



2020 Annual Report & Sustainability Report



VISION MISSION STATEMENT

To be the country's premiere financial conglomerate, empowering our individual and business clients to realize their goals and reach their full potential. By creating and customizing financial solutions in response to our stakeholders' needs, continuously expanding our scope of reach, and leading in community service, we live up to our "You're in Good Hands" promise that embodies who we are and what we do. We are Metrobank.*

WE COMMIT TO BE

The Trusted Financial Partner

Our business relies on the principles of trust, honesty and integrity as we serve our customers and help them attain their financial goals.

The Employer of Choice

We strengthen the organization by continuously developing and enhancing the abilities of our people.

We nurture them into professional individuals with integrity and passion for service and excellence. We ensure their future by providing them with fulfilling careers.

A Responsible Bank

We adhere to the highest standards of corporate governance, exercising accountability, fairness, and transparency across all our business operations.

We exercise good management to provide our shareholders with sustainable returns on their investments.

An Institution with a Heart

We give back to the communities we serve, committed to making meaningful contributions to the economic and social development of our nation.

CORE VALUES

- Passion for Results
- Integrity
- Teamwork
- Commitment to Customer Service
- Heart for Community

ABOUT THIS REPORT

People first is a principle that has been etched in our hearts and minds since the creation of our bank 59 years ago. It has been – and continues to be – the guiding light which our leaders have relied on to steer the bank on a voyage of delivering meaningful, trustworthy and steadfast banking while riding the winds of change. At a time when the world experienced a transition into what is now known as the new normal, our aim to deliver Meaningful Banking from Good Hands was made even more relevant. Amidst the disruption, serving and protecting our customers, our communities and our Metrobankers is what characterized 2020. That's Meaningful Banking in the new normal.

*The Vision Mission Statement (VMS) was approved by the Board in January 2020

CHAIRMAN'S
MESSAGE

Together, we face a bright tomorrow.

Dear fellow shareholders,

The year 2020 will be remembered as the year that tested the character, resilience, and adaptability of people all over the world because of the COVID-19 virus. The pandemic's impacts were staggering, resulting in the shrinking of the global economy estimated at four percent in 2020. This required systematic preventive measures to contain the virus, stimulus packages, and massive government spending to provide some relief to most economies.

In the Philippines, the pandemic's effect on the economy was a full-year Gross Domestic Product (GDP) contraction of 9.5 percent, the steepest annual drop recorded by the Philippine Statistics Authority since it started collecting data in 1947. Household consumption fell by 7.9% in 2020 with unemployment rate peaking at 17.6% in the second quarter of

2020. Investment spending retreated sharply, declining by more than one third during the year. These trends were reflected in the contraction in Metrobank's loan portfolio, which is aligned with GDP growth. Commercial clients reduced inventory levels and deferred expansion plans while for consumer loans, customers limited their spending to essential goods and deferred big ticket purchases.

The Government stepped up and implemented measures through the "Bayanihan to Heal as One Act," and its extension, "Bayanihan to Recover as One Act" to combat the impact of the pandemic. On the monetary side, the Bangko Sentral ng Pilipinas (BSP) reduced key policy rates by a total of 200 basis points and deployed regulatory relief measures to complement fiscal stimulus and help revitalize the economy.



*“Serving our customers,
our communities and our fellow Metrobankers
continues to be our purpose.”*

Faced with a challenging environment in 2020, we, at Metrobank, intensified our level of commitment to our customers and communities. We had to balance the need to service our clients while ensuring the safety of our employees. At the same time, the pandemic offered opportunities to serve the community. “Meaningful Banking in the New Normal” has propelled us to transform the challenging year into a record of heartfelt service to our stakeholders.

Caring was the mantra that rallied Metrobankers to work as a team to support communities and frontliners to combat and mitigate the impact of the pandemic. Under the “*Helping Hands for COVID-19*,” Metrobank Foundation, Inc. (MBFI) and GT Foundation, Inc. (GTFI) provided Php321.5 million that directly helped 497,189 individuals or 113,200 families. These included donating personal protective equipment (PPEs) to both medical and security frontliners; providing polymerase chain reaction kits and antibody rapid test kits to private and government hospitals and local government units; and constructing molecular laboratories for testing COVID 19 samples. We donated water, sanitation and hygiene (WASH) facilities, learning materials, tablets, laptops and other equipment to schools and students to aid them to adapt to the new normal of blended learning. We continued to distribute food and relief packs to underprivileged communities.

Likewise, Metrobank is an active partner in the “Ingat Angat Tayong Lahat” campaign, in support of the Government’s Taskforce T3 (Test, Trace, Treat) initiative. This multi-sector alliance aims to rebuild consumer confidence while safely restarting the economy through continued public-private sector cooperation. MBFI and GTFI implemented a robust, medium term emergency response plan through strategic partnerships to complement efforts of the

government and other stakeholders that look after the needs of communities. In addition, 6,823 Metrobankers contributed Php9.2 million to various Purple Hearts Club programs, reflective of the spirit of service rendered to others beyond the call of duty.

Our customers were on top of our minds as we prioritized opening communication channels with them. In opening our branches, we conformed to the health and safety protocols mandated by the government to ensure the safety of our customers and employees. With restriction on face-to-face encounters and visits, we saw the need to use digital technology to stay in touch with our customers. We launched webinars to educate and inform them on how to manage and protect their resources during the pandemic. To make banking more accessible, we launched an improved Metrobank Online facility, where banking and transacting anywhere and anytime is made possible and easier. We also fully implemented the provisions of the Bayanihan measures to provide relief to our borrowing customers.

Our employees are frontliners in every sense of the word. We strived to ensure that their health, safety and well-being were guaranteed at all times as they worked onsite and provided the back-end support when they worked from home. We continued to enhance their expertise through training as they attended to the growing and unique demands of customers in this new normal. As the pandemic is still ongoing, the procurement of COVID-19 vaccines for our employees and their dependents is an integral part of our efforts to ensure welfare of our employees this year. We are thus pleased to report that despite the difficult operating environment, Metrobank managed to deliver a strong 26% rise in pre-provisioning profits of Php61.8 billion in 2020. Indicative of our solid deposit franchise, low cost current and savings accounts

(CASA) grew 22% to Php1.3 trillion. Lower funding costs led to a modest jump in net interest income. In addition, the record low interest rate environment enabled the Bank to optimize its investment portfolio and generated a hefty Php19.2 billion in trading and foreign exchange gains.

Our strong revenue generating power complemented by improving operating efficiency afforded the Bank the capacity to be more proactive and to quadruple our provisions for non-performing loans (NPLs) to Php40.8 billion, which pared our net income to Php13.8 billion. Our experience during the Asian Financial Crisis has made a deep impact on the manner we are managing our portfolio. We learned that we need to be proactive in monitoring accounts and build up reserves aggressively early in the cycle. We thus ended 2020 with an ample 163% NPL cover. Our capital ratios are among the highest in the industry at 20.2% capital adequacy ratio (CAR) and 19.3% Common Equity Tier 1 (CET1) ratio, well above regulatory limits.

Keeping a healthy NPL buffer and strong capital position are vital as pandemic conditions continue to persist, which could make 2021 another challenging year. We will continue to safeguard the group’s asset quality. We will sustain our ability to provide banking services, either through our branches or remotely, with utmost regard to protecting the health of our employees. We will intensify our efforts and investments in digital platforms and technologies. At the same time, we are ready and have substantial capacity to actively seek opportunities to support the needs of our customers as the economy begins its recovery journey. Alongside this, we will monitor economic conditions and will continue to implement strategies that will balance growth, improve shareholder returns and meet regulatory requirements on

a sustainable basis. Finally, we will not waver in our Corporate Social Responsibility (CSR) commitments to the community.

To our employees and frontliners, you are our stronghold and the faces of Meaningful Banking in the New Normal. Thank you for your continued dedication and commitment.

To our Board of Directors and Senior Management, thank you for your wisdom, guidance, and decisive leadership in steering us to strengthen our position.

To our partners, investors, and shareholders, we appreciate your continued deep trust and confidence.

And finally, to our dear customers, you are in good hands as we continue to provide you with meaningful banking for all your financial needs. Your unwavering loyalty inspires us to assure you of true service beyond banking.



ARTHUR TY
Chairman

PRESIDENT'S
REPORT

We will move and grow with our customers.

The world just became smaller when the first COVID-19 case was detected in January 2020. More than a year and millions of lives affected, the pandemic's alarming spread brought economic activity to a lethargic growth as countries imposed tight restrictions on movement to stop the spread of the virus. The economic damage is evident as health and human toll grows, representing the most massive economic crisis the world has experienced in decades. The world's economy shrank by an estimated four percent last year despite extraordinary, concerted efforts of governments to counter the downturn with monetary and fiscal policy initiatives.

The Philippines was not spared. The economic impact of the global pandemic was swift with the GDP declining by 9.6%. The BSP's accommodative monetary policy which led to record low interest rates and injection of around Php2.0 trillion liquidity into the

system via purchase of government securities have helped ease the financial impact of the pandemic. The global scale of the crisis has however left us concerned that the damage will be felt over a period of time.

Weathering through this pandemic can only be overcome by adaptability anchored on our core values: passion for results, integrity, teamwork, commitment to customer service and a heart for community – the cornerstone of the kind of service our people extend to our customers daily. We prioritized the people that mattered most in our business – our customers, our co-employees, and our neighbors.

Attending to our customers demanded a level of service that extends beyond banking, that sincerely cares for their well-being. We protected our customers by following government mandated protocols in branches; enhanced our services



“Banking in the new normal
just means leveraging our banking services
to be more inclusive and personal.”

that brought more convenience to their banking transactions; listened and quickly responded to their concerns; and educated them through information campaigns and webinars to expand their financial literacy and make better informed decisions on their investments. In turn, more customers utilized the Bank's digital platforms. Around 24% of our customers are now enrolled in electronic channels which include the Bank's mobile app, online platforms for corporate and retail clients, ATMs, and point of sale (POS) terminals. Likewise, 85% of financial transactions now go through such electronic channels. We adhered to the provisions of both the Bayanihan to Heal as One Act and Bayanihan to Recover as One Act to provide relief to our customers.

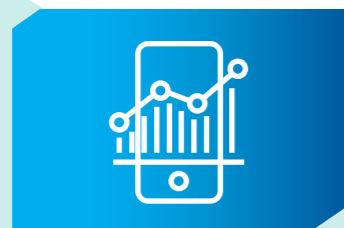
Caring for our employees required us to put in place communication mechanisms that enabled them to step up their game while attuned to their well-being. Our work from home teams were equipped with laptops and Virtual Private Network (VPN) connectivity to ensure uninterrupted service to customers. Chatbot was deployed in Workplace, the Facebook-powered internal communication

portal for employees, run by employee-volunteers who help address professional and personal queries from fellow employees. The portal provided COVID-19 related updates and information and facilitated quick general wellness surveys that help teams build safe work habits. Those who were required to report in our offices were supported with allowances, hygiene kits, and required to strictly observe appropriate safety protocols.

In managing the impact of the pandemic on the Bank's portfolio, we were reminded of the lessons during the 1997 Asian Financial crisis (AFC). The AFC exposed corporate over-leveraging on foreign currency debt, which resulted in insolvency issues and took several years to unravel. We learned that banks should be more proactive at the onset – (1) to actively engage with clients to manage credit risks; (2) boost provisions while the Bank still has the earnings capacity to do so; (3) secure ample liquidity to withstand any funding volatility; (4) ensure capital base is strong so there is enough buffer against the potential stress to asset quality and meet regulatory requirements and, (5) maintain robust risk management and corporate governance structures.

Metrobank's income before provisions increased by 26% to Php61.8 billion in 2020. The growth in operating income was supported by strong revenues and better operating efficiency.

In line with our strategy to prepare for the risks associated with the pandemic, the Bank quadrupled provisions to Php40.8 billion, resulting in a full year 2020 net income of Php13.8 billion. Our proactive provisioning raised NPL cover to 163% from 103% in 2019 strengthening the Bank's capacity to withstand more bad loans. This was complemented by the conduct of multiple credit reviews by account managers to manage portfolio risks.



163%
NPL COVER

Meanwhile, the 22% increase in low cost current and savings accounts (CASA) to Php1.3 trillion propelled total deposits to reach Php1.8 trillion in 2020, reflecting the Bank's solid deposit franchise. CASA ratio improved to 73% from 63% a year ago. Healthy CASA deposit generation helped ease the overall funding cost in 2020 and supported net interest margins, which improved by 14 basis points to 3.98%. As a result, net interest income rose 11.8% from the previous year.

This was achieved amid a 13% contraction in gross loans to Php1.3 trillion as the economic impact of the pandemic affected business and consumer confidence. Commercial clients trimmed working capital loans and deferred expansion plans while consumer customers limited spending to essential goods and deferred big ticket purchases.

Non-interest income expanded by 20%, lifted by exceptional trading and foreign exchange gains of Php19.2 billion as the Bank optimized its investment portfolio under a record-low interest rate environment.

Growth in operating expenses was kept at 4% to Php60.1 billion, underscored by continued efforts to enhance productivity and operational efficiency. Cost-to-income ratio improved to 50% from 55% previously.

Metrobank ended 2020 as the country's second largest bank with consolidated assets of Php2.5 trillion. The Bank's high capital buffer has enabled the Board of Directors to declare a special cash dividend of Php3.0 per share in addition to the regular dividend of Php1.0 per share.

Based on December 2020 balance sheet, Metrobank's capital adequacy ratio (CAR) is estimated to move from 20.2% to 19.1% and Common Equity Tier 1 (CET1) ratio from 19.3% to 18.2% after dividends. Both



19.3%
CET1 RATIO

measures are still substantially higher than the 11.0% minimum regulatory threshold for CET1 and 10.0% for CAR.

Our subsidiaries, which were also affected by the sudden shift in the business landscape, have likewise calibrated their strategies to leverage on their key strengths as they dealt with the crisis.

Philippine Savings Bank (PSBank) stayed resilient amidst the challenges of 2020. It also took a conservative stance on credit provisioning in anticipation of risks associated with the pandemic. Pre-provisioning operating income surged by 31% to Php7.5 billion. This enabled PSBank to set aside additional loan loss provisions to three times over to Php6.4 billion, resulting in Php1.1 billion net income.

PSBank ensured the safety of its employees and customers by quickly instituting COVID-19 safety protocols. Digital platforms were strengthened and made reliable as demand for digital banking services exponentially rose. It ended 2020 with strong capital position with CAR and CET1 ratio of 19.4% and 18.1%, respectively. The Philippine Ratings Services

Corporation assigned PSBank with the highest issuer credit rating of Aaa, with stable outlook, a testament to its very strong capacity to meet its financial commitments.

First Metro Investments Corporation (FMIC), Metrobank's investment banking subsidiary, kept its leadership in the domestic capital markets, successfully completing 23 deals both in equity and capital markets. The investment bank demonstrated its fundamental ability to execute and solidified its leadership position with 71 percent participation in the domestic capital markets' issuances in 2020, with strong performance in deal structuring and distribution.

FMIC was awarded the Best Investment Bank in the Philippines by Hong Kong-based publication FinanceAsia and recognized as the Best M&A House in the Philippines by the regional investment magazine Alpha Southeast Asia. FMIC has 10 other citations and awards both locally and abroad in 2020.

AXA Philippines (AXA), the Group's insurance arm, continued to service its more than 1.5 million clients protected under general insurance, and various individual and group life insurance products through its wholly owned subsidiary, Charter Ping An. When the pandemic hit, AXA adjusted to the new environment and immediately took care of its people who remained committed to its customers. AXA stood strong on the health front, offering an enhanced version of its Global Health Access product that included pandemic coverage. Free medical teleconsultations were provided to both existing health policyholders and non-customers alike and utilized technology to interact with customers to communicate and transact online.



ORIX METRO Leasing and Finance Corporation (ORIX METRO) faced the severe business challenges of 2020 head on with the management conducting a Business Survivability Risk Test (BSRT) on all its accounts nationwide in order to protect the company's portfolio. A more prudent credit approval process was set in place. Alongside this, it quadrupled its provisions for credit losses to Php1.4billion which pared net income to Php219 million in 2020. Still, ORIX METRO remains one of the strongly capitalized leasing and financing companies in the country with total equity of Php8.7 billion. The Company also maintained a healthy Capital Adequacy Ratio (CAR) of 16.6 % and a CET1 ratio of 15.8%, well above the regulatory floor of 10% and 6% percent, respectively.

Caring for communities is what sustains our business. In our second year, our Sustainability Report focused on how loanable amounts of Php606.9 billion through our Institutional Banking Sector

enabled us to achieve nine of 17 Sustainable Development Goals. It showed that our loans can contribute to reduce hunger and inequality, support responsible consumption; improve education, health, sanitation, and work; help build affordable and clean energy, create better infrastructure, and support more livable communities. We are inspired by our engaged employees whose heart for the community is pure service, seen through their active involvement in the many programs of the Purple Hearts Club, willingly contributing their time and treasure. But many more, on their own or through their business units like Trust Banking, and Metrobank's subsidiaries FMIC, PSBank, and AXA, give to charity, adopt communities, provide relief to stricken families or help fellow Metrobankers affected by calamities, including the pandemic. Lastly, our Bank is ever conscious of gender equality as women comprise over 50 percent of Management Officers in Metrobank. FMIC was also cited by AsiaMoney as one of the banks that have done the most to encourage women in the workplace across Asia's financial markets.

Dealing with the pandemic in 2020 has taught us new ways of doing things and has made us realize that there are things that we need to do better. We will continue to work with our customers in navigating the path towards recovery. We will continue to invest to improve efficiency in our bricks and mortar network as well as invest in IT to increase the capacity of our institution to improve customer and employee experience. Metrobank will continue to move, and pivot in the right direction to grow and be part of an ever-changing market environment that constantly addresses the evolving needs of our stakeholders.

Metrobank has emerged from 2020 fully armed with our known strengths and capabilities, though tempered with wisdom that has carried your Bank through nearly six decades of sustainable growth. Our hope for an economic rebound is an opportunity to harness our full potential.

I wish to acknowledge the depth of our employees' commitment and dedication to service. Your immeasurable contribution in these challenging times is the hallmark of Meaningful Banking in the New Normal.

I also would like to thank our partners, stakeholders, and dear customers for faithfully standing by our side. As we continue to offer our helping hand in journeying with you to achieve your goals; doing so together can only make us stronger to weather any challenge that comes our way.

FABIAN S. DEE
President

FINANCIAL HIGHLIGHTS



TOTAL ASSETS
Php2.5 trillion



LOANS AND
RECEIVABLES, NET
Php1.3 trillion



NET INTEREST
INCOME
+12% YOY



NON-INTEREST
INCOME
+20% YOY

PRE-PROVISIONING
OPERATING PROFIT

**+26%
YOY**

TOTAL DEPOSITS

**Php1.8
trillion**



CASA
Php1.3 trillion

NET INTEREST MARGIN

4.0%



COST-TO-INCOME RATIO
50%



NPL RATIO
2.4 %



EQUITY
Php324 billion

NET INCOME

**Php13.8
billion**



NPL COVER
163%

CAR

20.2%



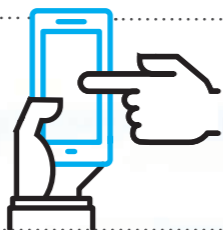
CET-1
19.3%

OPERATIONAL
HIGHLIGHTS

ALWAYS IN GOOD HANDS

We aim to serve
our customers over
and beyond their
expectations.

+122%



Serving at the frontline

It takes a dependable, vigorous, and highly adaptable institution to gain people's trust during times of prolonged uncertainty and financial anxiety. As a testament to Metrobank's solid banking franchise, the Bank generated a 22 percent increase in current and savings accounts (CASA) to Php1.3 trillion, thus boosting overall deposits to nearly Php1.8 trillion in 2020.

The balancing act between continuing to serve our customers and ensuring their safety as well as that of Metrobank's branch frontliners was paramount in our efforts in 2020. Health and safety protocols were put in place. At the height of the Enhanced Community Quarantine (ECQ) starting mid-March 2020, the Bank kept open more than half of its branches to serve the public. Branches were reconfigured to align with social distancing guidelines. Banking hours in branches were adjusted to the schedules allowed by the Local Government Units for their residents to leave the safety of their homes during the ECQ. In addition, COVID-19 cases were monitored.

Throughout the year, the Bank optimized its network as six new branches were opened, while seven were consolidated and six more were relocated, leading to a total of 956 branches by the end of 2020.

To ensure the safety and sustain productivity of the Metrobankers during the pandemic, the teams in the branches were split into two groups, each reporting alternately in the branches. Those under work from home arrangements were equipped with laptops and VPN connectivity that enabled them to meet the demands of the business and the needs of customers. Those who were scheduled to work onsite were provided protective equipment, allowances and transportation especially during the ECQ. Virtual meetings and webinars became the norm to communicate and train the teams to be ready to manage and nurture relationship with customers. The Bank utilized *Workplace*, a Facebook-powered internal communications portal for employees, where a dedicated group of employee volunteers provided updated information about the pandemic and other work related concerns.

The lockdown prompted the sector to use enhanced services and innovative solutions. The migration of the accounts of retail and corporate clients to Metrobank Online (MBO) and Metrobank Business Online Solutions (MBOS), respectively, was fast tracked. Eighty-seven percent of more than 17,000 corporate accounts were migrated to MBOS. Meanwhile, retail customer penetration rate rose by five percent during the year to 24 percent. The Bank waived fees for intrabank and interbank fund transfers. A Cash Pick-up Service through the Metrobank



Mobile Application was set up to facilitate fund transfers. A special account opening campaign was conducted to onboard online sellers. The ramp-up of online transactions was complemented with a fraud awareness campaign to help protect customers.

Despite these challenges, aside from achieving record CASA levels, the Bank was also able to solicit several new-to-bank (NTB) clients, especially those in the essential industries. At the same time, the focus of the branches on efficiency and productivity contributed to the modest growth in the Bank's operating costs in 2020.

Going the extra mile

When various degree of restrictions were implemented across the nation, customers were encouraged to stay at home. The Bank initiated efforts to go to where the customers are and ensure that they have access to our services.

