> </tbody> </table> <p data-bbox="969 1222 1626 1406">The full profiles of the above-mentioned directors, including their professional qualifications and technical expertise, are disclosed in the Company's Information Statement, which is accessible at the Company's website. https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf</p>	Name	Type of Directorship	Virginia T. Obcena	ID, Chairman	Val Antonio B. Suarez	ID, Member	L. Josephine Gotianun-Yap	ED, Member	Jonathan T. Gotianun	NED, Member	-
Name	Type of Directorship												
Virginia T. Obcena	ID, Chairman												
Val Antonio B. Suarez	ID, Member												
L. Josephine Gotianun-Yap	ED, Member												
Jonathan T. Gotianun	NED, Member												
4. The Chairman of the Audit Committee is not the Chairman of the Board or of any other committee.	Compliant	Ms. Obcena, who is the Chairperson of the ARMOC, is not the Chairperson of the Board or of any other committee.	-										

Supplement to Recommendation 3.2			
1. Audit Committee approves all non-audit services conducted by the external auditor.	Compliant	<p>Under Part III B (2) of the Revised Manual, the ARMOC shall evaluate and determine non-audit work by external auditor and keep under review the non-audit fees paid to the external auditor both in relation to their significance to the auditor and in relation to the Company's total expenditure on consultancy.</p> <p>A copy of the Company's Revised Manual is accessible at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf</p>	-
2. Audit Committee conducts regular meetings and dialogues with the external audit team without anyone from management present.	Compliant	The Chairperson of the ARMOC meets with the external audit committee on tax and current financial reporting standards and its possible impact on the Company's financials.	
Optional: Recommendation 3.2			
1. Audit Committee meets at least four (4) times during the year.	Compliant	<p>The Audit and Risk Management Oversight Committee was able to meet for four (4) times in 2021, to wit: (i) 23 February 2021, (ii) 21 April 2021; (iii) 21 July 2021; and (iv) 20 October 2021.</p> <p>Please refer to the Company's 2021 Annual Report accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf</p>	
2. Audit Committee approves the appointment and removal of the internal auditor.	Compliant	<p>Section 3.3.4 of the ARMOC Charter provides that the ARMOC shall recommend the appointment and/or grounds for approval of an Internal Audit Head or Chief Audit Executive or approve the terms and conditions for outsourcing internal audit services. A copy of the Company's Internal Audit Charter is accessible at https://www.filinvestgroup.com/sites/default/files/Audit-Committee-Charter1.pdf</p>	
Recommendation 3.3			

<p>1. Board establishes a Corporate Governance Committee tasked to assist the Board in the performance of its corporate governance responsibilities, including the functions that were formerly assigned to a Nomination and Remuneration Committee.</p>	<p>Compliant</p>	<p>Part III B (1) of the Revised Manual mandates the Board to constitute a Corporate Governance Committee, which will also serve as the Nominations Committee. Its duties and key functions are discussed in further detail on Page 11 of the Company's Revised Manual.</p> <p>A copy of the Company's Revised Manual is accessible at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf</p>	<p>-</p>										
<p>2. Corporate Governance Committee is composed of at least three (3) members, all of whom should be independent directors.</p>	<p>Non-compliant</p>		<p>The current composition of the Corporate Governance Committee is as follows:</p> <table border="1" data-bbox="1659 627 2112 916"> <thead> <tr> <th data-bbox="1659 627 1888 691">Name</th> <th data-bbox="1888 627 2112 691">Type of Directorship</th> </tr> </thead> <tbody> <tr> <td data-bbox="1659 691 1888 754">Val Antonio B. Suarez</td> <td data-bbox="1888 691 2112 754">ID, Chairman</td> </tr> <tr> <td data-bbox="1659 754 1888 818">Virginia T. Obcena</td> <td data-bbox="1888 754 2112 818">ID, Member</td> </tr> <tr> <td data-bbox="1659 818 1888 850">Claire A. Huang</td> <td data-bbox="1888 818 2112 850">ID, Member</td> </tr> <tr> <td data-bbox="1659 850 1888 914">Jonathan T. Gotianun</td> <td data-bbox="1888 850 2112 914">NED, Member</td> </tr> </tbody> </table> <p>The full profiles of the above-mentioned directors, including their professional qualifications and technical expertise, are disclosed in the Company's Information Statement, which is accessible at the Company's website.</p> <p>https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf</p> <p>While not all of the members of the Corporate Governance Committee are independent directors, its composition meets the minimum three (3) independent directors including the Chairman (Atty. Suarez), even</p>	Name	Type of Directorship	Val Antonio B. Suarez	ID, Chairman	Virginia T. Obcena	ID, Member	Claire A. Huang	ID, Member	Jonathan T. Gotianun	NED, Member
Name	Type of Directorship												
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Virginia T. Obcena	ID, Member												
Claire A. Huang	ID, Member												
Jonathan T. Gotianun	NED, Member												

			<p>while the fourth member is a non-executive director.</p> <p>A copy of the results of the organizational meeting held on 29 April 2022 may be accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_result_of_organizational_meeting_4.29.22.pdf</p>										
3. Chairman of the Corporate Governance Committee is an independent director.	Compliant	Atty. Suarez, the Chairman of the Corporate Governance Committee, is an independent director.	-										
Optional: Recommendation 3.3.													
1. Corporate Governance Committee meets at least twice during the year.	Non-compliant		The Corporate Governance Committee met only once.										
Recommendation 3.4													
1. Board establishes a separate Board Risk Oversight Committee (BROC) that should be responsible for the oversight of a company’s Enterprise Risk Management system to ensure its functionality and effectiveness.	Compliant	Part III B (2) of the Revised Manual mandates the Board to constitute an Audit and Risk Management Oversight Committee (“ARMOC”). The ARMOC performs the functions of BROC. Its duties and key functions are discussed in further detail on Page 12 of the Company’s Revised Manual accessible at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	-										
2. BROC is composed of at least three (3) members, the majority of whom should be independent directors, including the Chairman.	Non-Compliant		<p>From 2021 up to the present, the composition of the ARMOC is as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Name</th> <th style="text-align: center;">Type of Directorship</th> </tr> </thead> <tbody> <tr> <td>Virginia T. Obcena</td> <td>ID, Chairman</td> </tr> <tr> <td>Val Antonio B. Suarez</td> <td>ID, Member</td> </tr> <tr> <td>Jonathan T. Gotianun</td> <td>NED, Member</td> </tr> <tr> <td>L. Josephine Gotianun-Yap</td> <td>ED, Member</td> </tr> </tbody> </table> <p>The full profiles of the above-mentioned directors, including their professional</p>	Name	Type of Directorship	Virginia T. Obcena	ID, Chairman	Val Antonio B. Suarez	ID, Member	Jonathan T. Gotianun	NED, Member	L. Josephine Gotianun-Yap	ED, Member
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Virginia T. Obcena	ID, Chairman												
Val Antonio B. Suarez	ID, Member												
Jonathan T. Gotianun	NED, Member												
L. Josephine Gotianun-Yap	ED, Member												