Mobile ATMs

Complementing the Bank's online banking initiatives, Metrobank also deployed mobile ATMs to reach more clients and facilitate their banking needs.

Earnest

In 2020, the Earnest application has enabled clients to open digital deposit and investment accounts, while accessing the Bank's wide range of products and services.

Earnest, designed for the beginner investor

- App that allows users to invest anytime, anywhere
- Choose from curated Metrobank UITFs
- Access financial basics on earnest.ph

Account opening through the Earnest app

- Open a Metrobank deposit account
- Can be used as a settlement account for investing
- Send money, pay bills, and transact with the account through Metrobank Online





Delivering a delightful customer experience

Although 2020 was a difficult year due to the health crisis, the Institutional Banking and Consumer Business Sectors went beyond service banking and optimized the use of technology in connecting and re-establishing stronger ties with clients. Measures were undertaken to keep the customers well-informed on available solutions to their financial needs as they navigated the new normal of banking. To provide relief to borrowers, the provisions of the Bayanihan Acts 1 and 2 were fully implemented. At the same time, efforts were directed to safeguard asset quality by actively engaging with borrowers and ensuring prudent credit standards are in place.

Last year, Metrobank Card Corporation (MCC) was completely merged with Metrobank. The merger is expected to further solidify Metrobank's strong position in the credit card market, harness synergies, primarily in leveraging on the Bank's access to low-cost funding; accelerate cross-selling opportunities to the Bank's client base, and improve operating efficiency. Upon the merger of MCC with the Consumer Lending Group and other related units, the group was rebranded into Consumer Business Sector (CBS)

to centralize consumer loan services and provide more meaningful support to retail customers.

Optimizing technological innovation was the Bank's response in adapting to the new normal. CBS enhanced its online card application system and added features to its Chatbot, Metrobank Interactive Assist (MIA) of Metrobank Card, and set up a live Customer Service team to respond to cardholder concerns faster through Facebook Messenger. CBS also offered cardholders the option to convert essential purchases into monthly installments to help customers manage their finances. The "Meaningful Conversations Campaign" booked over Php1.0 billion worth of payment assistance programs.

CBS introduced the Metrobank ON Virtual Mastercard, a virtual companion to a newly approved card. CBS continued to offer exclusive deals through its online and retail partner merchants. CBS also presented an Online Installment Payment Plan for Metrobank credit cards that allowed e-commerce merchants to offer its customers flexible payment options.

For customer convenience, CBS launched a **Mobile Statement of Account (SOA)** facility wherein SOAs are sent to clients' mobile phones through SMS and a secure

personalized link – a way to minimize physical deliveries. CBS also created **PayNow**, a convenient facility that lets Metrobank credit cardholders send money to any bank account in an instant.

Complementing the efforts to aid those affected by the pandemic, CBS also conducted a Rewards Points Donation drive from April to May that encouraged cardholders to help and raised a total of Php2.2 billion for the COVID-19 response of partner beneficiaries.

To cap off the year, CBS won the Outstanding Social Media Campaign at The Digital Banker's Global Retail Banking Innovation Awards 2020. To reach younger client segments, CBS collaborated with social media influencers which led to a 30% growth in card sign-ups in two newly launched credit cards.

CBS looks forward to providing more products for its clients in 2021 as it further taps the synergies created after the MCC merger.

Servicing the institutional Banking clients

At the onset of the pandemic, the Institutional Banking Sector (IBS) stayed nimble in serving clients as it leveraged on the Bank's established protocols to ensure Metrobankers and clients are safe and secure and processes are in compliance with regulations.

The Bank organized and implemented systems that enabled its workforce to serve its customers remotely, delivering to a wider client base.

Working teams made it convenient for customers to transact remotely, within the scope allowed by regulations and in keeping with sound banking practices. This was complemented by the enrollment and migration of accounts to the Metrobank Online Banking System (MBOS). Launched in 2019,



MBOS proved to be an essential tool as it allowed clients to transact remotely. Indeed, in 2020, the Bank saw a 155 percent increase in MBOS clients. To nurture client relationships, online platforms like Zoom and Webex were used to simplify communication channels while safeguarding everyone's safety and health.

The team focused on supporting clients that run essential businesses like food, basic services, healthcare, and logistics, among others. This was aligned with the Bank's full support for the government's initiatives. Moreover, customers that were adversely affected by the pandemic were supported by the full benefits eligible to them under Bayanihan 1 and 2. The team capitalized on the growing opportunities in advisory services as clients sought guidance on their current and future strategies. A series of webinars were conducted to educate clients to better navigate economic uncertainties. This customer-centric approach best captures meaningful banking in progress: A bank that assures its clients in good and bad times.

The team was equipped to deal with uncertainties and improve their competencies. In-house capacity-building activities through internal webinars and refresher courses on financial analysis, communications, among others, were conducted to enable the team to better assist clients in responding to economic uncertainty queries and evaluate accounts. More importantly, proper risk management measures were put in place to protect asset quality of stakeholders and investors. In anticipation of COVID-19's negative impact, the team moved quickly to re-assess the quality of its loan portfolio. Account and portfolio reviews were conducted regularly, while accounts and industries were tagged to monitor abrupt changes. Documentations were reviewed to ensure compliance and the enforceability of the terms and conditions of its loan facilities. Lastly, the team's security

position was re-assessed in certain cases as the need to strengthen its collateral cover as warranted was done. This review process helped strengthen the Bank's position moving forward.

Looking to 2021, IBS will continue to proactively manage portfolio risks. At the same time, IBS is well prepared to seize opportunities to provide meaningful banking to the clients and be a partner in the recovery journey of the economy.

Optimizing the markets

The Financial Markets Sector's (FMS) strong performance in 2020 was attributed to the team's resilience and commitment to business continuity, uninterrupted service delivery and customer satisfaction in an extraordinary year. Faced with uncertain economic environment, the group's priority was to focus on customer flows and shore up the Bank's liquidity position. Not only was this achieved but the group was even able optimize the investment portfolio under a record low interest rate environment. FMS managed to generate record trading income of Php15 billion. This enabled the Bank to pursue its strategy of accelerating provisions to serve as buffer for anticipated asset quality risks.

FMS seized market opportunities and raised Php35.0 billion for the Bank's Peso and US Dollar Bonds in offerings that were grossly oversubscribed. The hefty orderbook for the US\$500 million Bond reflected the strong investor confidence in Metrobank, after its re-entry in the international capital markets in 17 years. The issuance allowed Metrobank to tap longer-term offshore funding, diversify funding sources, and finance maturing short-term borrowings.

In 2020, Metrobank through its Treasury Group became the first Philippine bank to utilize the global Continuous Linked Settlement (CLS) facility as a third-party participant through its partnership with Switzerland-based international bank, UBS AG. CLS is a strategic settlement mode in the foreign exchange (FX) market, which allowed the netting of FX transactions overseas, thereby eliminating settlement risks and simplifying cash management risks, among others. CLS is aligned with the FX Global Code of Conduct.

Despite the complexities of the changing environment, the Private Wealth Division (PWD) managed to on-board 85 new clients. To complement virtual one-on-one meetings, PWD introduced Market Movers, a monthly online webinar series that had industry experts and government officials share insights on economic, sectoral, health and social issues, policy actions, and a special tax and legal advisory session, all relevant in guiding the customers throughout the pandemic.

For its part, the Trust Banking Group (TBG) ended 2020 with an all-time high Assets Under Management of Php 558 billion, a 15 percent increase from the previous year. Clients grew despite the uncertainties, generating 6,000+ new UITF accounts. The UITF online was launched which enabled customers to access, monitor, update, and even redeem proceeds from their accounts. About 15% of total UITF transactions were done online. TBG also published the first edition of the Annual Metrobank Trust Banking Group Compendium, an in-house analysis of six key business sectors, and investment drivers of the listed company constituents of the PSE Index.

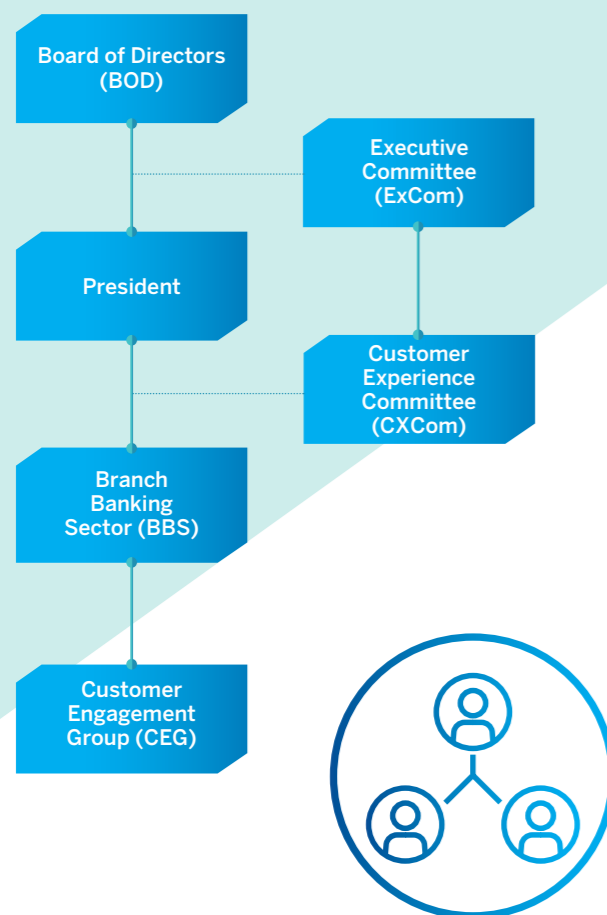
As a product provider, Metrobank heeded the Bangko Sentral ng Pilipinas (BSP) call, creating three Digital Personal Equity Retirement

(PERA) funds in 2020: the Metro PERA Money Market Fund, the Metro PERA Bond Fund, and the Metro PERA Equity Fund. Provided under Republic Act 9505, PERA is a voluntary supplementary retirement account to promote greater financial security for Filipinos here and abroad. It empowers clients to take advantage of its tax-free benefits to supplement their retirement fund.

Digital PERA is a one-stop shop digital platform where investors can browse various PERA products, and at the same time access, monitor and transact using their PERA accounts, via InstaPay and PESONet through online banking.

Employee safety was ensured as onsite and Work-from-Home (WFH) working arrangements were subjected to rigid health and safety protocols. At the same time measures were undertaken to make transactions secure and data integrity ensured. FMS optimized technological innovation, using VPNs for client meetings and due diligence and portfolio reviews. PWD Relationship Managers also updated its Service Level Agreements and processes across partners, and made sure alternative documentation was recognized. Securities brokering was supported by a back-up system.

Process and service enhancements facilitated better results in 2020 for FMS. These include the Metrobank Operations Support Engine (MOSE) and the Continuous Linked Settlement system (CLS), among others. Meanwhile, Wealth management and Trust system upgrades are being accelerated.



Protecting and serving you better

In 2020, Metrobank went the extra mile in protecting the welfare of its retail and corporate customers. Its deep concern for the health and financial mobility of its customers inspired the Bank to go beyond the best standards of customer protection, as set by the Bangko Sentral ng Pilipinas (BSP) and guided by its own Consumer Protection Policy Manual (CPPM).

Organizational Structure

Key entities in the organization accountable for the overall strategy and oversight of the Bank's desired customer experience are in place.

The Board of Directors (BoD), through its Executive Committee (ExCom) proactively oversees the Bank's Financial Customer Protection program and implementation based on the BSP's Circular on Consumer Protection.

The Senior Management's Customer Experience Committee (CXCom) ensures that the Bank's developed Consumer Protection Risk Management System (CPRMS) is diligently followed and has become fully integrated in the overall framework of its product and service lifecycle. The CXCom is also responsible for the formulation of the Bank's Customer Protection Program based on the CPPM and in monitoring the performance of its projects.

The Customer Engagement Group (CEG) was created in 2020 to enhance the customer-centric culture of the Bank, with focus on customer experience (CX), continuous improvement (Kaizen), efficiency (scale and scope), and data-driven policies for customers to fully experience true meaningful banking. CEG designed the Voice of the Customer (VOC) program that generated valuable insights in improving customer experience. The group aims to provide a framework that will align Bank processes and standards with regulatory requirements. It also provides an effective complaints management system where it identifies complaints, provides appropriate solutions, and monitors its efficacy and improves service recovery. CEG is also duty bound to report the complaints metrics to Senior Management, CX initiatives implemented, its impact on customers, and to the business of the Bank.

Metrobankers' priority is always to serve its customers and in doing so, observe the principles of sound, prudent banking practices in all transactions, and commit to take care of their needs and protect their interests.

Consumer Protection Standards

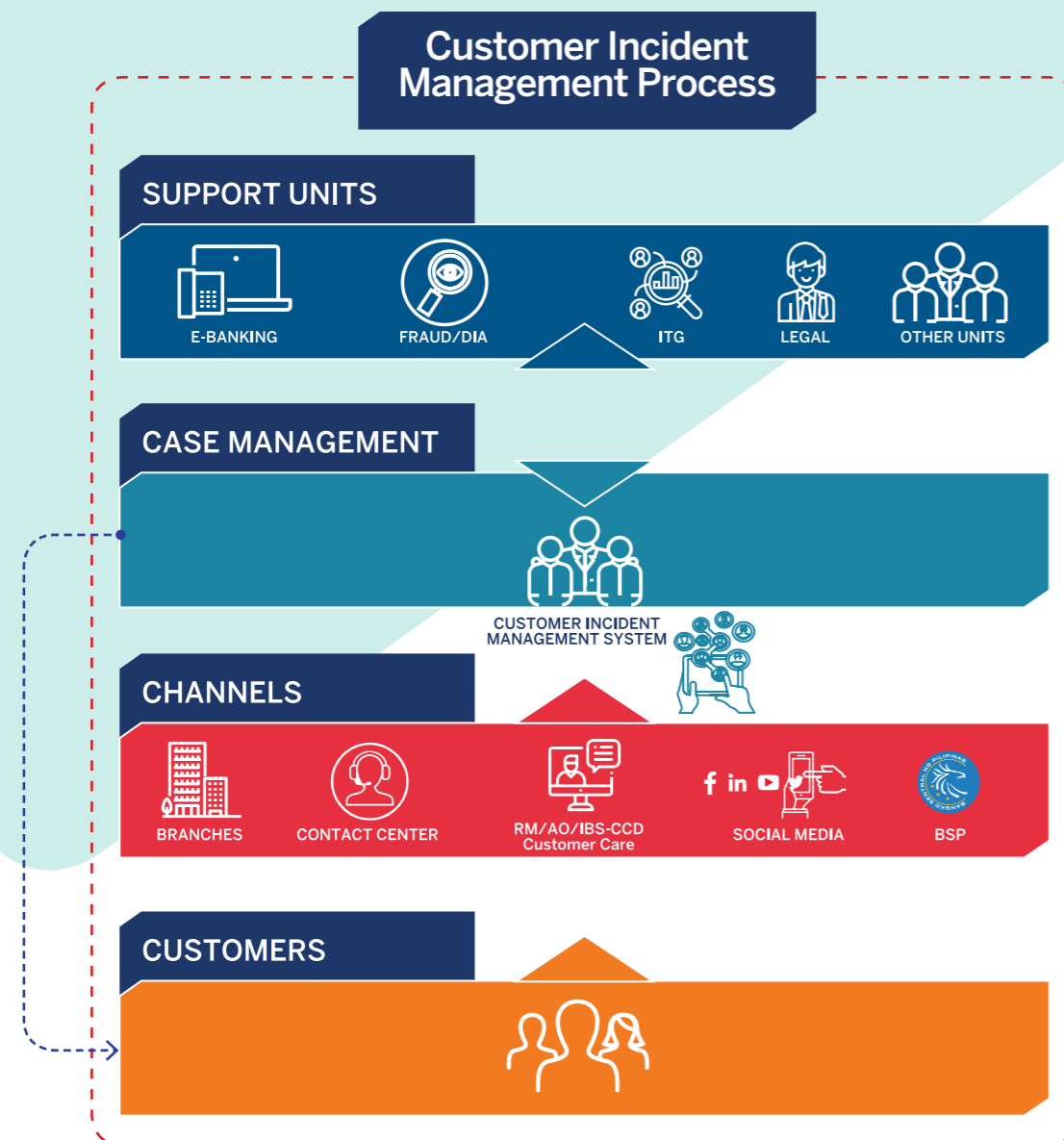
Metrobank's Customer Protection Standards are inherent to the Bank's corporate culture and are followed all times, especially in dealing with its customers.

- Metrobank, in adhering to standards of transparency and full disclosure, assures its customers that they are provided with well-informed, reasonable, and holistic understanding of all Metrobank products and services. Every customer has access to information that accurately represents the nature and structure of each product or service, its terms and conditions, as well as its fundamental benefits and risks, for them to make the best financial decisions.
- The Bank has a strong IT system in place, with well-defined protocols, a secure database, and periodically re-validated procedures that safeguard the confidentiality, security, accuracy, and integrity of the customer's personal information. Customers are assured that their financial transactions, as well as relevant personal information disclosed in every transaction, are kept confidential.
- The Bank, through its Fraud Management Division, works with several tools that prevent and mitigate fraud.
- Customers are always treated fairly in the Bank. They are assured that necessary resources, procedures such as addressing ethical staff behavior, internal monitoring related to acceptable selling practices, and control mechanisms associated with appropriateness of regulated products have been set up to safeguard their best interests.

We act on your complaints

Metrobank customers have ready access to affordable, independent, fair, accountable, timely, and efficient means in resolving their grievances regarding their financial transactions. Customers can lodge their complaints through





any of these accessible means: walk-in or personal visit, letter, e-mail, call, through web-portal, or via social media. These are received by the frontline units – Branches (local and foreign), Contact Center, Relationship Managers or Account Officers, Community Managers, or through BSP.

The Bank ensures that prompt action on complaints is extended to clients through a mechanism for complaint handling and redress.

The Customer Incident Management Process (CIMP) manages how complaints are handled in the Bank. The process includes the filing and turnaround time for complaint investigation, resolution, and response to the customer. All complaints received are logged in the Bank's Customer Incident Management System (CIMS) to monitor the status of each complaint. The Bank's business units promptly investigate and resolve the complaints, provide timely feedback and

resolution, then implement and monitor the actions taken to avoid its recurrence and improve customer experience.

The different investigating units and Case Management Department are sufficiently equipped with the necessary experience, knowledge, expertise, and adequate resources for them to handle complaints efficiently and effectively.

2020 Customer Complaints

In 2020, the Bank received 3 percent less complaints compared to 2019. Its high-resolution rate was maintained as complaints were promptly investigated, assessed, and resolved.

	2020	2019
Total Complaints	53,514	55,378
Complaints to Transaction Ratio	0.015%	0.015%

We serve in every touchpoint

The challenges posed by COVID-19 motivated Metrobank to assist its customers in a worry-free environment so that they could focus more on their safety and welfare.

Most branches remained open from Monday to Friday with reduced banking hours to respond to the needs and concerns of customers. Safety protocols were observed in the open branches to safeguard both customers and Bank frontliners, in compliance with national and local health guidelines.

The Bank's Contact Center remained open from Monday to Sunday to attend to all queries, concerns, and requests of customers.

Touchpoints



Metro Manila: (02) 88-700-700
Domestic Toll Fre: 1-800-1888-5775
Email: customercare@metrobank.com.ph



Metro Manila: (02) 8898-8000
(Press 2, then 2)
Domestic Toll Fre: 1-800-10-857-9727
Email: ibs.customercare@metrobank.com.ph



Sen. Gil J. Puyat Avenue,
Makati City, 1200 Philippines

Social Media



Additional personnel for voice operations were deployed to manage the increased volume of calls. It made sure that all pertinent information that will assist the customers during the pandemic were available and within reach through its website and in social media.

In Metro Manila, mobile ATMs were deployed and allowed customers a safer option in conducting their transactions.

We enhance our services

The Bank launched a better Metrobank Online (MBO), offering a safer and more convenient way of banking. This was very timely as many customers shifted to digital banking when the pandemic hit. Thus, banking from home and transacting anywhere, any day, assured customers of the Bank's 24/7 uninterrupted service.

MBO and Metrobank's mobile banking gave customers more convenience. First, customers can easily update their contact details via e-mail without the need to visit their Branch of Account. Second, personal fund transfer fees to other banks (i.e. *InstaPay* and *PESONet*) through Metrobank Mobile application and MBO were waived. Lastly, *Cash Pick-up*, another feature of Metrobank's mobile banking application, was launched to enable clients to receive money remittance in real-time from any of the 10,200+ remittance partner outlets all over the country through these remittance partners: Cebuana Lhuiller, LBC, RD Pawnshop, M Lhuiller, Villarica, and Palawan Pawnshop.

We constantly educate

Promoting financial literacy is imbedded in the Bank's sustainability framework. In doing so, it regularly teaches customers through all channels, on ways to save and invest their money. It also provides tips on how best to protect personal information and personal accounts from being accessed by unauthorized groups.

In an uncertain business environment, exchanging accurate information between customers and the Bank is essential. Information shared with customers using online platforms include the following:

- Daily list of open branches and modified branch hours
- Guidelines on the suspension of collection of Car & Home loan payments and the Skip-payment for Metrobank credit cards
- Fraud Awareness campaign that educated customers on how to identify and avoid fake SMS, e-mails and calls and avoid accessing links embedded in e-mails
- Convenience of doing transactions using MBO and mobile banking anytime, anywhere
- Money basics during the current crisis

We listen and take action

Whenever Metrobank receives a customer's feedback, it is an opportunity for the Bank to connect with the customer and nurture and sustain the relationship. In promptly responding to every customer's demand and needs, the Bank assures customers that their sentiments are heard, pain points are addressed, and overall experience with the Bank is improved. While the pandemic has scaled back the frequency of its Voice of the

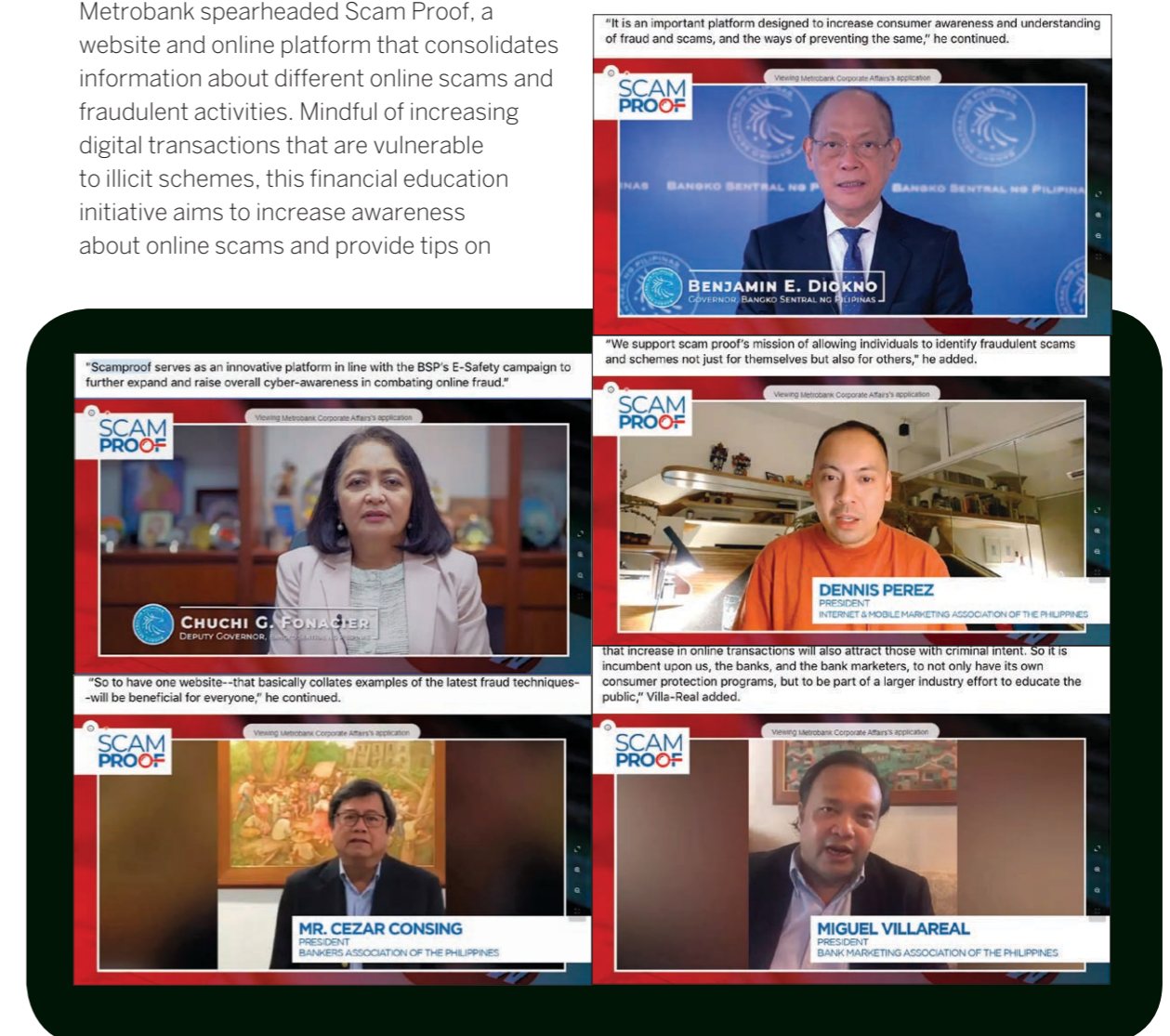
Customer initiatives, the Bank continues with other avenues of customer feedback, and expands ways of collecting responses:

- Net Promoter Score (NPS) via online survey
- Branch Customer Satisfaction (CSAT) via online survey
- Branch Customer Satisfaction via QR code at select branches to obtain real-time feedback from customers.

We empower customers

Metrobank spearheaded Scam Proof, a website and online platform that consolidates information about different online scams and fraudulent activities. Mindful of increasing digital transactions that are vulnerable to illicit schemes, this financial education initiative aims to increase awareness about online scams and provide tips on

how to avoid them. The platform engages the community in detecting and reporting fraud across banks and other industries, thus empowering consumers. In "Scam Proof," users can learn about the basic bank account security measures to protect their confidential information. The website also teaches how to identify red flags of potentially fraudulent activities. As the Bangko Sentral ng Pilipinas further encourages the use of digital transactions vis-à-vis improved technologies that support it, such platforms and others like it create better safeguards for seamless banking transactions.





OUR GREATEST ASSET

We take pride
in serving as
frontliners and
ambassadors
of meaningful
banking.

In Good and Safe Hands during Turbulent Times

Metrobank's employees are more than its human capital responsible for its daily operations. They are the Bank's stronghold. The Metrobanker reaches out and takes care of customers. As such, Metrobank prioritized the safety of its employees during the pandemic. In doing so, it also assured the safety of its clients.



PASSION
FOR RESULTS



INTEGRITY



TEAMWORK



COMMITMENT
TO CUSTOMER
SERVICE



HEART FOR THE
COMMUNITY

CORE VALUES



Employee Safety and Wellness

At the onset of the pandemic, the Bank instituted the Work-from-Home (WFH) policy and trained its employees to observe health and safety protocols to continue serving the community. Health and safety were the topmost concerns and uninterrupted financial services was the goal. Hence, the Bank provided for the transportation,

accommodation and other relevant allowances of employees who reported at the worksites.

Metrobank partnered with **ActiveOne Health**, a health and wellness service provider, to protect and care for employees' well-being. Rapid testing for COVID-19 was conducted to prevent the spread of the virus and keep everyone safe.

Employee Engagement and Communication

The Bank launched an awareness campaign on health and safety which was quickly deployed via mass e-mail and its internal social media platform, **Workplace**, to provide timely and accurate information on how to face the pandemic both at work and at home.

MB Connect was also introduced in support of mental and emotional well-being of employees. The program keeps employees grounded amid various work-related and personal challenges. It features **MB Reach Out**, a peer coaching program composed of employee-volunteers trained in Psychological First Aid all of whom become frontline support to troubled Metrobankers. Another feature of **MB Connect** is **Mindful Moments**, a 30-minute drop-in meditation session that helps calm employees in the middle of a workday.

Performance Assessment Program

The disruptive effects of the pandemic on the work environment compelled the Bank to revisit its performance management framework and its processes. To better monitor productivity and optimize employee performance, the Bank created an enhanced performance management process, based on

the principles of meritocracy, differentiation, and fairness. This empowers people managers to recognize their top performers and support those who can do better.

Talent and Succession Management

The Bank developed the Leadership Potential Assessment, which tracked leadership indicators, specifically: intellectual capacity, interpersonal skills, and intensity among potential executives. These traits and skills serve as the primary basis in hiring, appointing, and promoting Metrobank leaders, who are expected to bring the organization to the next level of Banking excellence. It continues to find the best talent through Talent Reviews that will vet the most likely successor-candidates for the organization.

Developing talent and the necessary skills in the Bank means creating opportunities for continuous learning and quickly adapting to unsettling environments. Metrobank's promotion of talent development is to pivot from the limited classroom set-up to the more inclusive and technologically enhanced platforms like webinars and real-time online learning. These overcame distance barriers and other limitations, sustained development programs and retained talent.

Senior Management Selection

The Bank's senior leaders perform an important task of endorsing candidates to the Manpower Committee and Nominations Committee prior to their appointment by the Board of Directors. Thus, selecting senior level executives to fill critical positions in the organization entails a rigorous selection process.

Talent Acquisition

Despite the limitations brought by the pandemic, the Bank continued to find talents who have both the purpose and skills to deliver Meaningful Banking to customers. The Talent Acquisition team came up with a new Competency-Based Interviewing process that identified top candidates that matched desired positions. The team also pooled qualified candidates as future references when the Bank is prepared to hire these talents.

Code of Business Conduct and Ethics

The Bank's on-boarding program inculcates its Code of Business Conduct and Ethics to employees from the time they become part of the organization, and this is regularly reviewed in mandatory training programs, employee engagement events, leadership feedback systems, reward and recognition programs, and in disciplinary proceedings.

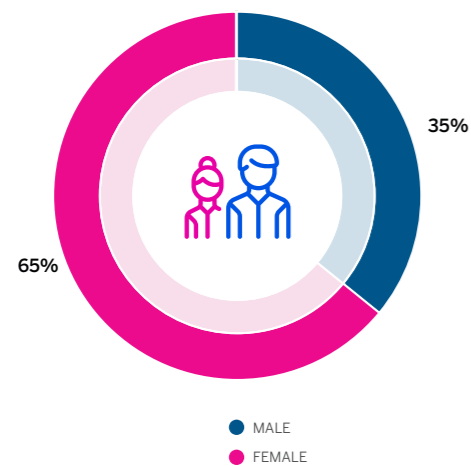
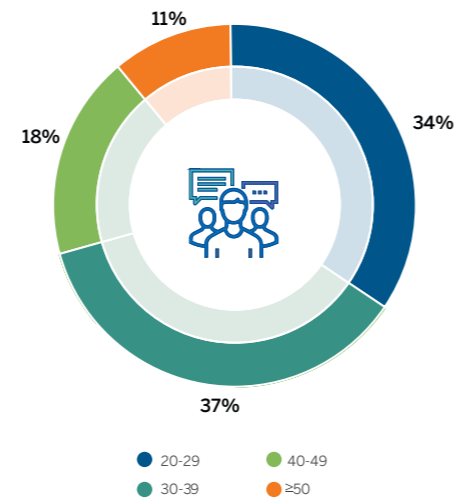
Change and Transformation

The pandemic's disruptive nature caught most organizations unprepared. Many sought to fast-track recovery to cope and adapt to a more stringently structured corporate environment. In adapting transformation measures, Metrobank steadfastly anchors its core values: passion for results, integrity, teamwork, commitment to customer service, and heart for the community. These serve as its compass in delivering Meaningful Banking through new ways of working and reassuring its customers and employees that they are in good hands.

EMPLOYEE DEMOGRAPHICS

By Age

	20-29	30-39	40-49	≥50	Total
	4,684	5,029	2,531	1,474	13,718
SO	0	40	224	310	574
JO	636	2,767	1,827	897	6,127
RF	4,048	2,222	480	267	7,017

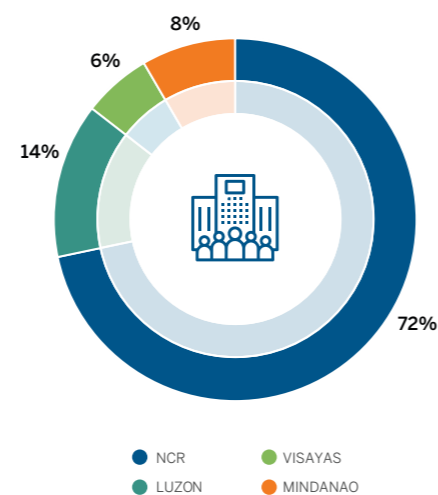


By Gender

	Male	Female	Total
	4,816	8,902	13,718
SO	269	305	574
JO	2,319	3,808	6,127
RF	2,228	4,789	7,017

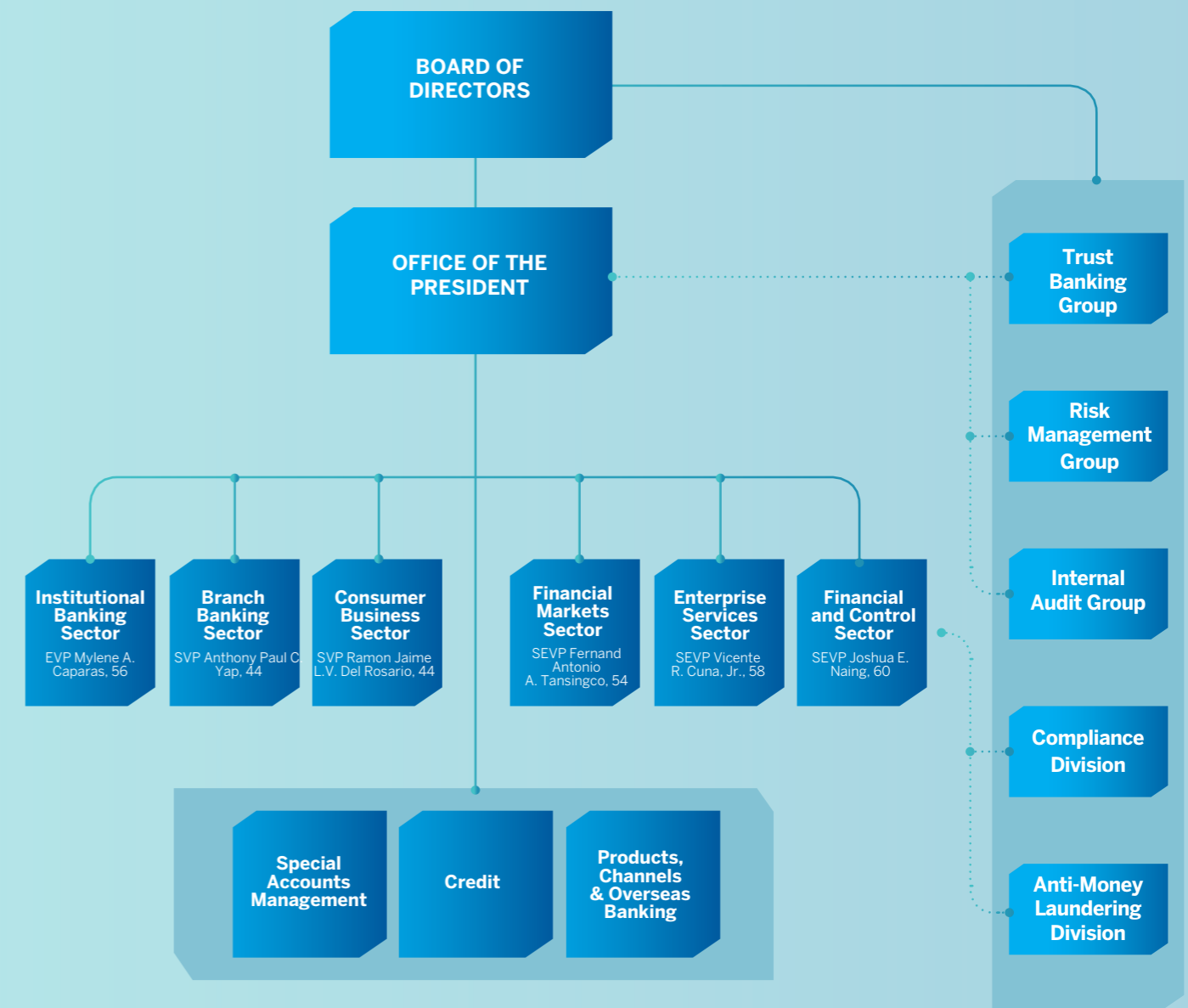
By Geographic Distribution

	NCR	Luzon	Visayas	Mindanao	Total
	9,853	1,873	842	1,150	13,718
SO	509	29	13	23	574
JO	4,626	757	316	428	6,127
RF	4,718	1,087	513	699	7,017



ORGANIZATIONAL STRUCTURE

102-5



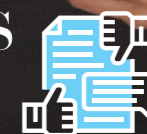
- Functional and administrative
- Administrative only, reports to the respective Board committees

Note: The President and all Sector Heads are Filipinos.



CORPORATE
GOVERNANCE

GOOD CORPORATE POLICIES
IN PLACE



We always do
what is right and
always do it well.

Corporate Governance: A shared responsibility

Good corporate governance is all about doing what is right and doing it well. It protects and balances all stakeholder interests, sustains business relationships, and leads to better operational performance. The current health crisis poses a novel risk that greatly disrupted businesses in a massive scale. Only through good corporate governance as its guidepost could Metrobank continue to pursue its meaningful banking mission.

Metrobank remains steadfast in recognizing the highest standards of corporate governance, upholding integrity, accountability, fairness, and transparency in all its governance policies. The Bank's commitment is through its corporate governance framework embodied in the Corporate Governance Manual, which establishes the roles and responsibilities of its employees, and shapes the practices and procedures of all its transactions and dealings.

Board of Directors

An active and competent Board of Directors, as the steward of the institution it serves, is responsible for the governance of the Bank. The Board sets the corporate governance tone by collectively directing the company's affairs, whilst meeting the interest of shareholders and other stakeholders. It leads the process of developing and reviewing the Bank's strategies annually. It oversees the development, review, and approval of the Bank's mission, vision, a sound corporate governance framework, strategic and business plans, risk management, internal

control system, financial performance and environmental, social and governance framework. The detailed responsibilities of the Board are disclosed in the Corporate Governance Manual posted on the company's website through the Corporate Governance page.

The Board is composed of a diverse group of proficient individuals who combine insight and good judgment in implementing good governance. Diversity comes in various forms and is inclusive of different elements such as gender, expertise, policy-making experience, ethnicity, and independence. The members of the Board possess integrity, probity, physical & mental fitness, competence, education, financial literacy, training, diligence, knowledge and experience relevant to the banking industry.

To adequately fulfill its responsibilities, the Board has separate and independent access to the Corporate Secretary who manages the flow of information to the Board prior to the meetings.

Board Composition

The Bank has always maintained the Board's composition to twelve directors. Ten are non-executive directors (NEDs), of which five are independent including one female independent director (ID), a deliberate stance to promote objectivity and strong element of independence in the Board. The number of independent directors constitutes 42 percent of the Board, bringing focus, clear perspective, and the ability to lead objective board discussions and better decision-making.

The members of the Board are elected annually. In accordance with Bank's By-Laws, any stockholder may submit nominations for directorial positions to represent his interest

in promoting long-term value creation. The Nominations Committee is responsible for screening and recommending candidates to the full Board, based on its screening policies and parameters, including among others, alignment with the strategic directions of the Bank. The Nominations Committee assesses the qualifications of the nominees as defined in the Bank's By-Laws and Corporate Governance Manual with due consideration to the relevant regulations of Bangko Sentral ng Pilipinas (BSP) and Securities and Exchange Commission (SEC). The Board through its Nominations Committee strives to ensure the optimal mix of skills and talent and balanced membership of the Board to achieve its strategic objectives.

When identifying or screening potential candidates, the Committee may use whatever resources it deems appropriate, including but not limited to, referrals from existing directors and officers, recommendations, and suggestions from stockholders. To the extent possible, it also makes use of external databases or external search firms. Only nominees whose names appear in the Final List of Candidates shall be eligible for election as director.

Directors are committed to actively engage in their role in the Board, with sufficient time to carry out the duties of the Board and their Board committee membership. As a rule, the non-executive directors of the Board may concurrently serve as directors only in a maximum of five publicly listed companies, making sure however that the shareholders' legal right to vote and be voted as directors remains inviolable. None of the Bank's directors serves in more than five publicly listed companies.

The independent directors are autonomous of management and major shareholders. They have not, do not and will never engage

in any transaction with the institution or with any of its related companies or with any of its substantial shareholders, whether by themselves or with other persons or through a firm of which they are partners or a company of which they are directors or substantial shareholders, other than transactions which are transacted at arm's-length and which will not materially interfere with or influence the exercise of their judgment. The independent directors, as a rule, may serve for a maximum cumulative term of nine years. After serving the maximum term, the independent director shall be perpetually barred from re-election, but may continue to qualify for nomination and election as a regular director. Reckoned from 2012 election, none of the independent directors has reached the maximum cumulative term of more than nine years.

In 2020, the Board approved the retirement of Mr. Rex C. Drilon II as a director. As his replacement, the Board welcomed Mr. Philip G. Soliven as Independent Director effective May 28, 2020. With extensive experience in banking and finance, he brings valuable contributions, capabilities, and exceptional leadership in the Board.

The Chairman of the Board and the President

The Chairman of the Board and the President though independent of each other, work together for the good of the Bank. This separation balances power, responsibility and accountability and preserves the independence and decision-making of the Board. Each has clearly defined responsibilities in the Bank's By-Laws and Corporate Governance Manual.

The Chairman of the Board provides leadership, makes sure the Board functions well, initiates and maintains a relationship

of trust among its members. In addition, the Chairman encourages, and promotes critical discussions and assures that dissenting views can be expressed and discussed as part of a sound decision-making process. The President on the other hand, exercises direct and active management of the business and operations of the Bank, based on the orders, resolutions, and instructions of the Board, and according to his own discretion whenever the same is not expressly limited by such orders, resolutions, and instructions. He communicates and implements the Bank's vision, mission, values, and long-term strategy and carries out any organizational change related to these matters. He manages and directs the officers and the employees of the Bank and sees to it that they perform their respective duties well.

Board Meetings

Board meetings are scheduled regularly to keep directors updated on the Bank's performance, and to ensure that they actively attend to important approvals and decisions. Regular Board meetings are held every second Wednesday of each month. Special meetings may be called at any time by the Chairman, or, in his absence, by the Vice Chairman, or pursuant to the written request of any four directors.

In consideration of the COVID-19 pandemic, SEC issued guidelines that allowed participation in corporate meetings through remote communication such as videoconferencing, teleconferencing, or other alternative modes. To support the measures in controlling the spread of COVID-19 outbreak, at the start of the community quarantine, the Bank transitioned Board and committee meetings from in-person to virtual meetings using videoconferencing tools. The Bank also created an alternative mode, safely accessible through the internet or mobile technology, in providing the

pertinent materials for discussion to address administrative, technical, and logistical issues of the current situation.

In 2020, the Board held a total of fourteen meetings with the incumbent directors attending all the meetings. The Board's perfect attendance reflects its members' key interest in being actively involved. It further demonstrates the Board's willingness to provide an optimal level of contribution especially given the current situation.

The Bank's non-executive directors also met separately and conducted its virtual meeting on November 18, 2020 together with the external auditors, Risk Officer, Compliance Officer and Chief Audit Executive, without the presence of any of the executive directors. The meeting attended by all non-executive directors was led by Vice-Chairman Francisco C. Sebastian. The agenda included a discussion on the challenges faced by the control function units brought about by the pandemic, corporate governance matters and on-going initiatives.

The Annual Stockholders' Meeting was also held using a digital platform without requiring the physical presence of any of the Board members and shareholders via WebEx Events on May 28, 2020. All Board members were present in the meeting. The organizational meeting, where board-level committees were also reconstituted, was held immediately after the Annual Stockholder's Meeting.