			qualifications and technical expertise, are disclosed in the Company's Information Statement, which is accessible at the Company's website accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf								
3. The Chairman of the BROCC is not the Chairman of the Board or of any other committee.	Compliant	Ms. Obcena, who is the Chairperson of the ARMOC which performs the functions of the BROCC, is not the Chairman of the Board or of any other committee.	-								
4. At least one (1) member of the BROCC has relevant thorough knowledge and experience on risk and risk management.	Compliant	All four (4) members of the ARMOC, which performs the functions of BROCC, have relevant knowledge and experience on risk and risk management. The full profiles of the above-mentioned directors, including their professional qualifications and technical expertise, are disclosed in the Company's Information Statement, which is accessible at the Company's website. https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	-								
Recommendation 3.5											
1. Board establishes a RPT Committee, which is tasked with reviewing all material related party transactions of the company.	Compliant	Part III B (3) of the Revised Manual mandates the Board to constitute a RPT Committee. Its duties and key functions are discussed in further detail on Page 14 of the Company's Revised Manual which is accessible through https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	-								
2. RPT Committee is composed of at least three (3) non-executive directors, two (2) of whom should be independent, including the Chairman.	Compliant	All members of the RPT Committee are independent directors, to wit: <table border="1" style="margin-left: auto; margin-right: auto;"><thead><tr><th style="text-align: center;">Name</th><th style="text-align: center;">Type of Directorship</th></tr></thead><tbody><tr><td>Val Antonio B. Suarez</td><td>ID, Chairman</td></tr><tr><td>Virginia T. Obcena</td><td>ID, Member</td></tr><tr><td>Claire A. Huang</td><td>ID, Member</td></tr></tbody></table> The full profiles of the above-mentioned directors, including their professional qualifications and technical expertise, are	Name	Type of Directorship	Val Antonio B. Suarez	ID, Chairman	Virginia T. Obcena	ID, Member	Claire A. Huang	ID, Member	-
Name	Type of Directorship										
Val Antonio B. Suarez	ID, Chairman										
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		disclosed in the Company's Information Statement, which is accessible at the Company's website through https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	
Recommendation 3.6			
1. All established committees have a Committee Charter stating in plain terms their respective purposes, memberships, structures, operations, reporting process, resources and other relevant information.	Compliant	The mandate of the Board Committees are set forth in detail in the Company's Revised Manual on Corporate Governance. A copy of the said Revised Manual is accessible through https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	-
2. Committee Charters provide standards for evaluating the performance of the Committees.	Compliant	Furthermore, the respective charters of the Board committees are accessible at https://www.filinvestgroup.com/corporate-governance/board-committee-charters .	-
3. Committee Charters were fully disclosed on the company's website.	Compliant	In order to measure the performance of the Board of Directors, on an annual basis, the Board and all Board Committees of the Company shall accomplish the Self-Assessment Sheets. The results shall be consolidated and presented by the Compliance Officer to the Board through the Corporate Governance Committee.	-
Principle 4: To show full commitment to the company, the directors should devote the time and attention necessary to properly and effectively perform their duties and responsibilities, including sufficient time to be familiar with the corporation's business.			
Recommendation 4.1			
1. The Directors attend and actively participate in all meetings of the Board, Committees and shareholders in person or through tele-/videoconferencing conducted in accordance with the rules and regulations of the Commission.	Compliant	Part III A (6) of the Revised Manual provides that the members of the Board should attend its regular and special meetings in person or through teleconferencing conducted in accordance with the rules and regulations of the SEC. A copy of the Revised Manual is accessible through https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf The attendance of the board members for the meetings held in 2021 is summarized in the Company's 2021 Annual Report, which is accessible at the Company's website through https://www.filinvestgroup.com/sites/default/files/file/content	-

		/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf	
2. The directors review meeting materials for all Board and Committee meetings.	Compliant	Directors are furnished with materials for meetings of the Board and the committees for their review prior to the date of the meeting.	-
3. The directors ask the necessary questions or seek clarifications and explanations during the Board and Committee meetings.	Compliant	The discussions, clarifications and explanations that take place during board meetings are sufficiently covered by minutes.	-
Recommendation 4.2			
1. Non-executive directors concurrently serve 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.	Compliant	<p>Part III A (1) of the Revised Manual provides that the non-executive directors may concurrently serve as director in up to a maximum of five (5) publicly-listed companies. A copy of the Revised Manual is accessible through https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf</p> <p>The disclosures on the directorships of the Company’s directors in both listed and non-listed companies may be found in the Company’s 2021 Annual Report and the Information Statement. Both documents are accessible at the Company’s website through the following links:</p> <p>https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf</p> <p>https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf</p>	-
Recommendation 4.3			
1. The directors notify the company’s board before accepting a directorship in another company.	Compliant	<p>For the year 2021, no member of the Board accepted new directorships in any company outside the group.</p> <p>https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf</p>	-

		https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	
Optional: Principle 4			
1. Company does not have any executive director who serves in more than two (2) boards of listed companies outside of the group.	Compliant	The two (2) executive directors of the Company, namely: (i) L. Josephine Gotianun-Yap and (ii) Michael Edward T. Gotianun do not serve in the boards of any listed companies outside of the Filinvest Group. https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	
2. Company schedules board of directors' meetings before the start of the financial year.	Non-compliant		The Company sets the meetings of the board of directors at the start of the financial year or as early as January.
3. Board of directors meet at least six (6) times during the year.	Compliant	The Board conducted six (6) meetings in 2021, as reported in the Annual Report, which can be accessed at: https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf	
4. Company requires a minimum quorum of at least 2/3 for board decisions.	Non-compliant		The Company's By-Laws follows the provision of the Revised Corporation Code of the Philippines which provides that a majority of the number of directors fixed in the Articles of Incorporation shall constitute a quorum for the transaction of business at any meeting (Article IV, Section 5 of the By-Laws), except for those matters requiring the vote of more than majority of the Board.
Principle 5: The board should endeavor to exercise an objective and independent judgment on all corporate affairs			
Recommendation 5.1			

<p>1. The Board has at least three (3) independent directors or such number as to constitute one-third of the board, whichever is higher.</p>	<p>Compliant</p>	<p>The Company has three (3) independent directors, namely: (i) Atty. Val Antonio B. Suarez; (ii) Ms. Virginia T. Obcena; and (iii) Ms. Claire A. Huang.</p> <p>https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf</p>	
Recommendation 5.2			
<p>1. The independent directors possess all the qualifications and none of the disqualifications to hold the positions.</p>	<p>Compliant</p>	<p>The full profiles of the three (3) above-named independent directors, as well as their professional qualifications and technical expertise, are disclosed in the Company's Information Statement, which is accessible at the Company's website.</p> <p>https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf</p>	<p>-</p>
Supplement to Recommendation 5.2			
<p>1. Company has no shareholder agreements, by-laws provisions, or other arrangements that constrain the directors' ability to vote independently.</p>	<p>Compliant</p>	<p>Part III A of the Revised Manual provides that the Board shall act as an independent check on management.</p> <p>https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf</p>	<p>-</p>
Recommendation 5.3			
<p>1. The independent directors serve for a cumulative term of nine (9) years (reckoned from 2012).</p>	<p>Compliant</p>	<p>Part III A (9) of the Revised Manual provides that ID may serve for a maximum cumulative term of nine (9) years.</p> <p>Atty. Val Antonio B. Suarez was first elected as ID on 30 May 2014. Ms. Virginia T. Obcena was first elected as ID on 29 April 2016. Ms. Claire A. Huang was first elected as ID on 26 April 2019. Hence, none of the incumbent IDs have yet to reach the maximum term limit of nine (9) years.</p>	<p>-</p>
<p>2. The company bars an independent director from serving in such capacity after the term limit of nine (9) years.</p>	<p>Compliant</p>	<p>Part III A (9) of the Revised Manual states that after the term limit of nine (9) years, the IDs shall be perpetually disqualified from being reelected as an ID in the Company.</p>	<p>-</p>

		https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	
3. In the instance that the company retains an independent director in the same capacity after nine years, the board provides meritorious justification and seeks shareholders' approval during the annual shareholders' meeting.	Compliant	The Board has yet to nominate and elect an ID whose term limit has been exceeded.	-
Recommendation 5.4			
1. The positions of Chairman of the Board and Chief Executive Officer are held by separate individuals.	Compliant	Part III A (10) of the Revised Manual provides that the roles of the Chairman and the CEO shall as far as practicable be separate to ensure an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision-making. In compliance with this directive, Mr. Jonathan T. Gotianun serves as the Chairman of the Board; while Mrs. L. Josephine Gotianun-Yap is the President and CEO.	-
2. The Chairman of the Board and Chief Executive Officer have clearly defined responsibilities.	Compliant	The roles and responsibilities of the Chairman of the Board are discussed in detail in Article VI, Section 6 of the Company's By-Laws and further expounded on Part III A (10) of the Revised Manual. Meanwhile, the roles and responsibilities of the President and CEO are set forth under Article VI, Section 7 of the Company's By-Laws. Both documents are accessible at the Company's website through https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	-
Recommendation 5.5			
1. If the Chairman of the Board is not an independent director, the board designates a lead director among the independent directors.	Compliant	Part III A (9) of the Revised Manual provides that in case the Chairman of the Board is not independent or the position of Chairman and Chief Executive Officer is held by one person, the Board shall designate a lead director among the independent directors.	