The Office of the Corporate Secretary, which plays a significant role in supporting the Board in discharging its responsibilities, prepares the agenda and sends out notices and materials at least five business days before the meeting dates. It also prepares and distributes the minutes of the previous meeting and keeps full minutes of all Board and stockholder meetings.

2020 Board attendance															
Board	Name	Number of Shares		% to Total Outstanding Shares (As Disclosed)	Board Meetings	Executive Committee	Anti-Money Laundering Committee	Risk Oversight Committee	Trust Committee	Audit Committee	Corporate Governance and Compensation Committee	Related Party Transactions Committee	Overseas Banking Committee	Nominations Committee	IT Steering Committee
		Direct	Indirect												
Group Chairman (ED)	Arthur Ty	15,601,513	30,000	0.35%	14/14	(CC) 74/77	5/5				3/3				(A) 6/7
Vice Chairman (NED)	Francisco C. Sebastian	1,442,283		0.03%	14/14	(VC) 74/77		(A) 11/12					(CC) 5/5		
President/ Director (ED)	Fabian S. Dee	734	30,618	0.00%	14/14	76/77			11 / 11						7/7
Director (NED)	Alfred V. Ty	17,087,722	30,000	0.38%	14/14								5/5		
Director (NED)	Edmund A. Go	7,482		0.00%	14/14			12/12	(VC) 11 / 11						6/7
Director (ED)	Vicente R. Cuna, Jr.	129	32,770	0.00%	14/14	76/77		(A) 10/12							(CC) 7/7
Independent	Jesli A. Lapus	28,419		0.00%	14/14			(VC) 12/12	(CC) 11 / 11		3/3			(CC) 9/9	
Independent	Rex C. Drilon II (1)	1,615		0.00%	5/5		2/2		3 / 3			5/5			
Independent	Francisco F. Del Rosario, Jr.	146		0.00%	14/14			(CC) 12/12		(VC) 13/14	3/3		4/5		
Independent	Edgar O. Chua	113		0.00%	14/14		5/5		(CC) 14/14			13/13		9/9	
Director (NED)	Solomon S. Cua	113	47,560	0.00%	14/14					13/14			4/5		
Independent	Angelica H. Lavares	113		0.00%	14/14		(CC) 5/5			13/14	(CC) 3/3	13/13		4/4	
Independent	Philip G. Soliven (2)	100		0.00%	9/9			7/7	7 / 7			(CC) 8/8		5/5	

(NED) Non-Executive Director
(ED) Executive Director
(CC) Committee Chairman

(VC) Committee Vice Chairman
(A) Adviser

(1) Mr. Drilon retired in May 2020
(2) New member as of May 2020

Board-level Committees

The Board assigns specific tasks to committees, which perform a diverse range of responsibilities. It delegates the Bank's specific concerns to different committees that prepare and report on issues to the Board for the latter to decide and approve. Metrobank has ten board-level committees that assisted the Board to carry out its responsibilities.

Seven of the committees namely Anti-Money Laundering Committee, Audit Committee, Corporate Governance and Compensation Committee, Nominations Committee, Related Party Transaction Committee, Risk Oversight Committee and Trust Committee are chaired by independent directors. Their respective charters setting out their mandates, scopes, and working procedures are available on the Bank's website.

The **Anti-Money Laundering Committee** helps the Board in fulfilling its oversight responsibility over the Bank's AML Compliance Management to make sure that the Bank complies with the provisions of the AMLA, as amended, its Revised Implementing Rules and Regulations, and other related regulations. The Committee is composed of three non-executive directors, two of whom are independent directors. The Committee meets every other month and as necessary.

Members	Committee Membership	Attendance
Angelica H. Lavares, Independent Director	Chairman	5/5
Arthur V. Ty, Chairman	Regular Member	5/5
Edgar O. Chua, Independent Director	Regular Member	5/5

The **Audit Committee** assists the Board in fulfilling its statutory and fiduciary responsibilities, enhancing shareholder value, and protecting shareholders' interest through effective oversight of internal and external audit functions, transparency and proper reporting, compliance with laws, rules and regulations, the code of conduct, and adequate and effective internal controls. Among the Committee's main responsibilities is the selection, appointment, or re-appointment and dismissal of the internal auditor as well as the independent external auditor based on fair and transparent criteria. It is composed entirely of non-executive directors, three of whom are independent directors including the chairperson. The Committee meets monthly and as needed.

Members	Committee Membership	Attendance
Edgar O. Chua, Independent Director	Chairman	14/14
Solomon S. Cua, Non-Executive Director	Regular Member	13/14
Francisco F. Del Rosario, Independent Director	Regular Member	13/14
Angelica H. Lavares, Independent Director	Regular Member	13/14
Leo R. Fragante, Head, Internal Audit Group	Chief Audit Executive	14/14

The **Corporate Governance and Compensation Committee** supports the Board in fulfilling its corporate governance responsibilities and in providing oversight on the implementation of the Bank's Compliance System. Among the Committee's responsibilities is to establish a formal and transparent procedure in determining the remuneration of directors and officers that is consistent with the Bank's culture, strategy, business environment and industry practice. The Committee is composed of four non-executive directors with an independent director as the Committee chairperson.

Members	Committee Membership	Attendance
Angelica H. Lavares, Independent Director	Chairman	3/3
Arthur V. Ty, Chairman	Regular Member	3/3
Francisco F. Del Rosario, Independent Director	Regular Member	3/3
Jesli A. Lapus, Independent Director	Regular Member	3/3
Arnulfo B. Pascioles, Jr., Head, Compliance Division	Corporate Governance Officer	3/3

The **Executive Committee's** duty is to review and approve credit proposals and policies within its authority and limitations and provide recommendations or conditions on lending. The Committee may also act on other matters as delegated by the stockholders and the Board of Directors within its competence and in accordance with the By-Laws of the Bank.

Members	Committee Membership	Attendance
Arthur V. Ty, Chairman	Chairman	74/77
Francisco C. Sebastian, Vice Chairman	Vice Chairman	74/77
Fabian S. Dee, President	Regular Member	76/77
Vicente R. Cuna Jr., Executive Director	Regular Member	76/77
Mary Mylene A. Caparas, Head, Institutional Banking Sector	Regular Member	77/77
Corazon Ma. Therese B. Nepomuceno, Head, Credit Group	Regular Member	76/77
Noel Peter Z. Yuseco, Deputy Head, Credit Group	Alternate Member in the absence of Credit Group Head	77/77

The **Information Technology Steering Committee** provides governance and oversight in managing the Bank's information technology (IT) resources. Its main role is to ensure that IT strategies are consistent with the overall business objectives. It is in-charge of the oversight of the IT Risk Management Program of the Bank and the development of policies, controls, and specific accountabilities consistent with the Bank's IT Risk Management Framework.

As delegated by the Board, it shall also approve IT-related requests and other IT-related services/arrangements, including outsourcing/insourcing activities. It is expected to also render periodic reports to the Board regarding the overall IT performance, status of major projects and other significant issues related to IT risks.

Members	Committee Membership	Attendance
Vicente R. Cuna Jr., Executive Director	Chairman	7/7
Edmund A. Go, Non-Executive Director	Regular Member	6/7
Fabian S. Dee, President	Regular Member	7/7
Joshua E. Naing, Head, Financial and Control Sector	Regular Member	6/7
Bernardino V. Ramos, Head, Information Technology Group	Regular Member	7/7

The **Nominations Committee** reviews and evaluates the qualifications of all persons nominated to the Board. It also reviews the qualifications of those nominated to other positions that require Board approval. The Committee is composed entirely of independent directors. The Committee meets as needed.

Members	Committee Membership	Attendance
Jesli A. Lapus, Independent Director	Chairman	9/9
Edgar O. Chua, Independent Director	Regular Member	9/9
Philip G. Soliven*, Independent Director	Regular Member	5/5

*Replaced Angelica H. Lavares; attended 4/4 meeting

The **Overseas Banking Committee** assists the Board in its oversight functions over the operations and financial performance of the overseas branches and subsidiaries. It also oversees Metrobank expatriates assigned in countries without foreign office but with remittance tie-up arrangements. The Committee likewise monitors compliance with the rules and regulations of their respective host countries and their adherence to the Parent Bank's business and corporate governance policies.

Members	Committee Membership	Attendance
Francisco A. Sebastian, Vice Chairman	Chairman	5/5
Francisco F. Del Rosario Jr., Independent Director	Regular Member	4/5
Alfred V. Ty, Non-Executive Director	Regular Member	5/5
Solomon S. Cua, Non-Executive Director	Regular Member	4/5

The **Related Party Transactions Committee** helps the Board ensure that transactions with related parties are reviewed to assess risk and that appropriate restrictions are in place. This is to assure that these are conducted within arm's-length and that the company's resources are not misappropriated. The Committee consists of three independent directors, meets monthly, and is supported by the Compliance Officer.

Members	Committee Membership	Attendance
Philip G. Soliven*, Independent Director	Chairman	8/8
Edgar O. Chua, Independent Director	Regular Member	13/13
Angelica H. Lavares, Independent Director	Regular Member	13/13

*Replaced Rex C. Drilon who retired in May 2020; attended 5/5 meeting

The **Risk Oversight Committee**, as an extension of the Board, is primarily responsible for the development and oversight of the risk management framework of the Bank, its affiliates, subsidiaries (collectively, the Group), and its Trust Banking arm. The Committee is entirely composed of non-executive directors, of which three are independent directors, including the chairperson. Its Chairman is not the Chairman of the Board or of any other committee. The members possess a range of risk management expertise and adequate knowledge of the Group's risk exposures. The Committee holds regular monthly meetings.

Members	Committee Membership	Attendance
Francisco F. Del Rosario Jr., Independent Director	Chairman	12/12
Jesli A. Lapus, Independent Director	Vice-Chairman	12/12
Edmund A. Go, Non-Executive Director	Regular Member	12/12
Philip G. Soliven*, Independent Director	Regular Member	7/7

*Joined in June 2020

The **Trust Committee** is responsible for the oversight of all Trust activities. Its mandate is within the authority provided by the pertinent rules and regulations in the exercise of fiduciary powers under the BSP's Manual of Regulations for Banks and BSP Circular 766 - Guidelines in Strengthening Corporate Governance and Risk Management Practices on Trust, Other Fiduciary Business, and Investment Management Activities. The Committee is composed of four directors, including the President, and the Bank's Trust Officer.

Members	Committee Membership	Attendance
Jesli A. Lapus, Independent Director	Chairman	11/11
Edmund A. Go, Non-Executive Director	Vice-Chairman	11/11
Philip G. Soliven*, Independent Director	Regular Member	7/7
Fabian S. Dee, President	Regular Member	11/11
Leandro Antonio G. Santillan, Head, Trust Banking Group	Regular Member	11/11

*Joined in June 2020

Company Policies

Orientation Program for New Directors

In accordance with applicable SEC rules and as expressly stated in the Bank's Corporate Governance Manual (CGM), orientation for first time directors shall be for at least eight (8) hours. Each first-time director is provided with an orientation kit, which contains a copy of the Bank's Articles of Incorporation, By-Laws, Code of Conduct, Bank's CGM and applicable Board Committee Charters. Each is also provided with the general responsibilities and specific duties of the Board and of an individual director. Each Director is required to certify under oath that he or she has received copies and fully understands and accepts the general responsibilities and specific duties. In addition, each director certifies that he or she has all the prescribed qualifications and none of the disqualification as a director.

Continuing Education

The COVID-19 global pandemic crisis is an operational challenge especially in keeping the Board well-informed of developments in the evolving practice of corporate governance and in staying focused on the rapidly changing external situation. Given these demands, the Bank still recognizes the value of continuing education for its directors.

In the middle of the health crisis in 2020, the Bank ensured constant education of its directors and key officers to keep them abreast on corporate governance standards to support their leadership roles by taking advantage of available public seminars via online platforms. As such, directors and key officers attended the following webinars provided by the BSP

(Introduction to Environmental and Social Risk Management System Webinar), Institute of Corporate Directors *(Pilipinas: Aspire, Rise, Sustain Series "The Nexus of Climate Change and Sustainable Development", "Integrating Climate Risks in Corporate Strategy" and "Cultivating Business Impact Through Sustainability Reporting")* and Association of Bank Compliance Officers *(Risk based Approach: Implementing an Enterprise-wide ML/TF Risk Assessment Process)*, among others.

Performance Evaluation and Self-Assessment

The best measure of the Board effectiveness is through an assessment process. Metrobank conducts its annual performance assessment of the Board, Chairman of the Board, President, Board Committees, and each of the individual directors using Board-approved rating sheets.

The Board conducts its annual evaluation process through the Corporate Governance and Compensation Committee. It has adopted an internal self-rating system and procedures to determine and measure compliance vis-à-vis good corporate governance principles and practices as prescribed in the Code of Corporate Governance: (i) Each Director self-rates and collectively rates the Board, the Chairman of the Board, and the President; (ii) Corporate Governance, Audit, Risk Oversight, and other Board committees conduct self-rating. The performance rating sheet is normally circulated on paper or online using questionnaires that are tailor-made to the Bank's needs and objectives. This evaluation process allows the Board to consider the accomplishments of individuals and the group of individuals within the Board and serves as an avenue to revisit existing process or areas in need of improvement within the Board.

In July 2020, the summary results of the self-assessments and evaluation covering the performance of the Board of Directors, individual directors, Chairman, President, and to Board-level committees of the Bank were presented to the Corporate Governance Compensation Committee and endorsed to the Board. The assessment showed that the Bank's key persons possess the right mix of backgrounds and competencies to fulfill their duties.

In line with the SEC rules and global best practices, the self-assessment exercise of the Bank is supported by an external facilitator every three (3) years. The Corporate Governance and Compensation Committee and the President approved the engagement of the Bank of a third-party facilitator that shall conduct a Board effectiveness review. For 2020, the Bank commissioned Reyes Tacandong & Co. to facilitate the Board effectiveness evaluation in compliance with the SEC Code of Corporate Governance, and to further align its governance framework with the principles of the said Code and global best practices. This will provide an independent review of the effectiveness of the Board and the efficiency of the execution of the roles and responsibilities of the Board under existing governance arrangements, considering the review, communication, and reportorial requirements and procedures within the Board and between the Board and Management.

Compliance System

The Bank's Compliance Division implements an enterprise-wide compliance program which is an integral part of the Bank's culture and risk governance framework. It provides reasonable assurance that the Bank and its directors, officers and employees comply with all banking and corporate laws, regulations, rules, and standards.

The Compliance Division is responsible for regulatory issuances, the interpretation of rules and regulations, and provides oversight and guidance for a stronger compliance culture. It works closely with business and support units to identify, assess, monitor, and manage possible regulatory compliance risks which may impact the Bank's operations and franchise value. It is also expected to promote effective implementation of the compliance system and address breaches that may arise. It ensures that possible compliance issues and key compliance risks are proactively identified, measured, and assessed and that sound advice and support in managing regulatory and compliance risks are given to Management. The division also regularly conducts compliance awareness trainings for all employees and issues advisories whenever needed.

The Chief Compliance Officer (CCO) heads the division and reports to the Corporate Governance and Compensation Committee. The CCO delivers effective proactive seamless communication within the Bank to address compliance matters, and ensures that these are reported to the assigned levels in Management and to the Board of Directors through the Corporate Governance and Compensation Committee.

The Compliance Division continues to improve compliance within the Bank and adopts practices in corporate governance. It similarly maintains a dynamic interaction with regulators to create the balance between practicing the right compliance culture and being open to a risk-averse environment that will support business growth.

Retirement & Succession

The Board is expected to steer the Bank towards a long-term successful path. Hence, its optimal composition is critical among

investors. A succession plan in the Bank is devised to create a continuous dynamic, relevant leadership in the organization.

Continuity through succession or filling up vacancies in the Board is addressed in the Bank's By-Laws. Any vacancies in the Board may be filled by the vote of at least most of the remaining directors, if still constituting a quorum. Vacancies that result from removal by stockholders, expiration of term, or increase in the number of directors shall be filled by the stockholders in a regular or special meeting called for the purpose.

As a rule, no Director may be re-elected following the calendar year in which that Director turned 75 years of age. However, upon the recommendation of the Nominations Committee, the Board may waive this requirement for any Director if it believes this is in the best interest of the Company. Retirement from the service of the Bank is compulsory for employees reaching their 55th birthday or completing a period of continuous service of thirty years, whichever comes first.

Code of Conduct and Ethics for Bank Directors

Running a company well based on a sterling good corporate governance record is one of many high expectations demanded by stakeholders. Hence, the Bank continues to conduct its business with the highest ethical standards of fairness, accountability, and transparency, considering the interest of all stakeholders. These are the guiding principles that the Bank adopted in its Code of Conduct and Ethics for Directors.

The Code of Conduct and Ethics for Directors articulates the standard of conduct for ensuring the proper discharge

of duties and responsibilities befitting the position. It imposes guidelines which meet the requirements of the organization and regulators that remind directors not to use their position to make a profit, or acquire a benefit or prioritize self-interests, and avoid situations that may compromise their impartiality. It reiterates the need to maintain professional integrity, enhancement of skills and knowledge and understanding of bank-related activities.

The Code is properly disseminated to directors. The Code can be accessed by both internal and external stakeholders as it is posted in the Bank's intranet and company's website through the Corporate Governance page.

Code of Conduct for Employees

The Code of Conduct for Employees emphasizes the performance of duties and responsibilities, avoidance of conflict of interest between the Bank's business and personal activities, preservation of confidential information, and the prohibition of accepting any form of gift or gratuity from any person which may influence the employees' judgement or action in performing their responsibilities.

The Human Resources Management Group (HRMG) has disseminated the Bank's Code of Conduct to all employees including the new hires. HRMG also regularly circulates advisories to remind the values that the Bank wishes to foster in its employees. Both internal and external stakeholders can access the Bank's Code of Conduct for Employees as it is posted on the Bank's intranet and the company's website through the Corporate Governance page.

Fair Business Transactions & Managing Conflicts of Interest

The Bank adopted the Anti-Bribery and Corruption Policy, which requires the directors and employees to conduct business in accordance with the highest standards of ethics, honesty, accountability, and good governance. The Bank does not tolerate any form of bribery or corruption. Directors, officers, and employees are prohibited from taking advantage of their positions in the Bank to derive personal gain or profit directly or indirectly.

The members of the Board conduct fair business transactions with the Bank and ensure that personal interest does not result in biased Board decisions. All directors are expected to always act ethically, notify promptly of any material facts or potential conflict of interest, and take appropriate corrective action. Employees are expected to effectively manage their personal affairs and avoid any situation or business endeavors arising from associations, interest or relationships that may lead to conflict or potential conflict between their personal interest and of the Bank.

It is also part of the Bank's corporate governance framework that all related parties are properly identified, and related party transactions are vetted and approved either by Related Party Transactions Management Committee (RPTMC), a management-level committee composed of senior officers or the Related Party Transactions Committee (RPTC), a Board-level committee composed of independent directors, depending on the materiality threshold set by the Bank. Directors and officers with personal interest in the transaction must abstain from the discussion, approval, and management of the transaction. No director or officer participates in the RPTC or RPTMC or Board discussion of a related

party transaction for which he, she, or any member of his or her close family or related interest is involved, including transactions of subordinates, except to provide material information on the related party transaction. A material related party transactions that reaches ten percent or higher of the Bank's total consolidated assets are required to be evaluated by an appointed external independent party to ensure the fairness of the terms. All acts of the Board, including related party transactions, are confirmed by the majority vote of the Bank's stockholders during the Annual Stockholders' Meeting.

Policy on Insider Trading

As a publicly listed company, Metrobank is regulated by measures and policies under the SEC. It dutifully complies with its Insider Trading Policy to uphold applicable laws and ensure the protection of its shareholders from individuals who may take advantage of information not readily available in the market. The policy calls for the disclosure of material, non-public information about any of the companies within the Metrobank Group or any partner shall be on a need-to-know basis, based on a legitimate business agenda.

The policy prohibits trading during blackout periods by specific individuals which include all directors and specific employees within the Metrobank Group, and their immediate family members residing in the same household, and corporations, other entities, and funds subject to their influence or control. It mandates the reporting insiders to disclose their respective beneficial ownership of listed shares of stock in their various companies, if any, and report any changes on the next trading day following the date of the change, as per SEC and the PSE requirements.

Whistleblowing Policy

The Whistleblowing policy is a sign of strong corporate governance and company culture that takes such claims seriously. In strengthening the Bank's integrity, all employees and stakeholders are encouraged to participate in an atmosphere of openness and trust and seize opportunities to raise concerns or immediately report whenever there are acts of fraud, malpractice, conflict of interest, or violation of internal or regulatory policies, procedures, and control, to the Chief Audit Executive. The policy requires that the Bank secures the identity of the reporting entity and protects the person from any undue retaliation.

Complaints or concerns may be filed through the Bank's website or sent via email (whistleblowing@metrobank.com.ph) or text hotline (+639427471359).

Dividend Policy

The Bank's dividend policy, which is an integral component of its capital management policy, intends to balance shareholder returns and maintain a strong capital base.

Dividends are declared and paid out of unrestricted retained earnings of the Bank at such intervals as the Board of Directors may determine and based on the laws and the regulations under the BSP and SEC. Historically, the Bank declares annual cash dividends equal to Php1.00 per common share, equivalent to 5 percent of par value. In 2021, the Board declared an annual cash dividend of 20 percent equivalent of par value comprised of Php1.00 per common share and a special dividend of Php3.00 per common share. Future dividend payments will depend on a multi-year capital planning process

that will evaluate the Bank's earnings, cash flow, financial and economic environment, regulatory requirements for capital and other factors. The Board of Directors may, at any time, modify the Bank's dividend payout ratio depending on the results of operations and future projects and plans of the Bank.

Cash dividends are subject to an approval of at least majority of the Board of Directors. On the other hand, stock dividend requires prior clearance from the BSP, SEC and PSE.

Compensation Policy

The Bank's compensation package is aligned with its operating and risk culture, long-term strategic and financial interests, and consistent with labor laws and regulations that promote excellent performance. It is competitive with industry standards, with a firm intention of attracting and retaining the best people.

Directors' Compensation Package

The Board of Directors receive a fixed remuneration package based on market practice, experience, professional background, level of responsibilities and attendance in Board and committee meetings.

Executive and Employee Compensation

The Bank pays salaries commensurate to the individual's qualifications & experience, nature of the job, position, and level of responsibility with reference to an approved salary scale.

The Bank's compensation package is reviewed regularly and benchmarked against competition by taking part in annual industry compensation and benefit surveys to ensure its competitiveness vis-à-vis the industry and other market considerations.

Pay for Performance

The Bank pursues a performance-driven work culture by providing meaningful rewards for exceptional work. Annual performance scorecards are structured to support business strategies and provide competitive rewards. Thus, the Bank grants annual merit increases, and performance bonuses (non-guaranteed) based on the Bank's overall performance, group and individual performance, and market conditions.

Fair Compensation

The Bank ensures that its compensation package for non-officers or rank and file employees follows labor laws and requirements. Rank and file employees receive salaries linked to both their performance and the Bank's contractual obligation under a collective bargaining agreement, which include loyalty bonuses for long-term employees.

Customer's Welfare

In Metrobank, customer protection is part of the Bank's culture. It is not a responsibility of only one person or a unit but rather a collective and shared responsibility of everyone that serves in the Bank, from the Board, to Management, and to all employees.

The five pillars of consumer protection standards govern the conduct of the Bank in dealing with customers and creditors.

These are: a) Disclosure and Transparency; b) Protection of client information; c) Fair treatment; d) Effective Recourse and e) Financial Education and Awareness. The Bank instituted a Customer Protection Policy Manual which ensures that customer protection is essential in daily operations and provides the foundation in safeguarding the Bank's adherence to customer protection standards of conduct. The Board, through the Executive Committee, provides effective oversight of the Bank's Financial Customer Protection while the Senior Management, through the Customer Experience Committee, ensures that the Bank develops a Customer Protection Risk Management System

The Bank continuously adopts regulatory requirements, particularly in standardizing processes that handle complaints across all segments, redefining the turnaround time in resolving incidents to meet clients' expectations. In compliance with BSP Circular No. 949, the Bank also has a Social Media Risk Management Policy that provides guidance to covered individuals in the business and legal risks associated with the use of social media. These rules require the respect of co-workers' and customers' privacy, protect confidentiality and security, safeguard and proper use of the Bank's information and assets.

Stockholders' Rights and Protection of Minority Stockholders' Interests

The Board respects the rights of the stockholders as provided for in the Corporation Code. It honors the rights of the stockholders by removing barriers that prevent the exercise of those rights and gives adequate solutions for them to seek remedies when those rights are compromised.

The Board provides accurate and timely information to stockholders to enable them to form sound judgment on all matters brought to their attention for consideration or approval. All material information about the Bank is disclosed in a timely manner to the SEC and PSE.

The Board is transparent and fair in the conduct of the annual stockholders' meetings of the Bank. It encourages the stockholders to personally attend such meetings. Should they be unavailable, stockholders are advised ahead of time of their right to appoint a proxy. Subject to the requirements of the By-Laws, the exercise of the right shall not be unduly restricted and any doubt about the validity of a proxy should be resolved in the stockholder's favor.

Every stockholder entitled to vote on a particular question or matter involved shall be entitled to one vote for each share of stock in his or her name. Cumulative voting is allowed provided that the total votes cast by a stockholder shall not exceed the number of shares registered in his or her name as of the record date multiplied by the number of directors to be elected. Matters submitted to stockholders for the ratification shall be decided by the required vote of stockholders present in person or by proxy. All shareholders shall have the opportunity to obtain effective redress for violation of their rights.

Majority vote is required for the following: (a) approval of the minutes of the annual meeting of the stockholders; (b) ratification of corporate acts; (c) election of external auditors. On the election of directors, nominees receiving the highest number of votes shall be declared elected following the provision of the Corporation Code. SGV & Co. validated all votes cast in the Bank's Annual Stockholders' Meeting in 2020.

Supplier & Contract Selection

In mitigating the risk of dealing with unqualified suppliers/contractors, the Bank upholds the policies and guidelines in the accreditation / re-accreditation and selection process of suppliers and contractors that are based on and compliant with BSP regulations. It conducts annual performance evaluation as part of appropriate control in determining the ability and performance of the contractor/ service provider.

The Bank also practices the policy of canvassing and bidding services in the conduct of purchase of products or contracts for services to ensure that the Bank secures the best deal in terms of price, quality of materials or work services, delivery time frame, and related terms and conditions.

Policy on Health, Safety and Welfare of Employees

The Bank understands the magnitude of a safe and healthy workplace during a pandemic. Hence, the Bank instituted health and safety protocols that are aligned with Department of Health and the Centers for Disease Control and Prevention at the onset of the COVID-19 pandemic. It is committed to the mitigation and prevention strategy in response to the COVID-19 pandemic to ensure the health and safety of every Metrobanker. Employees are properly guided through various communication channels on good hygiene and appropriate disinfection procedures; available personal protective equipment for employees and how to wear, use, clean and store it properly; and provision of disinfectant

supplies such as alcohol, hand soap, among others. Social distancing strategies, including avoiding close physical contact and large gatherings of people are enforced.

Metrobank was quick to adapt to the needed change required due to the pandemic. The Bank promptly modified the work environment and altered work practices to provide additional protection for its employees, clients, and other stakeholders. The Bank provided physical barriers, installed temperature checking machines, installed hand sanitizers and additional disinfection methods like UV filtration. The Bank also enabled social-distancing protocols. It provided options for employees in choosing flexible work schedules and in working remotely. It implemented work-from-home policies and revised work schedules by creating staggered shifts to limit the number of workers on-site at any given time.

The Bank actively promotes a safe and healthy work environment that is conducive to the well-being and professional development of its employees. Among the programs instituted are wellness checks of employees, the results of which are the basis of choosing relevant health interventions for the workforce. Medical services were set up for all employees. Its health partner, ActiveOne, was tasked to properly respond to queries related to COVID-19. The Bank has also provided a series of webinars for its employees, which focused on active and healthy lifestyle habits to combat diseases such as hypertension, diabetes and obesity through SEED (Sleep, Eat Right, Exercise and De-stress) Campaign.

The Bank acknowledges its responsibility of safely securing its employees and clients. It believes that providing them with a secure and safe work environment greatly enhances

business and work productivity. In particular, the Bank always ensures a drug-and alcohol-free work environment. The Bank also conducts lectures on bank security to equip personnel. The Bank aims to empower Metrobankers with the right skills, knowledge, work ethics and expertise that are relevant to stakeholders. It is committed to make sure that all employees perform their work consistently well, always to the highest standards to achieve their full potential. It recognizes that training and development are fundamental to the improvement of the Bank's operational performance and key to achieving strategies and goals. The Metrobank Academy provides all employees with a wide range of suitable programs to assist in their continuing professional development, so that the organization will have the right quality of people for the business to grow and achieve its goals.

Economic & Social Development

The Bank believes that it is also responsible for the state and welfare of the larger society to which it belongs. As an institution with a heart, the Bank gives back to the communities it serves and commits to make meaningful contributions to the economic and social development of the nation. It measures its performance not only with financial returns but also based on its social objectives.

Metrobank has comprehensive community and social responsibility programs conducted by the Metrobank Foundation, its corporate social responsibility arm, and the employees through the Purple Hearts Club (PHC).

The success of the Club was founded on the heart for service shown by the Bank's employee-volunteers. Employees participated in a variety of CSR programs that focused on education, environmental stewardship, and health. PHC also collaborated with partners across several industries to introduce employees to new opportunities for volunteerism that benefit and support other marginalized sectors of society.

Environmental Protection

As a responsible corporate citizen, Metrobank believes sustainable development is a fundamental aspect of managing a sustainable business and recognizes its importance as reflected in its lending portfolio priorities.

Metrobank is focused on developing a loan portfolio that directly protects and promotes environmental and social care, and likewise instilling in the borrowers the awareness that social and environmental care are inextricable to economic growth to achieve sustainable development.

The Bank advocates environmental stewardship and consistently strives to look for areas to improve its operations towards the conservation of energy, water, and resources. Environmental policies on optimizing the use of paper, power shutdown of office equipment to minimize resource usage and to save on electricity costs, use of vehicles for carpool and regular maintenance and servicing of vehicles to reduce transportation cost and carbon emissions are in place.

The Metrobank Purple Hearts Club's "You're In Green Hands" (YIGH) environmental stewardship program centers on addressing many environmental issues in the country by actively supporting restoration activities such as tree planting, mangrove planting, as well as seashore and coastal clean-up drives.

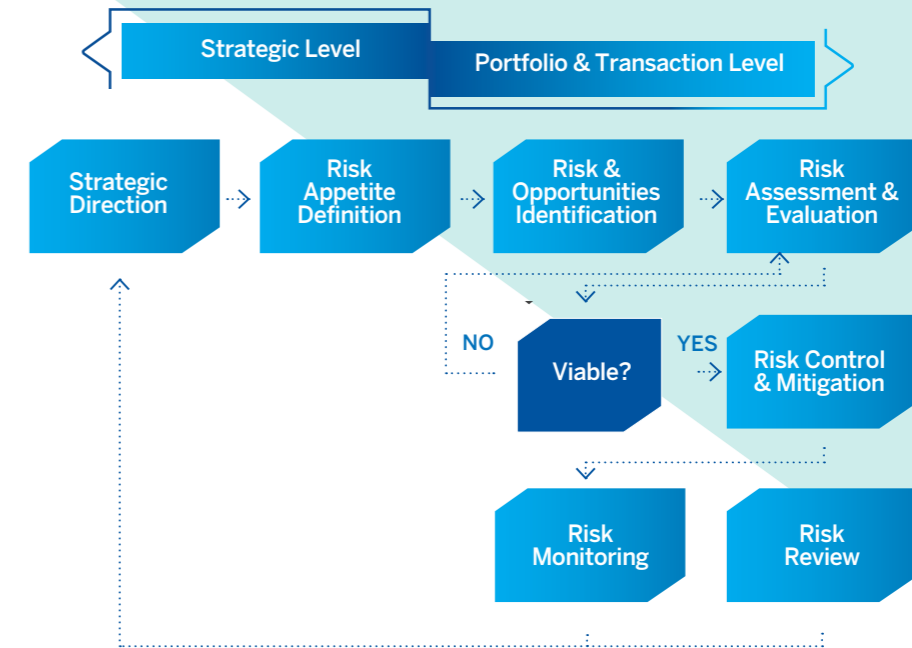
Managing Risk

The Banking business is all about managing risks vis-à-vis gaining rewards. Metrobank has been in this business for the past 58 years and the magnitude to which it has built the enterprise reflects on how it responsibly manages and protects financial resources entrusted to it by its stakeholders. The Bank only takes in risks that it understands, can manage, mitigate, or accept, and wisely conducts its business based on a risk management framework suited to its scope and complexity, consistent with international regulatory standards.

Risk Management Principles

The philosophy of balancing risk and reward translates to the following risk management principles:

1. As risk is organic to the banking business, the Bank manages risks that correspond to its goals and objectives as an ongoing business;
2. As the business landscape evolves, the Bank's risk management practices must continue to be relevant and practicable, but always aligned with standards set by its regulators;
3. The Bank must ensure that it has the right risk governance structure to mitigate risks, and avoid losses while maximizing gains that may accrue from business opportunities; and
4. Risk management is everyone's concern – from the Board who sets the overall tone, to the officers and staff who execute the Bank's Risk Management strategy.



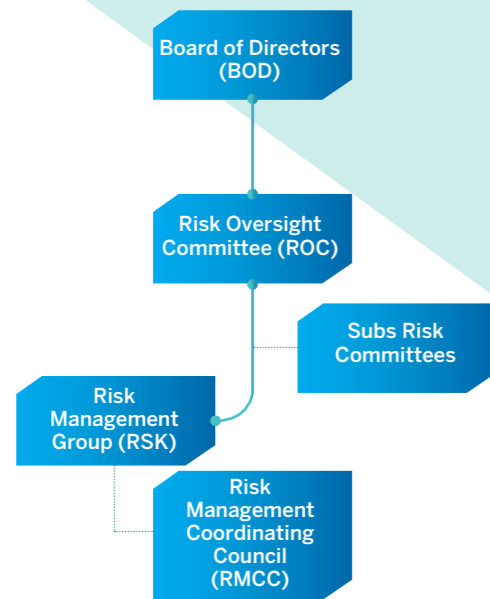
Risk Management Process

The Bank's risk management process focuses on the interplay among business, concomitant risks, and required capital with the goal of sustaining the franchise through the rise and ebb of the business cycle. The risk management process provides the engine for the determination of the Bank's strategic goals, its material risks, and its appetite for said risks. Risk exposure identification, measurement, management, and monitoring provide the support on which business budgets are afforded the chance of being achieved and for which capital adequacy to support the effort is continuously assured.

Metrics and risk assessment tools, adopted from regulations and internal and external best practices, are used to measure identified risks. The use of these tools complements the conduct of business to help prevent risks from being realized into serious issues, as well as cue the possibility of any instance that capital may be called to absorb losses.

Risk Governance

The Board of Directors, through the Risk Oversight Committee (ROC), composed primarily of independent members of the Board, plays an active role in setting the Bank's risk culture and overseeing the risk infrastructure, operating policies, and exposures to ensure a good balance between risk appetite and prudence. The Risk Management Group (RSK) supports and reports directly to the ROC. RSK is an independent unit of the Bank that identifies, analyzes, measures, and monitors identified material risks in close coordination with other business units. It exercises oversight on the risk management units of various subsidiaries and affiliates, convening the Risk Management Coordinating Council quarterly, with the goal of ensuring compliance with relevant regulations, and the implementation of a consistent risk management framework across the Metrobank Group.



Functionally, RSK is structured such that separate divisions are set-up for a dedicated management of the Bank's largest financial risks - Credit¹, Market & Liquidity, and Operations. An Enterprise Risk and Strategic Support division is likewise an integral part of RSK's infrastructure tasked to execute RSK's risk supervision mandate, manage the Bank's Internal Capital Adequacy Assessment Process (ICAAP), and provide the quantitative support in the building of models and other risk metrics.

Notwithstanding a defined risk management function, the Bank recognizes that the core banking activity of managing risks is not the sole responsibility of RSK. It is rather a function that cuts across the entire organization as manifested in the Bank's three (3) lines of defense - risk-taking unit, risk management, and audit functions. To further the risk management practice in the organization, and as a direct response to the vision of BSP Circular 900 on Operational Risk, the Bank has Business Risk Managers (BRM) embedded in its various business

units, with fulltime BRMs functionally reporting to RSK. Such set-up is central to risk management, as it expresses everyone's role in ensuring that risk exposures are managed and within the Bank's risk appetite.

Also implementing the risk culture that the Board sets are the various management committees which consider specific risks during business.

Risk Area	Management Oversight ²
Credit	Sr CreCom, CreCom, Sr NPAC, NPAC, ALCO
Credit Concentration	Sr CreCom, CreCom, Sr NPAC, NPAC, ALCO
Market	ALCO
Interest Rate	ALCO
Liquidity	ALCO
Operations, including Legal	PolCom, ITGC, SAC, EmCom, ManCom, Sec Com
Compliance (including ML/TF)	AMLCC
Technology	ITGC, EmCom
Reputation	ALCO ³ , EmCom, CX Com
Strategic	BudCom, ALCO, ITGC, CX Com, ManCom

¹ With the merger of the Cards business in 2020, Credit Risk Division was expanded to likewise include Consumer Credit Risk

² Sr Crecom = Senior Credit Committee; NPAC = Non-Performing Accounts Committee; ALCO = Asset & Liability Committee; PolCom = Policy Committee; ITGC = IT Governance Committee; EmCom = Emergency Committee; SAC = Special Action Committee; ManCom = Manpower Committee; CX Com = Customer Experience Committee; Sec Com = Security Committee

³ As it relates to impact on liquidity risk



Material Risks

As a Domestic Systemically Important Bank (DSIB), Metrobank faces a broad range of risks reflecting such status. These risks include those resulting from its lending activity, treasury operations, and extensive client-facing network, including its branches. The Bank recognizes that it is not possible or necessarily desirable to eliminate some of the risks inherent in its activities. Acceptance of some risk, therefore, is often necessary to foster growth and efficiencies within business practices. At all times, however, the Bank ensures that any risk-taking activity is aligned with its corporate objectives and capabilities, and that an effective risk management process is in place. The following are some of the material risks the Bank faces and the strategies for managing the same. Supplemental discussions and

disclosures are likewise found under Note 4 of the accompanying 2020 Audited Financial Statements (AFS).

Credit Risk

It is the risk that the borrower, issuer, or counterparty in a transaction may default and cause potential loss to the Bank. It arises from lending, trade finance, treasury, derivatives, and other similar activities. The Bank's appetite for this risk is low-to-moderate, reflective of its core business and the social responsibility that comes with being one of the financial system's largest lenders.

As a matter of general strategy, the Bank manages this risk through a system of policies, metrics, and authorities that govern the processes and practices of all credit-originating and relationship management units, as well as other units involved in the credit cycle. On the transactional and portfolio levels, to ensure that financial undertakings are balanced with prudential control, the Bank is guided by a credit process that begins with the Bank's defined strategies and risk appetite, driving the ensuing steps of origination, evaluation, approval, availment, and monitoring. To some extent, the Bank relies on third party credit assessments, specifically on the ratings provided by Standard & Poor's, Moody's, Fitch, and PhilRatings on exposures to Sovereigns, Multilateral Development Banks, Foreign Banks, Local Government Units, and Government Corporations and Corporates when applicable.

To address the impact of asset quality deterioration, the Bank sets up provisions for expected credit loss (ECL) arising from its credit risk exposures following accounting standards and relevant BSP regulations. During the COVID-19 pandemic, the Bank significantly increased its ECL provisions owing to the sharp

decline in economic activity. A more detailed discussion of the Bank's ECL methodology is found in Notes 2, 3, and 4 of the accompanying 2020 AFS.

The Bank holds collateral against loans and advances to customers in the form of mortgage interests over property, other registered securities over assets and guarantees. Estimates of fair value are based on the value of collateral assessed at the time of borrowing and are updated regularly following internal and regulatory guidelines. Generally, collateral is not held over loans and advances to other banks, except when securities are held as part of reverse repurchase and securities borrowing activities. Collateral usually is not held against investment securities. The Bank also holds collateral against loans and receivables in the form of hold-out on deposits, real estate mortgage, standby letters of credit or bank guaranty, government guaranty, chattel mortgage, assignment of receivables, pledge of shares, personal and corporate guaranty, and other forms of security.

The standards of acceptability, valuation, enforceability, and monitoring/reporting of sufficiency of risk mitigants are covered by Board-approved policies and procedures. Notes 4 and 9 of the accompanying 2020 AFS present an estimate of the fair values of collaterals held against loans and receivables.

To ensure that the portfolio remains within the defined strategy and risk appetite, constant monitoring is implemented by both front and middle offices. Lending units, in coordination with Credit Group, evaluate the performance of their accounts, and make regular presentations on watchlisted/classified accounts to the Non-Performing Asset Committee (NPAC) which provides direction on the next steps for the concerned problem accounts.

Independently, RSK-Credit Risk Division monitors the Bank's credit portfolio against set limits, and reviews sample accounts of the various business groups – focusing on credit quality and policy compliance – to provide assurance and control over the effectiveness of the credit risk management process throughout the Bank. The results of these activities are regularly reported to the ROC.

Credit Concentration Risk

Overexposure to specific industries, borrowers, and/or counterparties could have a negative impact to earnings and capital. The Bank has a moderate appetite for this risk, recognizing that specific growth areas may need credit support more than others, and that lending to highly integrated customers often leads to pockets of concentration. The Bank manages this risk via adherence to processes relating to industry and counterparty assessments, observance of regulatory ceilings, and setting of internal limits. Additional discussions and disclosures may be found in Note 4 of the accompanying 2020 AFS.

Market Risk

It is the risk resulting from adverse movements in the general level or volatility of market rates or prices or commodity/equity prices possibly affecting the Bank's financial condition. The Board of Directors and Senior Management, through the Asset and Liability Committee (ALCO) set the general business model of the Bank's trading portfolio. The setting of the risk appetite level takes into account macroeconomic conditions, financial market trends, relevant regulations and other factors. This is implemented by the Financial Markets Sector which originates transactions and crafts new products needed by clients, whilst keeping itself updated on the financial environment and working within set limits and policies.

The Bank's appetite for this risk is low, and manages this risk via a process of identifying, analyzing, measuring and controlling relevant market risk factors, and establishing appropriate limits for the various products and exposures. Quantitative expressions of this appetite include: Value-at-Risk limit, rolling 21-day P/L trigger, rolling 21-day stop loss limit, YTD trigger/limit, product cap, sensitivity limits, tenor limits, and qualitative limits. These limits are always set against the expected returns to ensure that the risk taken is commensurate to the benefit that the Bank will reap from such trading activity. To remain relevant, these are reviewed at least annually, with possible changes within the year as dictated by the emergence of new regulations, developments in the market risk management landscape, complexity of the products being traded, and other major movements in the business environment.

The Bank maintains Limits Monitoring and Reporting Guidelines which detail how the risk measures are compared against the approved limits. Included in the guidelines are the set of standard procedures in handling excesses or breaches in limits and loss trigger hits. Daily, the RSK-Market and Liquidity Risk Division provides the limits compliance reports to key officers of the business units and RSK. The results of the limits monitoring process are also reported to ALCO on a weekly basis and to the ROC and BOD monthly.

Further discussions and disclosures are found under Note 4 of the accompanying 2020 AFS.

Interest Rate Risk in the Banking Book

The Interest Rate Risk in the Banking Book (IRRBB) is the current and prospective negative impact to earnings and capital arising from movements or shifts in interest rates. The risk becomes inherent in the current and prospective interest gapping of the Bank's

balance sheet, as the Bank's core business involves intermediation activities such as deposit-taking and lending that inadvertently creates both maturity and rate mismatch. This translates to possible negative impact to the Net Interest Income (NII) and economic value, as interest rate movements affect interest earned/paid as well as the value of assets, liabilities, and off-balance sheet items. Thus, before embarking on any new asset and liability management (ALM) strategy, both Financial Markets Sector and RSK perform separate assessments on profitability and risks, considering the impact of movements in rates. This ensures that the strategy will not result in a risk level higher than what is deemed to be the appetite of the Bank.