		<p>Ms. Obcena has been designated as the Company’s lead independent director.</p> <p>A copy of the relevant disclosure on the appointment of the lead independent director is posted in the Company’s website through this link - https://www.filinvestgroup.com/sites/default/files/file/content/fdc_result_of_annual_stockholders_meeting_4.29.22.pdf</p>	
Recommendation 5.6			
<p>1. Directors with material interest in a transaction affecting the corporation abstain from taking part in the deliberations on the transaction.</p>	<p>Compliant</p>	<p>There has not been any instance for this principle to be invoked.</p> <p>Part III Section B of the Company’s Related Party Transactions Policy states that “Directors or Officers with personal interest shall abstain from the discussion and approval of such Material RPT. In case of refusal to abstain, their attendance shall not be counted for purposes of assessing the quorum and their votes shall not be counted for purposes of determining majority approval.”</p> <p>A copy of the Related Party Transactions Policy may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/FDC_Submission%20of%20Related%20Party%20Transaction%20Policy%20%2810.25.19%29.pdf.</p>	
Recommendation 5.7			
<p>1. The non-executive directors (NEDs) have separate periodic meetings with the external auditor and heads of the internal audit, compliance and risk functions, without any executive directors present.</p>	<p>Compliant</p>	<p>The NEDs and/or IDs of the Company meet with the internal audit head, external auditors, and/or compliance officer separately without the presence of EDs on as-needed basis, usually prior to and in preparation for audit committee meetings.</p>	
<p>2. The meetings are chaired by the lead independent director.</p>	<p>Compliant</p>	<p>Discussions with the external auditor are usually conducted with the ARMOC, also chaired by Ms. Obcena, the Company’s lead independent director.</p>	<p>-</p>
Optional: Principle 5			

1. None of the directors is a former CEO of the company in the past 2 years.	Compliant	The full profiles of the Company’s board of directors are discussed in detail on Pages 7-8 of the Information Statement, accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	
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Principle 6: The best measure of the Board’s effectiveness is through an assessment process. The Board should regularly carry out evaluations to appraise its performance as a body, and assess whether it possesses the right mix of backgrounds and competencies.

Recommendation 6.1

1. Board conducts an annual self-assessment of its performance as a whole.	Non-compliant		<p>The annual board self-assessment shall be conducted by the Board within the year.</p> <p>As provided in Article X of the Company’s Revised Manual, in order to measure the performance of the Board of Directors, on an annual basis, the Board and all Board Committees of the Corporation shall accomplish the Self-Assessment Sheets. The results shall be consolidated and presented by the Compliance Officer to the Board through the Corporate Governance Committee.</p> <p>A copy of the Company’s Revised Manual is accessible at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf</p> <p>The engagement of the services of an external facilitator to support the conduct of the assessments shall be discussed with the Corporate Governance Committee.</p>
2. The Chairman conducts a self-assessment of his performance.	Non-compliant		
3. The individual members conduct a self-assessment of their performance.	Non-compliant		
4. Each committee conducts a self-assessment of its performance.	Non-compliant		
5. Every three (3) years, the assessments are supported by an external facilitator.	Non-compliant		

Recommendation 6.2

1. Board has in place a system that provides, at the minimum, criteria and process to determine the	Non-compliant		The Company’s Revised Manual provides for the monitoring and assessment of the performance of the board committees as well
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performance of the Board, individual directors and committees.			as the Board. The self-assessment questionnaires for the Board shall be provided to the Board in the next meeting.
2. The system allows for a feedback mechanism from the shareholders.	Compliant	The Company has an Investor Relations Officer tasked to handle inquiries and manage relations with analysts, shareholders, investors, and the general public. The name and contact information of the Investor Relations Officer is posted on the Company website.	-
Principle 7: Members of the Board are duty-bound to apply high ethical standards, taking into account the interests of all stakeholders.			
Recommendation 7.1			
1. Board adopts a Code of Business Conduct and Ethics, which provide standards for professional and ethical behavior, as well as articulate acceptable and unacceptable conduct and practices in internal and external dealings of the company.	Compliant	The Company's Code of Business Conduct and Ethics may be accessed at https://www.filinvestgroup.com/corporate-governance/code-business-conduct-and-ethics	-
2. The Code is properly disseminated to the Board, senior management and employees.	Compliant	The Code of Business Conduct and Ethics is made available to the Board and senior management. Each new employee is provided a copy of the Code of Business Conduct and Ethics and the contents thereof are discussed at the orientation. The Company implements and monitors compliance with the Code of Business Conduct and Ethics through its Human Relations and Administrative Services Department with assistance from the Compliance Officer, Internal Audit, business and support units.	-
3. The Code is disclosed and made available to the public through the company website.	Compliant	The Company's Code of Business Conduct and Ethics may be accessed at https://www.filinvestgroup.com/corporate-governance/code-business-conduct-and-ethics	-
Supplement to Recommendation 7.1			
1. Company has clear and stringent policies and procedures on curbing and penalizing company	Compliant	The Employee Manual provides that no employee shall accept gifts or lavish entertainment from customers or suppliers either for himself or his family. It further prohibits	-

involvement in offering, paying and receiving bribes.		employees from soliciting or accepting personal benefits such as fees or commissions from any customer of the Company or any individual or organization doing or seeking business with the company. For this reason, bribery, accepting bribes, or unofficial solicitation of gifts and loans from customers, contractors and suppliers are considered serious offenses under the company's Code of Discipline.							
Recommendation 7.2									
1. Board ensures the proper and efficient implementation and monitoring of compliance with the Code of Business Conduct and Ethics.	Compliant	All members of senior management and employees are provided with copies of the Code of Business Conduct and Ethics and internal policies, and are notified if there are any updates or revisions thereto.	-						
2. Board ensures the proper and efficient implementation and monitoring of compliance with company internal policies.	Compliant		-						
Disclosure and Transparency									
Principle 8: The company should establish corporate disclosure policies and procedures that are practical and in accordance with best practices and regulatory expectations.									
Recommendation 8.1									
1. Board establishes corporate disclosure policies and procedures to ensure a comprehensive, accurate, reliable and timely report to shareholders and other stakeholders that gives a fair and complete picture of a company's financial condition, results and business operations.	Compliant	<p>Part VI of the Revised Manual provides that all material information about the Corporation which could adversely affect its viability or the interest of its stockholders and other stakeholders should be publicly and timely disclosed in accordance with the rules and regulations of the SEC and the PSE. Such information shall include, among others, earnings results, acquisition or disposition of significant assets, off balance sheet transactions, related party transactions, and direct and indirect remuneration of members of the Board, Management and key officers, including termination and retirement.</p> <p>In this regard, the Company observes the reportorial requirements set by its regulatory agencies, such as the SEC and the PSE.</p>	-						
Supplement to Recommendations 8.1									
1. Company distributes or makes available annual and quarterly consolidated reports, cash flow statements, and special audit revisions. Consolidated financial statements are published	Non-compliant		For the year 2021, the Company submitted its financial reports as follows: <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <thead> <tr> <th style="width: 33%;">Report</th> <th style="width: 33%;">Date of Filing</th> <th style="width: 33%;">No. of Days</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Report	Date of Filing	No. of Days			
			Report	Date of Filing	No. of Days				

<p>within ninety (90) days from the end of the fiscal year, while interim reports are published within forty-five (45) days from the end of the reporting period.</p>			<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">First Quarter</td> <td style="width: 45%;">18 May 2021</td> <td style="width: 40%;">49 days</td> </tr> <tr> <td>Second Quarter</td> <td>17 August 2021</td> <td>49 days</td> </tr> <tr> <td>Third Quarter</td> <td>15 November 2021</td> <td>47 days</td> </tr> </table> <p>The filing of the Company's financial reports were compliant with the deadlines set by the Securities and Exchange Commission, including any extensions declared to file said financial reports.</p>	First Quarter	18 May 2021	49 days	Second Quarter	17 August 2021	49 days	Third Quarter	15 November 2021	47 days
First Quarter	18 May 2021	49 days										
Second Quarter	17 August 2021	49 days										
Third Quarter	15 November 2021	47 days										
<p>2. Company discloses in its annual report the principal risks associated with the identity of the company's controlling shareholders; the degree of ownership concentration; cross-holdings among company affiliates; and any imbalances between the controlling shareholders' voting power and overall equity position in the company.</p>	<p>Compliant</p>	<p>The Company's 2021 Annual Report may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf</p> <p>The security ownership of directors, officers and beneficial owners of at least five percent (5%) security interest are likewise disclosed in the Company's Information Statement, accessible at the Company's website:</p> <p>https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf</p>										
Recommendation 8.2												
<p>1. Company has a policy requiring all directors to disclose/report to the company any dealings in the company's shares within three (3) business days.</p>	<p>Compliant</p>	<p>Part VI of the Revised Manual requires all directors and officers to report any dealings in the Company's shares within three (3) business days.</p>	<p>-</p>									
<p>2. Company has a policy requiring all officers to disclose/report to the company any dealings in the company's shares within three (3) business days.</p>	<p>Compliant</p>	<p>In this regard, the Company makes timely disclosures and/or submissions of reportorial requirements to the regulatory agencies, such as the SEC and the PSE.</p>	<p>-</p>									
Supplement to Recommendation 8.2												
<p>1. Company discloses the trading of the corporation's shares by directors, officers (or persons performing similar functions) and controlling shareholders. This includes the disclosure of the company's</p>	<p>Compliant</p>	<p>The security ownership of directors, officers and beneficial owners of at least five percent (5%) security interest are likewise disclosed in the Company's Information Statement, accessible at the Company's website.</p>	<p>-</p>									

<p>purchase of its shares from the market (e.g. share buy-back program).</p>		<p>https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf</p> <p>Also, the Company makes timely disclosures and/or submissions of reportorial requirements, such as the Public Ownership Report, to the regulatory agencies, such as the SEC and the PSE, in case of trading by the Company's directors, officers and controlling shareholders. These disclosures may be accessed in the Disclosures section of the Company website at: https://www.filinvestgroup.com/disclosures</p>	
Recommendation 8.3			
<p>1. Board fully discloses all relevant and material information on individual board members to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.</p>	Compliant	<p>The full profiles of the Company's board of directors including their professional qualifications, technical expertise, membership in other boards, and other executive positions, are discussed in detail on Pages 7-8 of the Information Statement, accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf</p>	-
<p>2. Board fully discloses all relevant and material information on key executives to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.</p>	Compliant		-
Recommendation 8.4			
<p>1. Company provides a clear disclosure of its policies and procedure for setting Board remuneration, including the level and mix of the same.</p>	Compliant	<p>Under Article IV Section 13 of the Company's By-Laws, directors shall receive the compensation previously determined by the Board with the approval of the stockholders, unless hereafter reduced or increased with the approval of the stockholders. As disclosed on Page 18 of the Company's Information Statement and on Page 115 of the 2021 Annual Report, except for a per diem of Php100,000.00 (for Board meetings) and Php50,000.00 (for Board committees) being paid to each independent director for every meeting attended, there are no other arrangements for the payment of compensation or remuneration to the directors in their capacity as such.</p>	-
<p>2. Company provides a clear disclosure of its policies and procedure for setting executive remuneration, including the level and mix of the same.</p>	Compliant		-
<p>3. Company discloses the remuneration on an individual basis, including termination and retirement provisions.</p>	Compliant		-

		<p>The compensations for the CEO and top four (4) highest compensated officers are likewise reported in the Information Statement and the 2021 Annual Report.</p> <p>The total compensation of each director are likewise reported in the information statement.</p> <p>https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf</p> <p>https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf</p>	
Recommendation 8.5			
1. Company discloses its policies governing Related Party Transactions (RPTs) and other unusual or infrequently occurring transactions in their Manual on Corporate Governance.	Compliant	The Company's RPT Policy may be accessed at https://www.filinvestgroup.com/corporate-governance/company-policies	-
2. Company discloses material or significant RPTs reviewed and approved during the year.	Compliant	Material or significant RPTs are disclosed in the Company's Audited Financial Statements for the year ended 31 December 2021, a copy of which is accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf	-
Supplement to Recommendation 8.5			
1. Company requires directors to disclose their interests in transactions or any other conflict of interests.	Compliant	Section III(B) of the RPT Policy of the Company requires disclosure by the directors of any conflict of interest. The policy may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/FDC_Submission%20of%20Related%20Party%20Transaction%20Policy%20%2810.25.19%29.pdf	-
Optional : Recommendation 8.5			
1. Company discloses that RPTs are conducted in such a way to ensure that they are fair and at arms' length.	Compliant	Please refer to page 99 to 101 of the Company's Audited Financial Statements for the year ended 31 December 2021, a copy of which is accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf	-

Recommendation 8.6			
1. Company makes a full, fair, accurate and timely disclosure to the public of every material fact or event that occurs, particularly on the acquisition or disposal of significant assets, which could adversely affect the viability or the interest of its shareholders and other stakeholders.	Compliant	Part VI of the Revised Manual provides that all material information about the Corporation which could adversely affect its viability or the interest of its stockholders and other stakeholders should be publicly and timely disclosed in accordance with the rules and regulations of the SEC and the PSE.	-
2. Board appoints an independent party to evaluate the fairness of the transaction price on the acquisition or disposal of assets.	Compliant	The Related Party Transactions Policy of the Company mandates that, prior to the execution of a material RPT, “the Board shall appoint an independent party to evaluate the fairness of the terms of the Material RPTs. An external independent party may include, but is not limited to, auditing/accounting firms and third party consultants and appraisers.” The Related Party Transactions Policy of the Company may be found at https://www.filinvestgroup.com/sites/default/files/file/content/FDC_Submission%20of%20Related%20Party%20Transaction%20Policy%20%2810.25.19%29.pdf .	-
Supplement to Recommendation 8.6			
1. Company discloses the existence, justification and details on shareholder agreements, voting trust agreements, confidentiality agreements, and such other agreements that may impact on the control, ownership, and strategic direction of the company.	Compliant	Part VI of the Revised Manual provides that all material information about the Corporation which could adversely affect its viability or the interest of its stockholders and other stakeholders should be publicly and timely disclosed in accordance with the rules and regulations of the SEC and the PSE. For the reporting period, there had been no incidents or transactions that may materially affect the control, ownership or strategic direction of the Company. A copy of the Company’s Revised Manual as of 31 May 2017 is accessible at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	-
Recommendation 8.7			
1. Company’s corporate governance policies, programs and procedures are contained in its Manual on Corporate Governance (“MCG”).	Compliant	A copy of the Company’s Revised Manual as of 31 May 2017 is accessible at https://www.filinvestgroup.com/sites/default/files/FDC-2017-	-

		Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	
2. Company's MCG is submitted to the SEC and PSE.	Compliant		-
3. Company's MCG is posted on its company website.	Compliant		-
Supplement to Recommendation 8.7			
1. Company submits to the SEC and PSE an updated MCG to disclose any changes in its corporate governance practices.	Compliant	The Company duly reports to the SEC and the PSE an updated MCG whenever there are changes in the Company's corporate governance practices.	-
Optional: Principle 8			
1. Does the company's Annual Report disclose the following information:		The Company's 2021 Annual Report may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf	-
a. Corporate Objectives	Compliant		-
b. Financial performance indicators	Compliant		-
c. Non-financial performance indicators	Compliant		-
d. Dividend Policy	Compliant		-
e. Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and other directorships in listed companies) of all directors	Compliant		-
f. Attendance details of each director in all directors meetings held during the year	Compliant		-
g. Total remuneration of each member of the board of directors	Compliant		-
2. The Annual Report contains a statement confirming the company's full compliance with the Code of Corporate Governance and where there is	Compliant	The Company's 2021 Annual Report may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content	-

non-compliance, identifies and explains reason for each such issue.		/fdc-17-a-annual-report-as-of-december-31-2021-5.13.22.pdf	
3. The Annual Report/Annual CG Report discloses that the board of directors conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems.	Compliant		-
4. The Annual Report/Annual CG Report contains a statement from the board of directors or Audit Committee commenting on the adequacy of the company's internal controls/risk management systems.	Compliant		-
5. The company discloses in the Annual Report the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic).	Compliant		-

Principle 9: The company should establish standards for the appropriate selection of an external auditor, and exercise effective oversight of the same to strengthen the external auditor's independence and enhance audit quality.