The appetite for this risk is low; as such, the Bank follows a set of policies on managing its assets and liabilities to ensure that exposure to fluctuations in interest rates are kept within acceptable limits. This appetite is translated to a set of limits which is a major tool in monitoring and controlling the degree of interest rate risk that the banking book is exposed to at any given point in time. Limits include Earnings-at-Risk (NII-at-Risk) limit and management action trigger (MAT), Delta Economic Value of Equity (Δ EVE) limit, FVOCI MtM loss trigger, position limits, and tenor limits.

The limits are proposed by RSK, in coordination with Strategic Planning Division and Treasury Group, against the expected income and capital, to ensure that risk taken is commensurate to the returns the Bank will generate from its banking book positions. Also considered are the actual NII, strategies, economic forecasts, and results of stress testing.

The limits are reviewed annually or on an interim basis to ensure that these reflect the business environment, changes in strategies, and regulations.

The Bank maintains Limits Monitoring and Reporting Guidelines which detail how the related risk measures are compared against the approved limits. Included in the guidelines are the set of standard procedures in handling excesses or breaches in limits and loss trigger hits.

The RSK-Market and Liquidity Risk Division submits the IRRBB limits compliance reports every day to key officers of the business units and RSK. ALCO receives the limits monitoring process report weekly while the ROC and BOD are provided copies on a monthly basis.

Liquidity Risk

It is the risk to earnings or capital arising from the Bank's inability to meet its obligations when they become due. The Bank considers liquidity risk as the most important considering that liquidity is the lifeline of any bank. As such, the appetite for liquidity risk is low.

The Bank's strategy for managing this risk is generally via limiting the maturity mismatch between assets and liabilities, improving the stickiness of its deposit and liabilities profile, and by holding sufficient liquid assets of appropriate quality and marketability.

The Bank's liquidity management practice is guided by a Funding Strategy Framework that serves as a blueprint for the utilization of the Bank's funding sources under both BAU and stress scenarios, while taking into consideration various internal and regulatory limits. The Bank's Macro Funding Strategy is to reduce liquidity risk by increasing the Bank's base for long-term funding, which is put into motion with the Bank's Term Funding Plan over the next three years. In terms of short-term funding, the Bank monitors various indicators of liquidity, including the Bank's usage of its BAU Funding Capacity and Intraday Liquidity. The Bank also maintains

a Contingency Funding Plan to ensure preparedness to withstand stress scenarios. The Bank recognizes that liquidity risk is one of its most important risks, and that it must be managed promptly and properly as any mistake can lead to a bank run and, ultimately, its insolvency which could further trickle down to the financial industry considering its role as a DSIB. As such, it sets limits or triggers on cashflows over specific periods of time (Maximum Cumulative Outflow limit), available funding sources (Liquidity Coverage Ratio MAT, Net Stable Funding Ratio MAT, Funding Utilization MAT) and funding concentration (Funding Concentration MAT) to ensure that the level of the Bank's liquidity is adequate to always support funding requirements.

Similar with other risks, the liquidity risk limits and policy guidelines are reviewed annually or on an interim basis, as deemed necessary to ensure that they remain prudent and relevant.

The Treasury Group-Asset & Liability Management Division (TG-ALMD) is the primary unit responsible for managing the liquidity of the Bank, its foreign branches, and selected subsidiaries. It manages and closely monitors the daily, as well as short- to medium-term liquidity positions of the Regular Banking Unit (RBU) and Foreign Currency Deposit Unit (FCDU) books. It also ensures that the Bank complies with regulatory liquidity and reserve requirements.

On the other hand, RSK-Market and Liquidity Risk Division generates liquidity risk reports daily. At a minimum, the reports provide the exposures and established thresholds to determine compliance with limits and identify emerging concerns on liquidity. The exposures and profiles are provided to TG-ALMD every day and reported to the ALCO every week, and to ROC and the BOD monthly. Any breach in liquidity risk limits is reported to the appropriate level of management for immediate action.

Operational Risk

It is the risk arising from the potential that inadequate information system, operations, or transactional problems (related to service or product delivery), breaches in internal controls, fraud or unforeseen catastrophes will result in unexpected loss.

The Bank's operational risk management framework seeks to constantly identify, assess, monitor, mitigate, and control key areas where losses would most probably materialize or where losses would be significant. It espouses a mitigation and control culture of risk management being everyone's responsibility, and is to be performed by three (3) lines of defense:

- First Line of Defense – Business Units
- Second Line of Defense – RSK's Head Office Operational Risk Management Division (HOORMD) and Branch Operational Risk Management Division (BORMD)
- Third Line of Defense – Internal Audit Group

Operational risk management tools include the following:

- Process Risk and Control Self-Assessment (Process RCSA)
- Risk Event Database (RED)
- Results of internal/external audit and supervisory issues raised in the BSP Report of Examination (ROE)
- Risk Incident Report (RIR)
- System Risk and Control Self-Assessment (System RCSA)
- Business Process Mappings
- Disaster Risk Assessment
- Business Impact Analysis

The Bank's appetite for operational risk is low and is managed via a framework involving various tools that promote a strong control

environment, escalation, monitoring and reporting of risk events, and adequate mitigation of assessed risks. This appetite is manifested in the thresholds it sets for institutional and business unit level key risk indicators (KRIs) and key performance indicators (KPIs). KRIs are used to monitor main drivers of exposures associated with key risks; while KPIs give insight into the status of operational processes which may, in turn, provide an understanding of the operational weaknesses, failures, and potential losses. Both are used with escalation triggers to warn when risk levels approach or exceed acceptable ranges, and prompt mitigation plans.

Mitigation and control of the Bank's identified operational risks call for the preparation of a Risk Treatment Plan which identifies, assesses, prepares, and implements a range of risk treatment options. Depending on the availability/feasibility of preventive/corrective measures, and the benefits that come from an exposure, the Bank may choose from the following approaches to treat risks: Acceptance, Avoidance, Transfer, and Reduction.

Following the general risk management framework where risks are monitored in both individual and portfolio bases, institutional and business unit level KRIs and KPIs are regularly monitored and reported to appropriate management committees and to the Board of Directors through the Risk Oversight Committee.

As the Bank's first line of defense, its business units are responsible for identifying, measuring, controlling, monitoring, managing, and reporting their operational risks on a day-to-day basis. As risk incidents affecting their area of operation occur, they are mandated to report these within 24 hours through the Risk Incident Report (RIR). The units are further assisted by their Business Risk Managers (BRMs) who

are expected to effectively monitor internal controls of activities and established KRIs.

On a bank-wide level, HOORMD and BORMD monitor the operational risk profiles, material exposures, and status of established KRIs and KPIs of Head Office units and of the branches, respectively; and report these to senior management and the BOD through the ROC.

Technology Risk

It is the current and prospective negative impact to earnings arising from failure of the Bank's IT systems, including information and cyber security. The Bank's appetite for IT risk is low, and its strategy in managing this risk is embodied in a comprehensive information technology management policy that encompasses IT risk assessment, vulnerability testing, monitoring, controls, and mitigation.

Reputation Risk

It is the current and prospective negative impact to earnings and capital arising from negative public opinion. As a bank essentially survives on its reputation, the Bank has very low appetite for reputation risk and always aims to proactively build on its good name. The Bank holds that reputation risk is a consequence of other risks. Its management therefore is tied closely to how it manages its other risks. By ensuring effective identification, assessment, control, monitoring, and reporting of the other material risks, reputation risk is likewise effectively managed.

Compliance and Regulatory Risk

It is the current and prospective negative impact to earnings and capital arising from failure to comply with all applicable laws,

regulations, and standards of good governance and practice. The appetite for this risk is low and is managed via the conduct of a defined Compliance program. Specific to Money Laundering & Terrorist Financing (ML/TF) Risk, the Bank has zero tolerance for the same, and is managed separately by the Bank's Anti-Money Laundering Division (AML/D) reporting directly to the Board's AML Committee.

Strategic Risk

It is the current and prospective negative impact to earnings arising from adverse business decisions, improper implementation of decisions, and/or lack of responsiveness to industry changes. The Bank's strategy in managing this risk is to embed the same in the various business functions as espoused in its strategic and business planning processes.

Contagion Risk

It is the risk that the financial difficulties encountered by a conglomerate's individual element could impact the financial stability of the other members or the group. To mitigate this risk, the Bank places importance on policies, limits structures, and monitoring of controls in dealing with RPTs, DOSRIs, and SAAs.

Risk Reporting

To ensure that exposures are within the Board-approved risk appetite, and that management can lead the Bank to the fulfillment of its strategies and targets whilst remaining within acceptable risk ranges, RSK and specialized Bank units report the following risks to both management and Board:

Material Risks	Sample Risk Exposure Indicators
1. Credit risk	NPL; PD/ITL; Expected Credit Loss (ECL); Weighted Average Risk Rating (WARR)
2. Market risk	VaR; P&L; Position and sensitivity limits
3. Operational risk	Key Performance Indicators (KPIs); Key Risk Indicators (KRIs); Risk Incident Reports (RIR); Disaster Risk Assessment (DRA); Business Impact Analysis (BIA)
4. Credit concentration risk	Large exposure share; SBL; RE; Industry and country share
5. Interest Rate Risk in the Banking Book	Interest rate repricing gap (IRR/G); Earnings-at-Risk (EaR); Delta EVE
6. Compliance risk (including Money Laundering)	Compliance testing; Penalties; BSP ROE; AML reports (e.g., STRs; CTRs; red flag reports); Internal audit reports
7. Cybersecurity risk	Various KPIs & KRIs
8. Strategic risk	Scenario assessment; ICAAP runs
9. Liquidity risk	Maximum Cumulative Outflow (MCO); Funding utilization; Liquidity Coverage Ratio (LCR)
10. Reputational risk	Social media listening; Customer complaints
11. Contagion risk	Stock price movements & intragroup exposures, ICAAP runs

Capital Adequacy

The primary objectives of the Bank's capital management process are to ensure that, on per entity and consolidated bases, it complies with regulatory capital requirements, and to maintain strong credit ratings and healthy capital ratios to support its business and to maximize shareholders' value. As with the Parent, the Group manages its capital structure and adjusts it in the light of changes in economic conditions and the risk characteristics of its activities.

The Bank's capital planning starts with a Strategic Plan, where its strategic themes, goals and objectives are set. Following this is Financial Forecasting where goals and objectives are translated into financial forecasts (i.e. Balance Sheet, Income Statement, Interest Rate, and Regulatory

Capital). The third step is Risk and Capital Assessment. From the forecast, if needed, solutions to issues on capital are explored. These include capital raising and other measures to optimize profitability and capital efficiency.

Capital adequacy is assessed based on the Bank's risk profile and the available capital on an on-going basis. Actual ratios are generated by Controllershship Group and reported regularly to the ROC. Early warning indicators are in place that may signal capital usage beyond what the Bank can handle.

As prescribed by Section X190.5 and Part VIII of Appendix 63b of the Manual of Regulation for Banks (MORB), the following are the pertinent risk and capital measures for Metrobank, and its subsidiaries as reported to the BSP as of December 31, 2020 ad 2019:

Capital Adequacy	Consolidated		Parent Company	
Php Mn	2020	2019	2020	2019
Tier 1 capital	320,958	310,100	312,194	310,971
CET 1 Capital	320,958	310,100	312,194	310,971
Less: Required deductions	33,250	33,812	91,562	127,872
Net Tier 1 Capital	287,708	276,288	220,632	183,099
Tier 2 capital	13,075	22,032	10,691	17,271
Total Qualifying Capital	300,783	298,320	231,323	200,370
Credit Risk-Weighted Assets	1,256,895	1,487,360	1,019,586	1,143,218
Market Risk-Weighted Assets	70,526	72,042	65,607	66,166
Operational Risk-Weighted Assets	165,001	146,694	99,592	86,437
Total Risk-Weighted Assets	1,492,422	1,706,096	1,184,785	1,295,821
CET 1 Ratio	19.28%	16.19%	18.62%	14.13%
Tier 1 capital ratio	19.28%	16.19%	18.62%	14.13%
Total capital ratio	20.15%	17.49%	19.52%	15.46%

Risk Management in the time of COVID-19

The Bank's risk management principles were tested during the height of the COVID-19 pandemic, as it became clear that the challenge for the risk management function was to sustain the Bank's goals of a) ensuring the safety of its employees even as it endeavored to remain business-as-usual (BAU), b) protecting the Balance Sheet against significant asset quality decline, and c) evolving and adapting to a new normal way of doing business.

Throughout the community quarantine period, the risk management function supported the Bank's Emergency Committee (EMCOM) in the implementation of business continuity strategies including execution of split-site work arrangements, setting up "work-from-home" capability, and workplace configuration for social distancing. RSK likewise mobilized BCP team leaders and BRMs for issues tracking and escalation for the purpose of providing the Bank's Senior Management necessary and actionable information.

The Bank in 2020 understandably had to implement process changes to maintain the uninterrupted flow of financial services. The risk management function supported this objective by way of process reviews and assessments with the goal of ensuring that, despite operational changes, key controls remained in place and effective.

Risk management processes too had to evolve, as the execution of BAU activities required the shift to virtual or digital means. Risk governance and oversight, however, remained active as meetings of the ROC, ALCO, and the RMCC were conducted as scheduled. As COVID-19 pandemic and the subsequent Government and regulatory reliefs challenged the health of the financial industry, business and risk management functions worked together to implement strategic initiatives, accelerate loan loss provisions, and recalibrate risk models to account for potential impact on asset quality, structural liquidity, and overall risk profile.

Anti-Money Laundering

The Bank's Anti-Money Laundering (AML) compliance program, designed to identify and mitigate business and regulatory risks, is based on established risk management practices, and conforms to applicable rules and regulations on the prevention of money laundering and terrorist financing.

The sound risk management practices of the Bank are well established to ensure adequate and active board and senior management oversight, acceptable policies and procedures embodied in a money laundering and terrorist financing prevention compliance program, appropriate monitoring, and management information systems, as well as comprehensive internal controls and audits. These practices, together with effective communication and training, and risk-based compliance testing, promote a robust, dynamically responsive, and appropriate compliance system along with a culture of compliance towards a sound and stable financial franchise. The Bank's robust and sound risk management practices, strong commitment to good corporate governance practices, and adherence to the principles of safe and sound banking practices means regulatory, money laundering and terrorist financing risks are effectively managed.

Internal Audit

The Internal Audit Group (IAG) is established by the Board of Directors, and its responsibilities are defined by the Audit Committee as part of its oversight function. The Audit Committee and Management take all the necessary measures to provide the appropriate resources and staffing that would enable Internal Audit to fully execute its functions and achieve its objectives, while following the required principles of the International Standards for the Professional

Practice of Internal Auditing ("Standards") and Code of Ethics.

The mission of Internal Audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight.

The scope of work of the IAG ensures that risks are appropriately identified and managed and interaction with the various governance groups occurs, as needed, through validation on whether significant financial, managerial, and operating information are accurate, reliable, and timely; operations and system functionalities are in compliance with Bank's code of conduct, policies, standards, procedures, and applicable laws and regulations, including adequacy and effectiveness of controls associated with money laundering and terrorist financing; resources are acquired economically, used efficiently, and adequately protected; Bank's programs, plans, and objectives are achieved; quality and continuous improvement are fostered in the Bank's control process; and, significant operational risks and issues are addressed.

The IAG maintains its independence and objectivity in performing and delivering audit works. The IAG Head or Chief Audit Executive reports functionally to the Board of Directors through the Audit Committee and administratively to the Office of the President. All internal audit activities remain free of influence by any element in the Bank and internal auditors have no direct responsibility or involvement over any Bank operating activities.

Over the years, the Internal Audit function has become more relevant and consistent in adding value to the Bank. Professional auditors at the helm in internal auditing have a deep appreciation of the importance of strong governance and thorough understanding of the Bank's products, services, systems, and processes. IAG supports the business by providing meaningful services

to the Bank and valuable insights through its constructive inputs and recommendations to Management, resulting in significant improvements in the Bank's operational processes and control environment.

The year 2020 has been a challenging one for the business sector as the COVID-19 pandemic and natural calamities called for aggressive, timely, and unprecedented responses from the government by the imposition of stringent lockdown measures, which disrupted businesses, constrained mobility, and caused economic contraction. The IAG experienced challenges in execution of its function and delivery of audit services due to the restrictions brought by the pandemic, but this provided new opportunities for the Group to add more value and provide insights and meaningful advice to Management, particularly on areas identified with heightened risks.

In light of the challenging environment, IAG refocused its business plan on emerging risks and optimized audit resources by providing more crucial and valuable analyses, recommendations, and advice to assist the Management in dealing with the changing business landscape. Considering the need to continue assurance activities without disrupting critical operational areas at the time of crisis, the Group immediately transitioned from traditional onsite face-to-face audit to remote audit on selected areas and units by maximizing available resources and enhanced coordination with different Bank units. This resulted in proactive and contributory audit approaches that included advisory and consulting services, which aimed to address immediate threats brought about by revised operational procedures by the business units, detect weaknesses in the implementation of the prevailing controls, and provide Management with more meaningful insights on high-risk areas.

The completed revised risk-based Internal Audit plan which includes fundamental audit activities

and initiatives such as risk-based assurance activities, consulting and advisory services, fact-finding or case analysis and group supervisory activities, among others, enabled the IAG Head to provide valuable overall evaluation on the adequacy and effectiveness of the Bank's risk management, internal control, and governance processes.

As the IAG adjusts to the new norm, and in keeping with the surge in business challenges and growing array of risks, the Group aims to be more agile, dynamic, and risk responsive by refocusing its perspective and reshaping its approaches to ensure effective delivery of its core mission.

The Group will implement various strategies and transformational initiatives that include:

(1) accelerated pivot to remote audit work and development of sustainable and optimized techniques; (2) increased audit personnel's access to relevant Bank's systems, applications and data sources; (3) intensified deployment of data analytics; (4) strengthened advisory role in providing holistic assessment on processes and policies effectiveness, transaction profile, system capabilities and adequacy of management controls; (5) modernized learning approach in upgrading the skills of audit personnel on current business landscape, new controls, systems and changing regulations; and, (6) enhanced audit risk assessment methodology considering strategic objectives and assessment of Management's level of awareness and risk ownership.

The IAG ensures that its audit work is aligned with the Board of Directors' expectations and Senior Management's strategic and operational objectives. The Group is committed to evolve and pursue realization of transformational goals in the coming years to deliver a more impactful assurance and consulting services that will encourage, sustain, and intensify good corporate governance practices across the Bank.

AUDIT COMMITTEE REPORT TO THE BOARD OF DIRECTORS

2020 has been an extraordinary difficult year for the Bank and to its stakeholders as the emergence of the COVID-19 pandemic has caused severe impact and continuing challenges to the business. Nevertheless, the Audit Committee has continued its works and assisted the Board of Directors in fulfilling its statutory and fiduciary responsibilities, as well as in protecting the value and interests of shareholders. It has effectively performed its duties and responsibilities throughout the year, as defined in the Board-approved Committee Charter.

The Audit Committee is composed of four qualified non-executive members duly appointed by the Board of Directors, with three of its four members as independent directors including the Chairperson. All Committee members are with relevant background and experiences, possess appropriate knowledge and skills necessary in carrying out their functions. The directors also hold membership positions in other Board-level Committees of the Bank, through which they are apprised of developments in other areas and are able to provide advices on risk taking and management activities.

In 2020, the Audit Committee held 12 regular meetings and two joint sessions with the Risk Oversight Committee. Most of these were conducted virtually through remote communication, as physical or face-to-face meetings are prohibited in the new normal work environment. Each regular committee meeting was attended by the Chief Audit Executive to report on the strategic developments, progress of plans and significant issues arising from audit reviews. The Chief Risk Officer, Controller and External Auditor were invited to attend relevant sessions, as required. In addition, the Committee

Chairman had a private session with the Chief Audit Executive to discuss about the internal control culture of the Bank.

The Audit Committee regularly reported result of its activities to the Board of Directors. It met with all other independent and non-executive Board members, together with the External Auditor, Heads of Internal Audit, Risk Management and Compliance Functions on a special meeting without the presence of any Senior Executives, and discussed the identified critical and emerging risk areas as well as the relevant governance and control issues of the Bank.

The Committee had completely performed its regular work program in 2020 despite the challenges and limitations brought by the pandemic, and achieved the following key activities:

1. Financial Reporting and Disclosure:

Reviewed and discussed with Management and External Auditor the audited financial statements and related disclosures for the year ended December 31, 2020, and reported the same to the Board of Directors for approval. In carrying out the review, the Committee ensured that the financial reporting process and disclosure requirements are in compliance with applicable accounting standards and regulations.

2. Risk Management and Internal Controls:

Performed a robust assessment of the Bank's risk profile, and evaluated the adequacy and effectiveness of the Bank's internal control policies and procedures, systems and processes through the audit assessment results derived from the focused testing performed on high priority risk units and areas

such as on crisis management, business continuity, fraud and anti-money laundering, cybersecurity, online banking, capital and liquidity risk management, occupational health and safety, complaints handling, among others. The Audit Committee continued the proactive engagement and involvement of Management in monitoring timely resolution of audit observations and recommendations, effectively conveying the culture of risk ownership within the organization.

3. Regulatory Compliance: Monitored compliance of the Bank with new and existing laws and regulations promulgated by the Bangko Sentral ng Pilipinas and other regulatory government agencies, including the Bank's availment of regulatory reliefs and the effective implementation of relief measures extended to its clients to manage the pandemic situation.

In addition, the Audit Committee has performed the required annual review of its Charter to ensure that it is updated and aligned with new regulatory mandates, and the annual self-assessment to evaluate their performances against the requirements of the Charter.