Recommendation 9.1

1. Audit Committee has a robust process for approving and recommending the appointment, reappointment, removal, and fees of the external auditors.	Compliant	Part III D (2) of the Revised Manual (Page 16) contains information on the process for approving and recommending the appointment, reappointment, removal and fees of the Company's external auditor. https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	-
2. The appointment, reappointment, removal, and fees of the external auditor is recommended by the Audit Committee, approved by the Board and ratified by the shareholders.	Compliant	The re-appointment of the Company's independent external auditor was recommended by the Company's Audit and Risk Management Oversight Committee, confirmed by the Board of Directors, and approved by the stockholders during the 2021 Annual Stockholders' Meeting held on 30 April 2021.	

		A copy of the minutes of the meeting is was uploaded to the Company's website which can be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_2021_asm_minutes_30april2021.pdf	
3. For the removal of the external auditor, the reasons for removal or change are disclosed to the regulators and the public through the company website and required disclosures.	Compliant	There has not been any instance for this principle to be invoked.	-
Supplement to Recommendation 9.1			
1. Company has a policy of rotating the lead audit partner every five (5) years.	Compliant	Part III D of the Revised Manual provides that the external auditor should be rotated or changed every five (5) years or earlier, or the signing partner of the external auditing firm assigned to the Company, should be changed with the same frequency. Beginning fiscal year 2018 and to date, Mr. Michael C. Sabado serves as the lead audit partner of SGV for the Company.	-
Recommendation 9.2			
1. Audit Committee Charter includes the Audit Committee's responsibility on: <ul style="list-style-type: none"> i. assessing the integrity and independence of external auditors; ii. exercising effective oversight to review and monitor the external auditor's independence and objectivity; and iii. exercising effective oversight to review and monitor the effectiveness of the audit process, taking into consideration relevant Philippine professional and regulatory requirements. 	Compliant	The Company's ARMOC Charter may be accessed at https://www.filinvestgroup.com/sites/default/files/Audit-Committee-Charter1.pdf	-
2. Audit Committee Charter contains the Committee's responsibility on reviewing and monitoring the external auditor's suitability and effectiveness on an annual basis.	Compliant		-
Supplement to Recommendations 9.2			
1. Audit Committee ensures that the external auditor is credible, competent and has the ability to	Compliant		-

understand complex related party transactions, its counterparties, and valuations of such transactions.		The Company's ARMOC Charter may be accessed at https://www.filinvestgroup.com/sites/default/files/Audit-Committee-Charter1.pdf	
2. Audit Committee ensures that the external auditor has adequate quality control procedures.	Compliant		
Recommendation 9.3			
1. Company discloses the nature of non-audit services performed by its external auditor in the Annual Report to deal with the potential conflict of interest.	Compliant	The audit and non-audit services, if any, performed by the external auditor are disclosed in the Company's annual report and information statement. https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	-
2. Audit Committee stays alert for any potential conflict of interest situations, given the guidelines or policies on non-audit services, which could be viewed as impairing the external auditor's objectivity.	Compliant	The Company's ARMOC Charter may be accessed at https://www.filinvestgroup.com/sites/default/files/Audit-Committee-Charter1.pdf	-
Supplement to Recommendation 9.3			
1. Fees paid for non-audit services do not outweigh the fees paid for audit services.	Compliant	The services rendered by SGV and the fees paid for such services are disclosed in the company's Information Statement accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	
Additional Recommendation to Principle 9			
1. Company's external auditor is duly accredited by the SEC under Group A category.	Compliant	SGV is duly accredited by the SEC under Group A category with BOA/PRC Reg. No. 0001, accredited on 25 August 2021, expiring on 15 April 2024. Its address and contact details are as follows: 6760 Ayala Avenue 1226 Makati City, Philippines Tel: (632) 8891 0307 Fax: (632) 8819 0872	-

		Mr. Michael C. Sabado is the Company's appointed audit engagement partner.	
2. Company's external auditor agreed to be subjected to the SEC Oversight Assurance Review (SOAR) Inspection Program conducted by the SEC's Office of the General Accountant (OGA).	Compliant	SGV & Co. was subjected to SOAR inspection on 12-23 November 2018. The names of the members of the engagement team were provided to the SEC OGA during the SOAR Inspection.	

Principle 10: The company should ensure that the material and reportable non-financial and sustainability issues are disclosed.

Recommendation 10.1

1. Board has a clear and focused policy on the disclosure of non-financial information, with emphasis on the management of economic, environmental, social and governance (EESG) issues of its business, which underpin sustainability.	Compliant	The Company follows a policy of environmental conservation, in parallel with economic and social efforts, in line with its management strategy. The main focus is to reduce operating expenses through energy conservation and paper recycling. These are discussed in detail in the Company's 2021 Annual and Sustainability Report which forms part of the Annual Report accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf	-
2. Company adopts a globally recognized standard/framework in reporting sustainability and non-financial issues.	Compliant		-

Principle 11: The company should maintain a comprehensive and cost-efficient communication channel for disseminating relevant information. This channel is crucial for informed decision-making by investors, stakeholders and other interested users.

Recommendation 11.1

1. Company has media and analysts' briefings as channels of communication to ensure the timely and accurate dissemination of public, material and relevant information to its shareholders and other investors.	Non-compliant	-	While the Company does not hold analysts' briefings, the Company has a website and Investor Relations Officer for all analyst and investor queries. Furthermore, the Company releases press statements on quarterly performance and major developments in the Company. Media and analysts are invited during the annual stockholders' meeting of the Company where the annual performance and material developments are reported.
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Supplemental to Principle 11			
1. Company has a website disclosing up-to-date information on the following:		Please refer to http://www.filinvestgroup.com .	-
a. Financial statements/reports (latest quarterly)	Compliant	Please refer to https://www.filinvestgroup.com/investor-relations/annual-reports https://www.filinvestgroup.com/disclosures?category_tid=10&years=All	-
b. Materials provided in briefings to analysts and media	Compliant	Please refer to https://www.filinvestgroup.com/investor-relations/investor-relations	-
c. Downloadable annual report	Compliant	Please refer to https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf	-
d. Notice of ASM and/or SSM	Compliant	Please refer to https://www.filinvestgroup.com/sites/default/files/file/content/notice_and_agenda_of_annual_stockholders_meeting_2021.pdf	-
e. Minutes of ASM and/or SSM	Compliant	Please refer to https://www.filinvestgroup.com/sites/default/files/file/content/fdc_2021_asm_minutes_30april2021.pdf	-
f. Company's Articles of Incorporation and By-Laws	Compliant	Please refer to https://www.filinvestgroup.com/sites/default/files/file/content/fdc-amended-aoi.pdf and to https://www.filinvestgroup.com/sites/default/files/file/content/fdc-amended-bylaws.pdf	-
Additional Recommendation to Principle 11			
1. Company complies with SEC-prescribed website template.	Compliant	Please refer to https://www.filinvestgroup.com/	-
Internal Control System and Risk Management Framework			
Principle 12: To ensure integrity, transparency and proper governance in the conduct of its affairs, the company should have a strong and effective internal control system and enterprise risk management framework.			

Recommendation 12.1			
1. Company has an adequate and effective internal control system in the conduct of its business.	Compliant	The Company's enterprise risk management framework may be accessed at https://www.filinvestgroup.com/corporate-governance/enterprise-risk-management	-
2. Company has an adequate and effective enterprise risk management framework in the conduct of its business.	Compliant		-
Supplement to Recommendations 12.1			
1. Company has a formal comprehensive enterprise-wide compliance program covering compliance with laws and relevant regulations that is annually reviewed. The program includes appropriate training and awareness initiatives to facilitate understanding, acceptance and compliance with the said issuances.	Compliant	Part III F of the Revised Manual mandates the Compliance Officer to identify and monitor compliance with the rules and regulations of regulatory agencies, and take appropriate corrective measures to address all regulatory issues and concerns in collaboration with other departments. https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	-
Optional: Recommendation 12.1			
1. Company has a governance process on IT issues including disruption, cyber security, and disaster recovery, to ensure that all key risks are identified, managed and reported to the board.	Compliant	Daily monitoring and escalation of IT infrastructure performance and information security incidents are in place. The same are discussed in the weekly IT Governance meetings. Updates to the Board are done regularly as well. In addition, the Company is looking at engaging a Managed Security Operations Center (MSOC) provider to augment its information security capability.	
Recommendation 12.2			
1. Company has in place an independent internal audit function that provides an independent and objective assurance, and consulting services designed to add value and improve the company's operations.	Compliant	The Company has an independent Internal Audit Department.	
Recommendation 12.3			
1. Company has a qualified Chief Audit Executive (CAE) appointed by the Board.	Compliant	Mr. Michael Louie T. Garado is the Company's Chief Audit Executive. His professional qualifications are discussed in the Company's Information Statement, accessible at the Company's website through https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	-

		The results of the Board’s organizational meeting held last 29 April 2022 wherein the Board appointed the CAE and other key corporate officers is accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_result_of_organizational_meeting_4.29.22.pdf	
2. CAE oversees and is responsible for the internal audit activity of the organization, including that portion that is outsourced to a third party service provider.	Compliant	A copy of the Company’s Internal Audit Charter is accessible at https://www.filinvestgroup.com/sites/default/files/Audit-Committee-Charter1.pdf	-
3. In case of a fully outsourced internal audit activity, a qualified independent executive or senior management personnel is assigned the responsibility for managing the fully outsourced internal audit activity.	Not applicable		The recommendation does not apply as the Company has appointed a Chief Audit Executive.
Recommendation 12.4			
1. Company has a separate risk management function to identify, assess and monitor key risk exposures.	Compliant	The Company’s Board created the ARMOC which is primarily responsible for developing and overseeing the Company’s risk management program. A copy of the Company’s Internal Audit Charter is accessible at https://www.filinvestgroup.com/sites/default/files/Audit-Committee-Charter1.pdf	-
Supplement to Recommendation 12.4			
1. Company seeks external technical support in risk management when such competence is not available internally.	Compliant	The Company engages third-party consultants for risk appraisals and insurance advisory services.	-
Recommendation 12.5			
1. In managing the company’s Risk Management System, the company has a Chief Risk Officer (CRO), who is the ultimate champion of Enterprise Risk Management (ERM).	Compliant	Ms. Virginia A. Cayanga is the Company’s CRO. The results of the Board’s organizational meeting held last 30 April 2021 wherein the Board appointed the CRO and other key corporate officers is accessible at	-
2. CRO has adequate authority, stature, resources and support to fulfill his/her responsibilities.	Compliant	https://www.filinvestgroup.com/sites/default/files/file/content/fdc_result_of_organizational_meeting_4.29.22.pdf	-
Additional Recommendation to Principle 12			
1. Company’s Chief Executive Officer and Chief Audit Executive attest in writing, at least annually,	Non-Compliant		The Company has substantially adopted all the provisions of its Revised Manual.

that a sound internal audit, control and compliance system is in place and working effectively.			
Cultivating a Synergic Relationship with Shareholders			
Principle 13: The company should treat all shareholders fairly and equitably, and also recognize, protect and facilitate the exercise of their rights.			
Recommendation 13.1			
1. Board ensures that basic shareholder rights are disclosed in the Manual on Corporate Governance.	Compliant	The shareholders' rights are disclosed on Page 20 of the Revised Manual which may be accessed through https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	-
2. Board ensures that basic shareholder rights are disclosed on the company's website.	Compliant	A copy of the Revised Manual may be accessed at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	-
Supplement to Recommendation 13.1			
1. Company's common share has one vote for one share.	Compliant	The Company's Amended Articles of Incorporation provides that each common share shall be entitled to one vote. https://www.filinvestgroup.com/sites/default/files/file/content/fdc-amended-aoi.pdf	-
2. Board ensures that all shareholders of the same class are treated equally with respect to voting rights, subscription rights and transfer rights.	Compliant	The Company issued two (2) classes of shares. The common shares shall be entitled to one vote. Meanwhile, the preferred shares shall have the following features: <ul style="list-style-type: none"> • not be entitled to any voting right or privilege, except in those cases expressly provided by laws; • redeemable, subject to terms and conditions as the Board may fix. 	-
3. Board has an effective, secure, and efficient voting system.	Compliant	The voting procedures are set in the notice of the Annual Stockholders' Meeting, which are distributed to the stockholders. The details of the voting system are disclosed in page 59 of its Annual and Sustainability Report which forms part of its Annual Report accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf	

<p>4. Board has an effective shareholder voting mechanisms such as supermajority or “majority of minority” requirements to protect minority shareholders against actions of controlling shareholders.</p>	<p>Compliant</p>	<p>The Company ensures the protection of minority shareholders.</p> <p>Part VII of the Revised Manual lays down the rights of minority shareholders. A copy of the Company’s Revised Manual may be accessed at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf</p>	
<p>5. Board allows shareholders to call a special shareholders’ meeting and submit a proposal for consideration or agenda item at the AGM or special meeting.</p>	<p>Compliant</p>	<p>Article III Section 3 of the Company’s By-Laws allows for the holding of a special meeting of stockholders’ upon the written request of stockholders representing a majority of the outstanding capital stock. A copy of the latest Amended By-Laws may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/fdc-amended-bylaws.pdf</p> <p>Stockholders also have the right to propose items for the agenda of shareholders’ meeting, as provided under the Revised Corporation Code and SEC Memorandum Circular No. 14, series of 2020.</p>	<p>-</p>
<p>6. Board clearly articulates and enforces policies with respect to treatment of minority shareholders.</p>	<p>Compliant</p>	<p>Part VII of the Revised Manual lays down the rights of minority shareholders. A copy of the Company’s Revised Manual may be accessed at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf</p>	<p>-</p>

7. Company has a transparent and specific dividend policy.	Compliant	The Company's 2021 Annual Report provides a discussion on the dividend policy and payment schedule of the dividends declared for the year 2021. A copy of the 2021 Annual Report may be accessed through https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf	-
Optional: Recommendation 13.1			
1. Company appoints an independent party to count and/or validate the votes at the Annual Shareholders' Meeting.	Compliant	In the last stockholders' meeting, the company's stock transfer agent, STSI was asked to validated the votes as tabulated by the Office of the Corporate Secretary.	-
Recommendation 13.2			
1. Board encourages active shareholder participation by sending the Notice of Annual and Special Shareholders' Meeting with sufficient and relevant information at least twenty-eight (28) days before the meeting.	Non-compliant	-	While the notice and agenda for the 2021 Annual Stockholders' Meeting held on 30 April 2021 were disclosed through PSE Edge on 8 March 2021, the full Information Statement was disclosed through PSE Edge only on 12 April 2021. The notice and agenda were sent in accordance with the PSE rules and the Securities Regulation Code.
Supplemental to Recommendation 13.2			
1. Company's Notice of Annual Stockholders' Meeting contains the following information:		Notice and agenda of the Annual Shareholders' Meeting for the year 2021 may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/notice_and_agenda_of_annual_stockholders_meeting_2021.pdf	-
a. The profiles of directors (i.e., age, academic qualifications, date of first appointment, experience, and directorships in other listed companies)	Compliant	The profiles of directors elected during the 2021 Annual Shareholders' Meeting are disclosed in the Information Statement. A copy of the 2021 Definitive Information Statement may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	-
b. Auditors seeking appointment/re-appointment	Compliant	Notice and agenda of the Annual Shareholders' Meeting for the year 2021 may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content	-