4. Management and Internal Audit: Confirmed the effectiveness of the internal audit function, including audit services and activities provided to Bank's subsidiaries and associates. Among the oversight activities performed by the Committee for the internal audit function are the following: (i) reviewed and approved the risk assessment framework and the annual audit plan including subsequent revisions, ensured adequacy of scope and activities, and monitored accomplishments and plan completion to provide basis for the overall audit conclusion; (ii) reviewed and approved the internal audit charter and manual, and oversee its implementation; (iii) reviewed

the audit reports received on a regular basis, including the regulatory reports, to assess the overall condition of the Bank and its covered subsidiaries' internal control system; (iv) discussed significant matters with Senior Management, as necessary, and monitored timely resolution of control weaknesses and non-compliance issues identified; (v) recommended enhancements in the audit processes for continuous improvement.

The Committee ensured that the internal audit function has maintained its independence throughout the year, has adequate and competent resources, and has appropriate authority to effectively discharge its duties and achieve its goals and objectives. As a result, the Internal Audit Group (IAG) had completed and delivered its 2020 audit plan within budget, which provided valuable insights to Management, resulted to new strategies and approaches, enhanced efficiency and increased effectiveness of control implementation.

At the onset of the COVID-19 pandemic, the Audit Committee extended full support and provided guidance to IAG which contributed to the Group's quick and agile response in coping with the crisis. It assessed the adequacy and appropriateness of the changes and alternative audit strategies pursued in response to the changed environment. Full monitoring of audit activities during the community quarantine period was undertaken to ensure that auditors are still productive and are continuously engaged in audit activities while working from home. Moreover, the Audit Committee initiated adjustments in IAG's budget and expense allocation, along with the revisions in audit scope and shift in audit strategy, which resulted to cost reduction and savings for the Bank in 2020 whilst ensuring maintained level of audit execution effectiveness and quality of service outcomes.


5. External Audit: Exercised effective oversight of external audit function as the Committee assessed and approved the reappointment of SyCip Gorres Velayo & Co., as the Bank's external auditor for 2020; ensured the external auditor's objectivity, independence and compliance with ethical and professional standards; discussed and agreed to the terms of audit engagement, coverage and audit fees; reviewed and approved all non-audit services and expenses and related fees (i.e., validation of votes cast at the annual stockholders' meeting, issuance of comfort letter, vulnerability assessment and penetration testing of publicly accessible servers, network, devices and services) to ensure no conflict to independence; reviewed the external audit engagement plan, approach and scope of work; reviewed the results of audit and recommendations in the External Auditor's Management Letter and action plans of the Management on reported observations, including monitoring of disposition and status of corrective actions.

6. Oversight and Counsel in Handling Cases of Irregularity and Dishonesty. At the request of the Audit Committee, a special meeting with Human Resources Management and Special Action Committee Head was organized to discuss the investigation and disciplinary approach on various cases of irregularity and dishonesty. This initiative led to the Bank's action plan to revisit the policy and process, as well as to provide relevant trainings for employees.

Based on the result of the Committee's accomplishments, representation from the Bank Management, External Auditor's unqualified opinion on financial statements, and Chief Audit Executive's overall satisfactory assessment on the adequacy and effectiveness of Bank's internal controls, risk management, and governance processes, the Audit Committee conclude that the emerging business risks and threats brought by the COVID-19 pandemic are effectively mitigated in accordance with the Bank's policies and relevant regulations.




Edgar O. Chua
Chairman



Francisco F. del Rosario, Jr.
Member



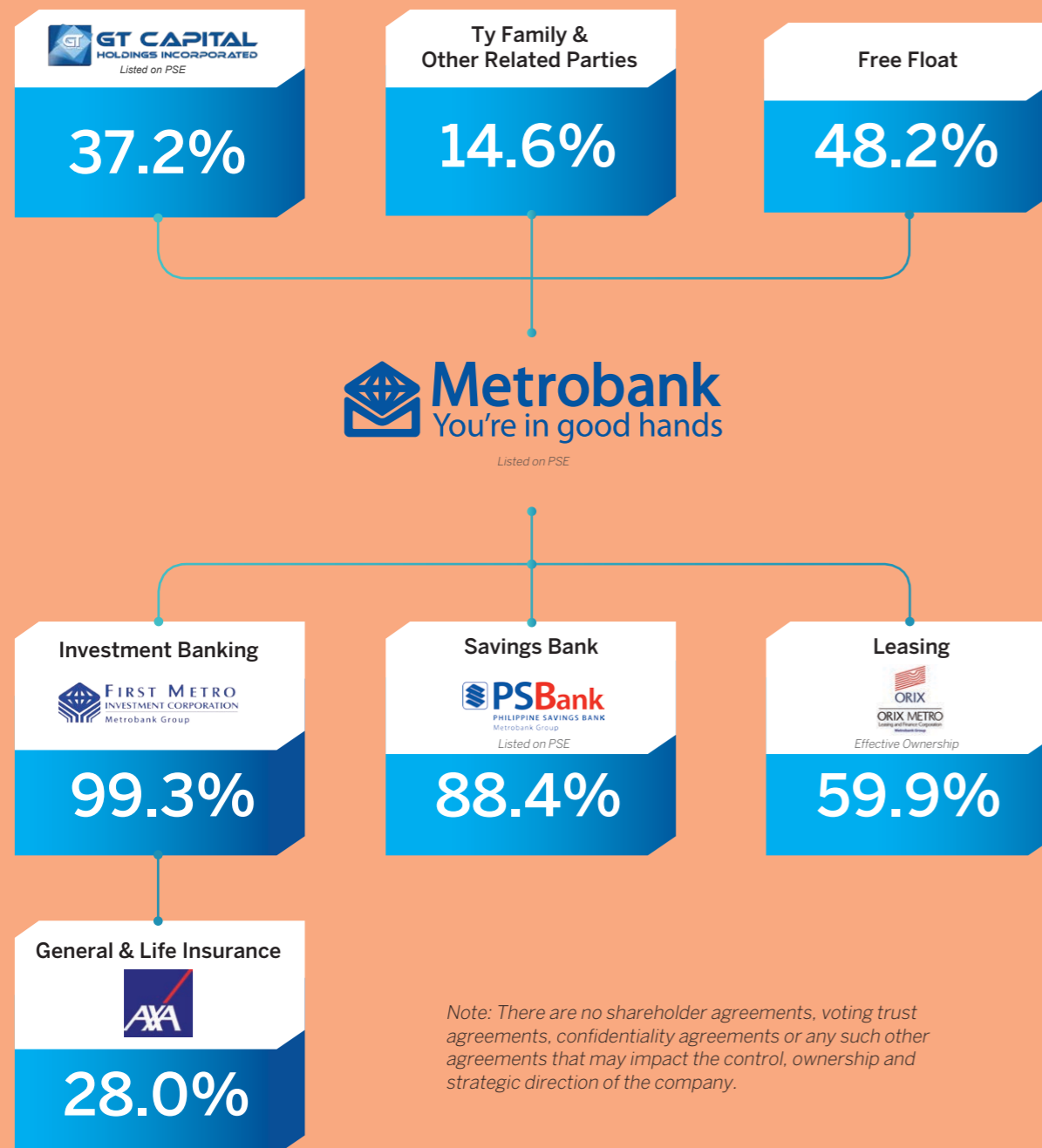
Solomon S. Cua
Member



Angelica H. Lavares
Member

GROUP OWNERSHIP

102-5



SUBSIDIARIES & AFFILIATES

A diversified financial portfolio that capitalizes on our collective strength to give you more.



With a strong balance sheet and capitalization, Philippine Savings Bank (PSBank) stayed resilient amidst the challenges of 2020. As a matter of strategy, it took a conservative stance on credit provisioning in anticipation of risks associated with the pandemic. The Bank prioritized the safety of its employees and customers by quickly instituting COVID-19 safety protocols. Digital platforms were strengthened and made reliable as demand for digital banking services rose exponentially

PSBank's operating income surged to 31 percent before provisions to Php7.5 billion in 2020. This enabled the Bank to set aside additional loan loss provisions to three times over to Php6.4 billion, to cover asset quality risks in view of the ongoing pandemic conditions. The Bank closed 2020 with Php1.1 billion net income.

Gross revenues were 13 percent higher at Php16.6 billion. Net interest income increased by 21 percent to Php13.8 billion due to lower funding costs, which were partly driven by 16 percent rise in low cost CASA to Php67.2 billion. In line with initiatives to improve efficiencies, operating expenses grew by only 2 percent.

PSBank's capital position remained strong at Php34.5 billion. Total Capital Adequacy Ratio and Common Equity Tier 1 Ratio (CET1) further improved year-on-year to 19.4 percent and 18.1 percent, respectively. Both are above the statutory requirement of 11% set by the Bangko Sentral ng Pilipinas. Total assets closed Php219.4 billion. Net non-performing loans ratio was at a manageable 5.2 percent. In January 2020, PSBank held the 2nd tranche of its Peso Fixed Rate Bonds offering which raised Php4.6 billion, almost double the planned initial offer of Php3.0 billion. Due to strong investor demand, the Bank had to cut short the offer period.

The Philippine Rating Services Corporation (PhilRatings) assigned PSBank the highest Issuer Credit Rating of PRS Aaa (corp.), with a Stable

Outlook, citing the Bank's highly-experienced management team and strong capitalization thus having a very strong capacity to meet its financial commitments relative to that of other Philippine corporates.

Enrolment and utilization of the Bank's digital platforms increased 56 percent and 143 percent, respectively. The Bank waived fees for interbank transfers thru InstaPay and PESONet to further promote digital payments. By mid-year, PSBank made available the booking of time deposits via Mobile; and launched the national standard-compliant QR Code for use in fund transfers/payments. For the safety and convenience of loan customers, settlement of PSBank loans via InstaPay was also made available in the last quarter of the year. In 2020, the Bank introduced ISSA (Interactive Speedy & Simpleng Assistant), an interactive chatbot which customers can "chat on-line" with for quick responses to loan queries and other product offerings in lieu of live customer service agents.

This pandemic clearly showed how PSBank continues to deliver on its "Simple Lang, Maaasahan" promise to its customers, employees, and stakeholders. The Bank remains fully committed in providing exceptional customer experience in all its service touchpoints, and given the changing business landscape, shall continue to harness available technologies to further strengthen its digital capabilities.



Even as 2020 proved to be among the most challenging years in recent history, First Metro Investment Corporation (First Metro) was able to maintain its pursuit of creating value for its clients and fulfilling its mission as a prime mover of the Philippine capital markets while ensuring the health and safety of its hardworking and dedicated employees.

Despite the volatility and uncertainties in the market, First Metro completed 23 deals, both in the equity and debt capital markets, including the successful maiden corporate issuance for Del Monte Philippines, Inc. The investment bank demonstrated its fundamental ability to execute and solidified its leadership position with 71 percent participation in the domestic capital markets issuances for the year, with commanding performance in deal structuring and distribution.

The slew of awards First Metro received in 2020 shows its consistently exceptional performance as a leading investment bank in the country. First Metro was awarded the Best Investment Bank in the Philippines by Hong Kong-based publication FinanceAsia. In its announcement of award winners, FinanceAsia said, "The competition is always fierce, but this year it also took place against an unprecedented global backdrop thanks to COVID-19. What stood out was the bank's resilience and their ability to adapt to fast-changing conditions, not least in enabling most of their employees to successfully work from home."

First Metro was also recognized as the Best M&A House in the Philippines by the regional investment magazine Alpha Southeast Asia. It likewise received awards from the same publication for its deals: SM Investment Corporation's Php10 billion Fixed Rate Bonds was named Best Local Currency Bond Deal of the Year and the Bureau of the Treasury's Php516 billion Retail Treasury Bonds was named Best Sovereign Bond Deal of the Year.

First Metro was among the top banks as well at The Asset's 2020 Asian Local Currency Bond Benchmark Review. It was among the Top Sell-side Firms in the Secondary Market – Corporate Bonds, (ranked 3rd), Top Arrangers – Investors' Choice for Primary Issues – Corporate Bonds (ranked 4th), and Top Arrangers – Investors' Choice for Primary Issues – Government Bonds (ranked 4th).

Locally, First Metro reaped awards at the 2020 PDS Annual Awards. It bagged the Top Corporate Securities Market Maker, ranked 3rd in the Top 5 Fixed Income Brokering Participants and 5th in Top 5 Corporate Issue Managers/Arrangers. First Metro also won

the Best Fixed Income House (ranked 1st) at the 2020 FMAP (Fund Managers Association of the Philippines) Bankers and Brokers Poll. Three of its officers were also recognized as among the top salespersons and traders in the market.

Two of First Metro's deals were recognized as well at the 5th IHAP (Investment House Association of the Philippines) Awards: Fruitas Holdings Inc.'s Php1.0 billion Initial Public Offering won Best Equity Deal (Small-Mid Cap) and Light Rail Manila Corporation's Php24.0 billion Project Finance Facility won Best Project Finance Deal.

In 2020, not only was First Metro lauded for its capital market's expertise, but also for acknowledging and encouraging women in the workplace. Asiamoney, through its Leaders for Women Survey 2020, cited First Metro as one of the banks that have done the most to encourage women in the workplace across Asia's financial markets. The Asiamoney survey ranked First Metro among the top five banks in the Philippines, with women comprising 54 percent of its total employees. First Metro was the top investment bank in the country in the survey. It also had 41 percent of women in senior management positions, with 50 percent of vice presidents being women. Its recent hires from the last graduating batch were all women.

Be it in good times or in bad times, First Metro believes that giving and sharing a part of themselves enriches and expands the lives of everyone, whether as an individual or as part of a larger community. First Metro donated to various institutions (i.e. Kaya Natin!, ANCOP and Rotary Club of Makati) whose commitment is to help disadvantaged children in their distance learning during the pandemic.

First Metro also gave support to Metrobank Foundation for the benefit of the fisher folk of Camarines Sur and Sorsogon who lost their source of livelihood in the wake of the devastating typhoons that hit the country in 2020. The donation will be used to buy fishing boats essential in regaining their livelihood.



AXA Philippines (AXA) marks its 21st year of providing quality insurance products for Filipinos and remains to be one of the country's leaders in insurance and financial management. It offers financial security to more than 1.5 million individuals through its group and individual life insurance as well as general insurance products through its wholly owned subsidiary Charter Ping An.

AXA offers a complete range of products for all its customers' protection and wealth accumulation needs, including life insurance, health plans, savings and investments, and income protection; and through its general insurance subsidiary: fire, motor/car, marine cargo, personal accident, bonds, casualty, and engineering insurance products.

Being an unprecedented year due to the COVID-19 pandemic, AXA's employees remained to be its top priority in 2020. When the pandemic hit, the insurer quickly activated its work from home arrangement and mobilized its Technology and Transformation team for 24/7 support to the transition effort. When the return to office activity was already permitted, it provided the necessary personal protective equipment, among others, as a benefit to returning employees.

AXA was guided by its noble purpose of acting for human progress by protecting what matters and inspired to serve by its corporate value of 'Customer First.' AXA continued to ramp up its services amidst the painstaking challenges brought by the pandemic, and quickly pivoted to continue to serve its customers in a new environment – evolving its business models and ways of working – finding new sources of growth in new distribution channels, and enabling

accelerated growth on specific segments. AXA stood strong on the health front. Just a few months after the country was placed under quarantine, it offered an enhanced version of its Global Health Access product that included pandemic coverage. Given that people were discouraged from leaving their homes, AXA also gave free medical teleconsultations to both existing health policyholders and non-customers alike. Furthermore, it launched its partnership with Cebu Pacific in September which provided affordable health solutions that can be purchased online.

While the pandemic ushered in the so-called new normal, AXA capitalized on the accelerated demand for remote and virtual-based technology. As people practiced social distancing and experienced lesser physical interactions, online communication and transactions became the standard with AXA being present in this space. It went full speed on its digital transformation. Among its initiatives was the AXA Virtual Assistant (AVA) which enabled distributors to interact with customers so they can conduct transactions online. AXA's products were also made available through its e-commerce platforms and made the digital experience for customers and prospects more seamless with a 'phygital' approach.

Its online thrust also opened the way for AXA Protect, through its partnership with Metrobank, where it gave potential clients free personal accident coverage. A strategic partnership with Cebu Pacific was also forged to make AXA's most affordable health plan available via the carrier's website, helping make health a priority for "every Juan."

The Emma by AXA app also had a more prominent role in being the go-to platform for customers with regards to information about their policies. It even added new functionalities that allowed them to file their motor and hospitalization claims, top-up their investments and withdraw funds. Moreover, AXA's Rescue Line utilized the app to connect to a wider base and promote its free access to emergency services such as ambulance, fire, police, and roadside assistance.

The year also saw the launch of the AXA Motor Club for car insurance policyholders. The AXA Motor Club complements the busy lifestyles of its members with a wide range of premium benefits and value-added services through its concierge, making the club a reliable companion on and off the road.

As much as it cares for its people, AXA likewise fulfills its responsibility to the greater community through regular corporate social

responsibility activities. It worked with the Philippine Red Cross to install hand washing stations in several schools and organizations while its partnership with UNICEF sought to address the nutrition needs of children. It held its Corporate Responsibility (CR) Week where it mainly conducted volunteer activities at home. In the aftermath of Typhoons Rolly and Ulysses, immediate assistance along with relief and fund-raising efforts were facilitated.

It was the year when the whole world stood still but for AXA, it was a time to uphold its commitment towards its customers and the community. The year had been a journey towards discovering many reasons to be thankful for despite the circumstances, foremost of which is the ability to protect as many Filipinos as it could and provide a glimmer of hope for the future.



Fiscal year 2020 was the most challenging in ORIX METRO Leasing and Finance Corporation's (ORIX METRO's) 43-year history due to unprecedented events such as the Taal Volcano eruption in January and the still evolving coronavirus pandemic.

Despite a positive start in 2020, ORIX METRO was not spared from the brunt of the pandemic as the rising trend was dramatically reversed.

ORIX METRO ended the year with a net income after tax of Php219 million from Php1.1 billion in 2019. This is equivalent to a Return on Average Equity (ROE) of 2.5 percent. The weak results are due to the business slowdown, the Company's stringent credit approval procedures and its aggressive provisioning for possible credit losses, which increased to Php1.4 billion in 2020 from Php363 million in 2019.

The Management's immediate response to protect the Company's portfolio was to conduct a Business Survivability Risk Test (BSRT) on all its accounts nationwide to assess clients' cash flow position, the type of business and industry they are in as well as their expertise and resilience in the face of this extraordinary crisis. The payment relief under the Bayanihan to Heal as One Act were applied to eligible clients.

Against this challenging backdrop, ORIX METRO remains one of the strongly capitalized leasing and financing companies in the country with its total equity even rising to Php8.7 billion this year from Php8.5 billion in 2019. The Company has likewise maintained a healthy Capital Adequacy Ratio (CAR) of 16.6 percent and a CET1 ratio of 15.8 percent, well above the regulatory floor of 10.0 and 6.0 percent, respectively. Additionally, its regulatory minimum liquidity ratios under liquidity coverage ratio (LCR) and net stable funding ratio (NSFR) stood at 416.4 percent and 109.6 percent, respectively, well above the 100 percent minimum thresholds. ORIX METRO's total group resources stood at Php45.8 billion this year vs. Php53.2 billion in 2019.

During the lockdown, all 112 ORIX METRO branches nationwide remained open to provide continued service to clients. Branches in Metro Manila and some parts of Luzon under lockdown operated at 50 percent capacity, while branches in Visayas and Mindanao carried on under the business-as-usual mode. The skeleton workforce

composed of critical departments under the Company's Business Continuity Plan (BCP) reported to the Head Office and Calamba Office. The health and safety of employees is a priority of ORIX METRO during the pandemic, thus it strictly reinforced precautionary measures to prevent and control the spread of the virus in all branches and offices.

Fulfilling its role as a responsible corporate citizen, ORIX METRO responded to the needs of medical front liners who are risking their own health and safety to care for COVID-19 patients. The Company donated PPEs and food packs to a number of hospitals and health workers.

The disruptions brought about by COVID-19 upended the business landscapes of ORIX METRO's traditional markets for mortgage loans and financial leases. The Company will continue to aggressively market the Full-Service Operating Lease (FSOL) of vehicles offered by its subsidiary, ORIX Rental Corporation (ORC). Even during the pandemic, this product remained attractive to multinationals and big local corporates, thus

ORIX METRO had reassigned Account Officers of its countryside branches to focus full-time on FSOL solutions.

In addition to this, ORIX METRO will push its warehouse leasing services in Calamba that can also potentially offer high yields when fully maximized. There is a development plan which aims to double ORIX METRO's dry warehouse portfolio from the present 27,218 square meters with an additional 20,500 square meters.

ORIX METRO is optimistic that by executing on these strategies and by continuously providing its clients with excellent products and services, it can seize new business opportunities that will help the Company meet the challenges of upturn after the COVID-19 crisis.

AWARDS AND RECOGNITION

We will continue to make the banking experience more meaningful.

Metrobank's sterling performance in 2020 is not only seen through its operating earnings and quality of service it has rendered to its customers but also from the recognition and honor it received from its peers in the industry. Last year, the Bank garnered accolades in various areas of its business, from retail to trading, and from corporate governance to corporate social responsibility. The awards and recognition received for the year included:

- **The Asian Banker BankQuality Consumer Survey and Rankings**
 - Most Recommended Retail Bank in the Philippines, and 4th in Asia Pacific
 - 3rd Most Helpful Bank in the Philippines and 38th in Asia Pacific During COVID 19
- **2020 Annual Philippine Dealing System (PDS) Awards**
 - Cesar EA Virata Award for Best Securities House (Bank Category)
 - Top 5 PDDTS-PvP Participants (Rank 2)
 - Top Corporate Securities Dealing Participant
 - Top Brokering Participant for Retail Transactions
 - Top Dealing Participant
- **The Asset Benchmark Research Awards 2020**
 - Top Investment Houses in Asian G3 Bonds (Rank 1)
- **The Asset Top Sellside Firms in Asian Currency Bonds 2020**
 - Top sellside firms in the secondary market - Corporate bonds - Php (Rank 1)
 - Top sellside firms in the secondary market - Government bonds - Php (Rank 1)
 - Top arrangers - Investors' Choice for primary issues - Government bonds - Php (Rank 1)
- **2020 Fund Managers Association of the Philippines (FMAP) Awards & Fellowship Night**
 - Best Fixed Income House (Rank 2)
 - Best Foreign Fixed Income Trader (Rank 1)
 - Best Local Fixed Income Trader (Rank 1)
- **The Bureau of Treasury GSED-Market Maker**
- **Institute of Corporate Directors (ICD) Corporate Governance Award**
- **The Digital Banker's Global Retail Banking Innovation Awards 2020 - Outstanding Social Media Campaign**



The Metrobank Foundation, Inc. was recognized as the "Philanthropic Foundation of the Year" (Profiles in Excellence Award) during the 72nd anniversary celebration of the American Association of the Philippines.