		/notice and agenda of annual stockholders meeting 2021.pdf A copy of the 2021 Definitive Information Statement may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2021.pdf	
c. Proxy documents	Compliant	The notice of meeting states that the Company is not soliciting proxies.	-
Optional: Recommendation 13.2			
1. Company provides rationale for the agenda items for the annual stockholders meeting	Compliant	The agenda items were discussed in detail on pages 31-33 of the Information Statement which may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	-
Recommendation 13.3			
1. Board encourages active shareholder participation by making the result of the votes taken during the most recent Annual or Special Shareholders' Meeting publicly available the next working day.	Compliant	Results of the votes taken during the 2021 Annual Shareholders' Meeting were incorporated in the minutes of the meeting, a copy of which is attached as Annex "E" of the 2022 Information Statement accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	-
2. Minutes of the Annual and Special Shareholders' Meetings were available on the company website within five (5) business days from the end of the meeting.	Compliant	A copy of the minutes of the 2021 Annual Shareholders' Meeting, indicating the voting results for all agenda items, including the approving, dissenting and abstaining votes, is attached as Annex "E" of the 2022 Information Statement accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	-
Supplement to Recommendation 13.3			
1. Board ensures the attendance of the external auditor and other relevant individuals to answer shareholders questions during the ASM and SSM.	Compliant	Mr. Michael Sabado, SGV's Partner-in-Charge, together with his audit team, was present to answer shareholders questions during the 2021 ASM of the Company. A copy of the	-

		minutes is attached as Annex “E” of the 2022 Information Statement accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_definitive_information_statement_2022_pse.pdf	
		Likewise, some of the senior management of the Company attended the ASM.	
Recommendation 13.4			
1. Board makes available, at the option of a shareholder, an alternative dispute mechanism to resolve intra-corporate disputes in an amicable and effective manner.	Compliant	Part VII of the Revised Manual provides that it is the duty of the directors to promote shareholder rights, remove impediments to the exercise of shareholders’ rights and allow possibilities to seek redress for violation of their rights.	-
2. The alternative dispute mechanism is included in the company’s Manual on Corporate Governance.	Compliant	The Company encourages and promotes the amicable settlement of disputes or difference between the Company and stockholders, third parties and regulatory authorities. If the conflict is material or substantial in nature, it is referred by the Corporate Secretary to the Board of Directors.	-
Recommendation 13.5			
1. Board establishes an Investor Relations Office (IRO) to ensure constant engagement with its shareholders.	Compliant	The Company’s Head- Group Investor Relations is Ms. Patricia Carmen Pineda. Her contact details are as follows: Tel. No. +63 2 7798 3951 Email: patricia.pineda@filinvestgroup.com	-
2. IRO is present at every shareholder’s meeting.	Compliant	Ms. Pineda was present during the Company’s 2021 Annual Shareholders’ Meeting.	-
Supplemental Recommendations to Principle 13			
1. Board avoids anti-takeover measures or similar devices that may entrench ineffective management or the existing controlling shareholder group	Compliant	The Company has no anti-takeover measures or similar devices that may entrench ineffective management or the existing controlling shareholder group.	-
2. Company has at least thirty percent (30%) public float to increase liquidity in the market.	Non-compliant	-	The company’s public float as of 31 December 2021 is 10.74%. While it is the intention of the Company to spread the distribution of its shares and increase its public ownership, it remains compliant with the prevailing minimum public ownership

			requirement and undertakes to comply with any revisions or amendments thereto.
Optional: Principle 13			
1. Company has policies and practices to encourage shareholders to engage with the company beyond the Annual Stockholders' Meeting	Compliant	The Company maintains a website and an Investor Relations Officer for all stockholders' queries.	-
2. Company practices secure electronic voting in absentia at the Annual Shareholders' Meeting.	Compliant	Voting <i>in absentia</i> was implemented in its 2021 Annual Shareholders' Meeting as disclosed in its information statement.	-
Duties to Stakeholders			
Principle 14: The rights of stakeholders established by law, by contractual relations and through voluntary commitments must be respected. Where stakeholders' rights and/or interests are at stake, stakeholders should have the opportunity to obtain prompt effective redress for the violation of their rights.			
Recommendation 14.1			
1. Board identifies the company's various stakeholders and promotes cooperation between them and the company in creating wealth, growth and sustainability.	Compliant	<p>Part II A of the Revised Manual requires the Board to identify the Corporation's stakeholders in the community in which it operates or are directly affected by its operations and formulate a clear policy of accurate, timely and effective communication with them.</p> <p>The Company's Revised Manual may be accessed at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf.</p> <p>The Company's approach to sustainability is discussed in detail in its Annual and Sustainability Report which forms part of its Annual Report accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf</p>	-
Recommendation 14.2			
1. Board establishes clear policies and programs to provide a mechanism on the fair treatment and protection of stakeholders.	Compliant	Part II A of the Revised Manual requires the Board to identify the Corporation's stakeholders in the community in which it operates or are directly affected by its operations and formulate a clear policy of accurate, timely and effective communication with them.	-

		The Company's Revised Manual may be accessed at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	
Recommendation 14.3			
1. Board adopts a transparent framework and process that allow stakeholders to communicate with the company and to obtain redress for the violation of their rights.	Compliant	Part VII of the Revised Manual provides that it is the duty of the directors to promote shareholder rights, remove impediments to the exercise of shareholders' rights and allow possibilities to seek redress for violation of their rights. The Company's policy on whistleblowing may be accessed at https://www.filinvestgroup.com/corporate-governance/company-policies	-
Supplement to Recommendation 14.3			
1. Company establishes an alternative dispute resolution system so that conflicts and differences with key stakeholders is settled in a fair and expeditious manner.	Compliant	Part II A (3) of the Revised Manual mandates the board to establish and maintain an alternative dispute resolution system in the Corporation that can amicably settle conflicts or differences between the Corporation and its stockholders, and the Corporation and third parties, including the regulatory authorities. The Company's Revised Manual may be accessed at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf	-
Additional Recommendations to Principle 14			
1. Company does not seek any exemption from the application of a law, rule or regulation especially when it refers to a corporate governance issue. If an exemption was sought, the company discloses the reason for such action, as well as presents the specific steps being taken to finally comply with the applicable law, rule or regulation.	Compliant	The Company faithfully adheres to the applicable law, rules or regulations in all of its corporate dealings. As embodied in Part III (A) of its Revised Manual on Corporate Governance, the Board is responsible for fostering the long-term success of the Corporation and secure its sustained competitiveness in a manner consistent with its fiduciary responsibility, which it shall exercise in the best interest of the Corporation, its shareholders and other stakeholders. The Board shall conduct itself with utmost honesty and integrity in the discharge of its duties, functions and responsibilities.	-

		<p>The Board shall likewise provide an independent check on management. As such, it is vitally important that a number of board members be independent from management.</p> <p>The Company's Revised Manual may be accessed at https://www.filinvestgroup.com/sites/default/files/FDC-2017-Revised-Manual-on-Corporate-Governance-2017-PSE-PDEX-compressed.pdf</p>	
2. Company respects intellectual property rights.	Compliant	<p>The Company registers its intellectual property rights, including trademarks and trade names, with the Intellectual Property Office. The intellectual property rights of the Filinvest Group are discussed in the Company's Annual Report accessible at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf</p>	-
Optional: Principle 14			
1. Company discloses its policies and practices that address customers' welfare	Compliant	The Company's operating subsidiaries have established a Customer Care Unit tasked to address customer complaints or suggestions, conduct customer satisfaction surveys and communicate with customers via effective channels.	
2. Company discloses its policies and practices that address supplier/contractor selection procedures	Compliant	The suppliers and contractors are required to undergo an accreditation and bidding process.	
Principle 15: A mechanism for employee participation should be developed to create a symbiotic environment, realize the company's goals and participate in its corporate governance processes.			
Recommendation 15.1			
1. Board establishes policies, programs and procedures that encourage employees to actively participate in the realization of the company's goals and in its governance.	Compliant	The Company's employees may avail of external training programs or seminars relevant to the performance of their duties. The employees may also participate in various trainings and programs arranged by the relevant subsidiaries' Human Resources Department.	-
Supplement to Recommendation 15.1			
1. Company has a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures.	Compliant	The Company conducts a yearly performance appraisal of its employees and grants merit increases depending on the results of their performance appraisal. For a fair assessment	-

		of performance, employees, including Management, set 'Objectives and Key Results' (OKRs) at the beginning of each year and are evaluated on at least a yearly basis.	
2. Company has policies and practices on health, safety and welfare of its employees.	Compliant	The Company's employee's safety, health and welfare policies are embodied in a Safety Manual which is made available to all employees. This Manual includes policies on occupational, safety, and health programs, safety & discipline, drugs and alcohol-free workplace and sexual harassment as well as emergency action plan, fire safety and prevention and incident reporting and investigation mechanisms.	-
3. Company has policies and practices on training and development of its employees.	Compliant	The Company's employees may avail of external training programs or seminars relevant to the performance of their duties. The employees may also participate in various trainings and programs arranged by the Human Resources Department.	-
Recommendation 15.2			
1. Board sets the tone and makes a stand against corrupt practices by adopting an anti-corruption policy and program in its Code of Conduct.	Compliant	The Employee Manual provides that no employee shall accept gift or lavish entertainment from customers or suppliers either for himself or his family. It further prohibits employees from soliciting or accepting personal benefits such as fees or commission from any customer of the Company or any individual or organization doing or seeking business with the company. For this reason, bribery, accepting bribes, or unofficial solicitation of gifts and loans from customers, contractors and suppliers are considered serious offenses under the company's Code of Discipline.	-
2. Board disseminates the policy and program to employees across the organization through trainings to embed them in the company's culture.	Compliant	All members of senior management and employees are provided with copies of the Employee Manual, and are notified if there are any updates or revisions thereto. These HR rules are likewise accessible through the OMS via local network.	-
Supplement to Recommendation 15.2			
1. Company has clear and stringent policies and procedures on curbing and penalizing employee	Compliant	The Employee Manual provides that no employee shall accept gift or lavish entertainment from customers or suppliers either for himself or his family. It further prohibits	-


involvement in offering, paying and receiving bribes.		employees from soliciting or accepting personal benefits such as fees or commission from any customer of the Company or any individual or organization doing or seeking business with the company. For this reason, bribery, accepting bribes, or unofficial solicitation of gifts and loans from customers, contractors and suppliers are considered serious offenses under the company’s Code of Discipline.	
Recommendation 15.3			
1. Board establishes a suitable framework for whistleblowing that allows employees to freely communicate their concerns about illegal or unethical practices, without fear of retaliation	Compliant	The Company’s policy on whistle-blowing may be accessed at https://www.filinvestgroup.com/corporate-governance/company-policies	-
2. Board establishes a suitable framework for whistleblowing that allows employees to have direct access to an independent member of the Board or a unit created to handle whistleblowing concerns.	Compliant	Any illegal or unethical behavior may be reported to the Company’s Human Resources Department.	-
3. Board supervises and ensures the enforcement of the whistleblowing framework.	Compliant		-
Principle 16: The company should be socially responsible in all its dealings with the communities where it operates. It should ensure that its interactions serve its environment and stakeholders in a positive and progressive manner that is fully supportive of its comprehensive and balanced development.			
Recommendation 16.1			
1. Company recognizes and places importance on the interdependence between business and society, and promotes a mutually beneficial relationship that allows the company to grow its business, while contributing to the advancement of the society where it operates.	Compliant	The Company’s corporate social responsibility activities are discussed the 2021 Annual and Sustainability Report, which is attached to the Annual Report and may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf	-
Optional: Principle 16			
1. Company ensures that its value chain is environmentally friendly or is consistent with promoting sustainable development	Compliant	The Company’s approach to sustainability is discussed in detail in the 2021 Annual and Sustainability Report, which is attached to the Annual Report and may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf	

2. Company exerts effort to interact positively with the communities in which it operates	Compliant	The Company's corporate social responsibility activities are discussed 2021 Annual and Sustainability Report, which is attached to the Annual Report and may be accessed at https://www.filinvestgroup.com/sites/default/files/file/content/fdc_17-a_annual_report_as_of_december_31_2021_5.13.22.pdf	-
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Pursuant to the requirement of the Securities and Exchange Commission, this Integrated Annual Corporate Governance Report is signed on behalf of the registrant by the undersigned, thereunto duly authorized, in the City of Mandaluyong on MAY 30 2022.

SIGNATURES


JONATHAN T. GOTIANUN
 Chairman of the Board



VIRGINIA T. OBCENA
 Lead Independent Director

(signed on separate page)
CLAIRE A. HUANG
 Independent Director


L. JOSEPHINE GOTIANUN-YAP
 Chief Executive Officer and President


VAL ANTONIO B. SUAREZ
 Independent Director


MILLETTE A. ARNEDE
 Compliance Officer


KATRINA O. CLEMENTE-LUA
 Assistant Corporate Secretary

SUBSCRIBED AND SWORN to before me this MAY 30 2022 in Mandaluyong City, affiants exhibiting to me their competent evidence of identities, as follows:

NAME	GOVERNMENT-ISSUED I.D.	DATE AND PLACE OF ISSUE
Jonathan T. Gotianun	Philippine Passport No. P5509919A	03 January 2018 / DFA Manila
L. Josephine Gotianun-Yap	Philippine Passport No. P6722593B	28 April 2021/ Philippine Embassy Singapore
Virginia T. Obcena	Philippine Passport No. P7582624A	19 June 2018 / DFA NCR South
Val Antonio B. Suarez	IBP Lifetime Member No. 01967	IBP Pasig City
Millette A. Arnedo	Philippine Passport No. P9582894A	16 November 2018 / DFA NCR East
Katrina O. Clemente-Lua	Philippine Passport No. P2463944B	06 July 2019/ DFA NCR South

Doc. No.: 913
 Page No.: 54;
 Book No.: 16;
 Series of 2022.

JOVEN G. SEVILLANO
 NOTARY PUBLIC FOR CITY OF MANDALUYONG
 COMMISSION NO. 0285-21 UNTIL DECEMBER 31, 2022
 IBP LIFETIME NO. 011302; 12-28-12; RIZAL
 ROLL NO. 53970
 PTR NO. 4864924; 1-3-22; MANDALUYONG
 MCLE COMPLIANCE NO. VII 0010250 14 APRIL 2025
 UG03 CITYLAND SHAW TOWER,
 SHAW BLVD. MANDALUYONG CITY

Pursuant to the requirement of the Securities and Exchange Commission, this Integrated Annual Corporate Governance Report is signed on behalf of the registrant by the undersigned, thereunto duly authorized, in the _____
on _____

SIGNATURE

Claire Huang
CLAIRE A. HUANG
Independent Director

SUBSCRIBED AND SWORN to before me this May 25th 2022 in Massachusetts, affiant's exhibiting to me his/her/their competent evidence of identities, as follows:

NAME	GOVERNMENT-ISSUED I.D.	DATE AND PLACE OF ISSUE
Claire A. Huang	51902067	5/11/21 Boston, MA ✓



ALLSYN WHITEHOUSE
Notary Public
Commonwealth of Massachusetts
My Commission Expires 06/17/2027