CORPORATE SOCIAL
RESPONSIBILITY

A HEART THAT NURTURES

**We care for the
unserved and
the underserved.**

Php321m

MEANINGFUL ASSISTANCE



Metrobank Foundation, Inc.

Against the backdrop of an environment fraught with difficulties under the pandemic, the Metrobank Foundation, Inc. (MBFI), together with GT Foundation, Inc. (GTFI), dedicated its efforts to the pursuit of collective action and sustainable change. As a corporate philanthropic foundation, MBFI has transcended its role to become a co-creator of solutions towards the shared goal of rebuilding a better Philippines in the post-pandemic future.

In 2020, MBFI redirected its efforts to pandemic response, deferring the implementation of its core corporate social responsibility programs. Through a multi-faceted approach, MBFI led the Metrobank Group and GT Capital Holdings in funding and supporting efforts to address the pandemic's consequences and serve those who need most help through short-term, mid-term and long-term interventions. The organizations created a strategy that sought to complement existing national policies and interventions; provide timely solutions to economic and social challenges; and support demographic needs.

In moving to the new normal, MBFI pivoted its approach and created a three-pronged strategy in pursuing its flagship programs, the Metrobank Foundation Outstanding Filipinos, the Metrobank Art & Design Excellence (MADE), and the Metrobank-MTAP-DepEd Math Challenge (MMC). First, it maintained the organization and programs for its key stakeholders and beneficiaries. Second, it shifted platforms from face-to-face communication, to digital. Third, it maximized digital media to reach out to the public.

During Disasters

In times of natural disasters, the tandem of MBFI and GTFI would quickly mobilize and use their funds under its disaster relief and response program, "Helping Hands." In 2020, Php8.9 million was released, which assisted 14,500 displaced families from the Taal Volcano eruption, and typhoons Rolly, Ulysses and Ambo. Food items, hygiene kits, sleeping mats and blankets were distributed.

"Helping Hands" in the time of COVID-19

MBFI and GTFI supported communities and frontliners. A total of Php321 million was donated which directly helped 497,189 individuals or 113,200 families. The donations provided short-term relief and recovery assistance to affected sectors. It also implemented a robust, mid-term emergency response plan through strategic partnerships in collaboration with the government and other stakeholders that look after the needs of communities.

Purple Hearts Club

The Purple Hearts Club (PHC), Metrobank's volunteerism arm, marked its 18th year in 2020. Unfortunately, COVID 19 made it challenging to perform community service activities.

In lieu of PHC programs that involve community visits and physical interaction, volunteerism focused on donation efforts under Disaster and Relief Efforts, Pandemic Response, Community Assistance, Education, and Health. Aside from the pandemic, the surge in corporate volunteerism was fueled by unfortunate disasters such typhoons and the Taal eruption. Through it all, the strong culture of *malasakit* and *bayanihan* imprinted in the psyche of the Bank's employee-volunteers prevailed and encouraged more participation.

The increase in PHC chapters from 65 to 69 placed PHC's total volunteer strength at 7,753 members nationwide. Of these, 88% or 6,823 members participated in CSR programs through service and donation efforts. A total of 609 members were present to help in various CSR activities while 6,813 members donated to these causes.

The business teams further provided more meaning into banking through community involvement. The Trust Banking Group, for example, distributed COVID-19 care kits containing vitamins, alcohol, sanitizers, face masks and shields to its adopted community in R. Palma Elementary School in Pasay. It also generously shared its Christmas party allowance to its team members and fellow employees who were affected by Typhoon Ulysses. Donations from the group were also channeled to Bangon Luzon.

Metrobank's Corporate Social Responsibility in 2020 remains unshakeable. At the height of major setbacks in the economy and everyone's personal lives due to the global health crisis, the core value of Heart for Community remained steadfast. Despite the many areas of need that transpired, Metrobankers maximized the opportunity to provide aid willingly, notwithstanding the reality that employees are also expected to prioritize themselves and their own families given the uncertainty of the situation.

Metrobank has equipped its employees with the best skill sets that helps firm up the Bank's position as a socially responsible industry leader. The Bank and its employees have put a premium on the value of community service beyond banking.



For more details, please refer to the Sustainability Report and the Metrobank Foundation Annual Report



SUSTAINABILITY REPORTING



SUSTAINABILITY BEYOND BANKING

**Bolder and
bigger goals for
people, planet
and profit.**

102-50, 102-54

ABOUT THE REPORT

Sustainable Banking in the New Normal is the second Sustainability Report of Metropolitan Bank & Trust Company (the “Bank”) which communicates the manner by which the Bank’s management approach in governing economic, environmental, social and governance issues as well as the endeavors of the Foundation from January 1 to December 31, 2020 have created an impact, leaving an imprint of the Bank’s efforts in environmental and social responsibility concerns. This report has been prepared in accordance with the GRI Standards: Core Option. The Philippines’ Securities and Exchange Commission’s Sustainability Reporting Guidelines for Publicly listed Companies was also used as reference in making this report, which does not include international operations and those of its subsidiaries, unless otherwise specified.

Journey towards Sustainability

102-1, 102-2, 102-3, 102-5, 102-6, 102-7

Metrobank was established 59 years ago in the historical community of Binondo, Manila. Through the decades, it has evolved into one of the most respected and prominent names in the field of banking in the Philippines and Asia. True to its signature slogan – You're in Good Hands – Metrobank has become the trusted partner and ally of businesses needing a financial institution that can be relied upon for their corporate and personal banking needs.

To continue helping industries grow and assisting individuals in achieving their aspirations, Metrobank has kept pace with the rise of a more socially inclusive and environmentally conscious society. It has been quick to integrate more sustainable principles in its operations, putting environmental and social responsibilities front and center of business decisions.

Metrobank's sustainability framework is anchored on achieving long term shareholder value and creating shared value for a sustainable future.

The Bank continues to embed sustainable practices to reduce the environmental impact of its business by promoting operational eco-efficiency while contributing to a thriving, resilient national economy.

Through the Metrobank Foundation, the Bank supports social causes in education, peace and order, and the arts, recognizing that promoting excellence in these fields plays an integral part in national development. It also creates value for clients and

society through financial education initiatives and the development of responsive and innovative products. Metrobank believes that banking is a business of trust. It highly esteems the trust given by customers and shareholders, and commits to the high standards of governance by espousing accountability, integrity and transparency.

We are able to contribute to the sustainability goals through four main drivers – 1) ensuring growth while managing future risks, 2) meeting customer demand, 3) attracting and retaining talent, and 4) managing brand and reputation.

With these, we believe we can create not just economic value but shared value, and we can help in building an inclusive and sustainable society.

Metrobank's material topics describe and communicate the economic, environment and social issues that the Bank and its stakeholders deem most relevant. These are anchored on the four main sustainability drivers and reported according to the GRI Standards and SEC Guidelines on Sustainability Reporting.

The Bank's material topics are subject to change with the times as to incorporate new guidelines from regulators such as BSP, and to anticipate and address the needs of our stakeholders. Hence, our materiality process is iterative, and our sustainability framework is to be reviewed and revised as the need arises.



MATERIAL TOPICS

102-47

Sustainability Driver	Relevance	Material Topic	GRI Index
Ensuring Growth while Managing Future Risks	Risk is inherent in a financial institution. The Bank takes calculated risks to seize business opportunities. Metrobank ensures that it has efficient and transparent processes, exceptional people, and secure technology to properly manage the risks accompanying the strategic investments it makes to foster profitability and ensure environmental and social responsibility. We are your partner in growth.	<ul style="list-style-type: none"> Revenue Growth Market Share Domestic Presence Overseas Activities Thorough Underwriting Responsible Business Practices 	201-1 102-7 102-4 102-4 102-11 102-12
Meeting Customer Demand	Metrobank strives to provide for the financial needs of its customers, whatever their aspirations may be. The Bank addresses customers' various needs through its diverse and ever evolving products and services, which are accessible and reliable in numerous platforms	<ul style="list-style-type: none"> Customer Reach Customer Management Network Reliability Responsive Products 	102-6 Marketing and Labelling 203-2 102-2, 203-2
Attracting and Retaining Talent	We are able to provide exceptional experience because our employees find meaning in their work. For this reason, Metrobank invests in their health, professional growth, and personal development.	<ul style="list-style-type: none"> Employee Retention Health and Safety Development and Training Community Involvement 	102-7, 401-1, 401-2, 403-3, 403-6 403-10 404-1, 404-2 413-1
Managing Brand and Reputation	Metrobank has built a stable and responsible brand with a credible and trustworthy reputation. Our track record in transparency, dependability and accountability allows us to build lasting relationships with our stakeholders as well as entice new partners and customers.	<ul style="list-style-type: none"> Community Investment Energy and Materials Efficiency Data Security and Privacy Financial Literacy Endeavors Good Governance and Integrity 	413-1 301-1, 302-1, 305-1, 305-2 418-1 413-1 205-3

Note: Material topics' impacts occur within the Bank's local operations, except for Revenue Growth and Overseas Activities which include international operations

STAKEHOLDER ENGAGEMENT

102-40, 102-42, 102-43, 102-44

Metrobank recognizes the crucial role its stakeholders play in the company's continued growth. As such, the Bank has established various channels to understand stakeholders' concerns and needs, and to encourage dialogue for resolutions.

Stakeholder Group	Engagement Platform	Concerns and Issues	Management Approach
Customers or clients Our business is to cater to the wide range financial needs of the Filipino people.	<ul style="list-style-type: none"> Daily customer touchpoints with our front-line employees Monthly customer satisfaction surveys Annual Net Promoter Score studies 	<ul style="list-style-type: none"> Responding efficiently to inquiries and requests Resolution to customer complaints Data privacy and security 	<ul style="list-style-type: none"> Upgrade of systems and streamlining of processes Strict implementation of the Bank's Data Privacy Policy
Employees Meaningful banking is achieved through our dedicated and empowered employees.	<ul style="list-style-type: none"> Meetings Employee engagement survey conducted every other year Annual performance assessment 	<ul style="list-style-type: none"> Compensation and benefits Career and personal development 	<ul style="list-style-type: none"> Benchmark compensation and benefits against industry peers Offer training programs and educational assistance programs Career advancement and meaningful engagement
Suppliers An extension of our business, suppliers allow us to provide innovative, seamless and secure solutions to the community we serve	<ul style="list-style-type: none"> Vendor management process Annual performance review 	<ul style="list-style-type: none"> Procurement terms 	<ul style="list-style-type: none"> Transparency in vendor accreditation process
Investors Together with our shareholders, we help build a better community.	<ul style="list-style-type: none"> Annual Stockholders' Meeting Quarterly Earnings Call Regular meetings and teleconferences Roadshows 	<ul style="list-style-type: none"> Financial performance Frequency of engagement 	<ul style="list-style-type: none"> Provide full disclosure in compliance with the regulatory requirements
Regulators The government ensures that businesses are conducted fairly and protects the rights of everyone.	<ul style="list-style-type: none"> Regular correspondence through letters, memos, and emails 	<ul style="list-style-type: none"> Compliance with relevant national laws and regulations, as well as those mandated by the Bangko Sentral ng Pilipinas 	<ul style="list-style-type: none"> Transparency in the disclosures required by law
Community Through our business, we aim to contribute to the financial wellness of the community we are in by giving access to financial instruments, and boosting economic activities.	<ul style="list-style-type: none"> Dialogues and surveys Community outreach programs 	<ul style="list-style-type: none"> Stimulation of local economy Recipients and impacts of corporate social responsibility projects 	<ul style="list-style-type: none"> Roll-out of recognition programs and community projects Financial support to education, arts and culture



Passion for Results

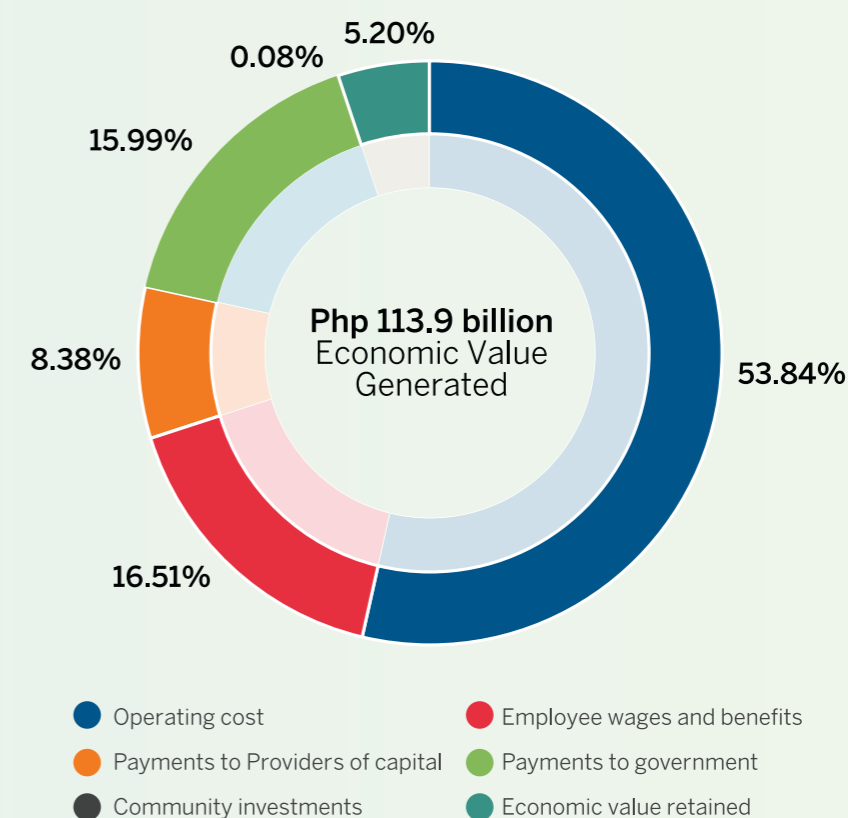
ECONOMIC DISTRIBUTION

102-7, 201-1

Metrobank is relentless in its drive for continued growth and exceptional economic performance. The Bank's favorable returns in 2020 despite the challenges of the pandemic is credited to its high-performing human capital, and strong built-in systems and policies that further strengthened its corporate governance framework. In managing its sustainable business, the Bank continues to be a strong development partner, passionate and committed to its customer's financial well-being.

Despite a conservative provisioning strategy, Metrobank in 2020 registered a strong performance. Balance sheet recorded an asset base of Php 2.2 trillion and a total equity of Php 325 billion. Metrobank secured its customers' trust as evidenced by a Php 1.6 trillion in total deposits and receivables at Php 1.0 trillion.

Metrobank's direct economic value generated for 2020 amounted to Php 113.9 billion. Shareholders and other capital payments amounted to Php 9.5 billion while remuneration, rewards and welfare of our employees is at Php 18.8 billion. Majority of our economic value covered our operational expenses registered at Php 61.3 billion, which mainly revolved around the payments to our local suppliers and service providers. The Bank's contribution to the government in the form of taxes, licenses and other fees amounted to Php 18.2 billion. Meanwhile, the Bank's community investments amounted to Php 92.4 million.



METROBANK AS A TRUSTED FINANCIAL PARTNER

Financial Education: Customers Are People, Not Accounts

Metrobank continues to be guided by its commitment to improve its service by anticipating the needs of customers and delivering outstanding work. This promise enables Metrobank's customers to make well-informed financial decisions on how best to make their money work for them.

"Our customers are people, not accounts," says Metrobank Chief Marketing Officer Digs Dimagiba. This speaks of the customer-centricity culture that is alive and well in Metrobank.

To realize the vision of empowering customers to make meaningful financial decisions, Metrobank recently launched MoneyBasics and Earnest.

THOROUGH UNDERWRITING

102-11

Thorough credit underwriting policies are crucial in selecting the right clients to maintain and sustain a strong balance sheet, good reputation, and zero credit risks.

Sudden financial defaults or questionable dealings linked to its clients would adversely impact the Bank's reputation, and even its business viability.

To avoid such circumstances, the Bank adopted a solid credit risk management system that covers credit policies, authorizations, risk evaluation, and compliance monitoring.

Credit policies are formulated in consultation with business units on collateral requirements, credit assessment, risk grading, reporting, and

compliance with regulatory requirements. There are authorization limits for the approval and renewal of credit facilities.

Metrobank also implements prudent concentration limits in granting loans to counterparties and industries, and by issuer, in the case of investment securities.

The Bank monitors credit quality by analyzing and categorizing the repayment ability of a borrower – whether an individual or company - through the Internal Credit Risk Rating System (ICRRS). The ten-grade rating system reflects the borrower's risk of default and availability of a collateral or other credit risk mitigation. Compliance with approved exposure limits is also closely monitored.

The ICRRS contains the Borrower Risk Rating (BRR) and the Facility Risk Factor (FRF).

- BRR assesses the borrower's creditworthiness, using their financial condition, the viability of the industry of the borrower, and the capabilities of its internal management.
- Facility Risk Factor (FRF) investigates details of the facility security arrangement and quality of documentation. This factor can downgrade or upgrade the BRR, depending on collateral, quality of documentation, and structure of transactions.

An individual's borrower risk rating is validated by the Credit Group to maintain accurate and consistent risk ratings across similar profiles in the credit portfolio. On the other hand, commercial loans' credit quality with the corresponding ICRRS Grade is divided into four grading groups:

- High Grade given to borrowers with a very low probability of default.
- Standard Grade given to borrowers with limited access to public capital or alternative financial markets and borrowers with a higher probability of default.

- Substandard Grade given to borrowers who belong to an unfavorable industry or have company-specific risk factors which are of concern. Borrowers who exhibit potential weaknesses that need close attention from the management are also given this grade.
- Impaired Grade given to borrowers who appear to involve a substantial or unreasonable degree of risk because of unfavorable records or unsatisfactory characteristics. This grade is also given to non-performing borrowers and to those which have assets that are not bankable.

The ICRRS has proven effective in minimizing risks and streamlining Metrobank's assessment of loan clients by the strong balance sheet it demonstrates. These metrics assist relationship managers in developing their skills and intuition in assessing potential clients and identifying which will be beneficial to the Bank and the stakeholders.

CONTRIBUTION OF OUTSTANDING LOANS TO SUSTAINABLE DEVELOPMENT GOALS

102-12

In September 2015, 193 international heads of states and governments adopted the United Nation's (UN) 2030 Agenda, a comprehensive plan that details strategies to end extreme poverty, help resuscitate the environment, and diminish inequality. It is an inclusive, far-reaching, people-centered set of 17 goals and 169 targets called the UN Sustainable Development Goals (SDGs).

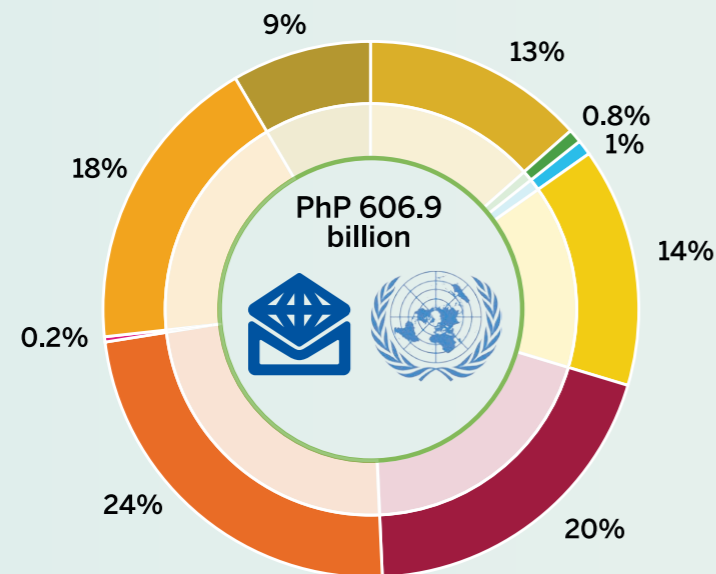
The sets of goals and targets demonstrate the scale and ambition that aim to transform the fundamental principles of the Agenda into concrete actions with definite, measurable results. As governments all over the world have agreed to these goals, it is now time for businesses to act. In adopting the UN's SDG framework, Metrobank

connects its business strategies with the world's development priorities and contributes to positive change in the world. As an institution with a heart that is deeply immersed in communities, Metrobank believes that no one should be left behind in the sustainable and resilient path it treads.

Through its Institutional Banking Sector (IBS), Metrobank helped contribute to 9 of 17 SDGs in 2020. Building mechanisms that further develop social capital created more opportunities for economic and environmental conditions to advance in less developed communities. By investing on financial capital and providing Php 606.9 billion in capital loan disbursements, the Bank reduced hunger and inequality; improved education, health, sanitation, and work; helped build affordable and clean energy, better infrastructure, responsible consumption, and more livable communities.

As the bank continues to refine parameters on determining contribution of outstanding loans to the UN SDGs, the presented numbers in each goal may be amended.

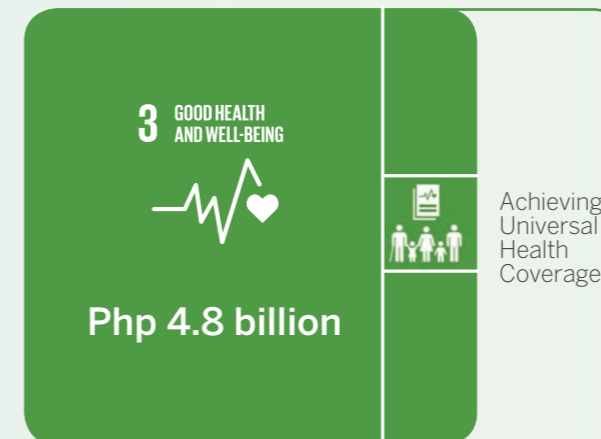
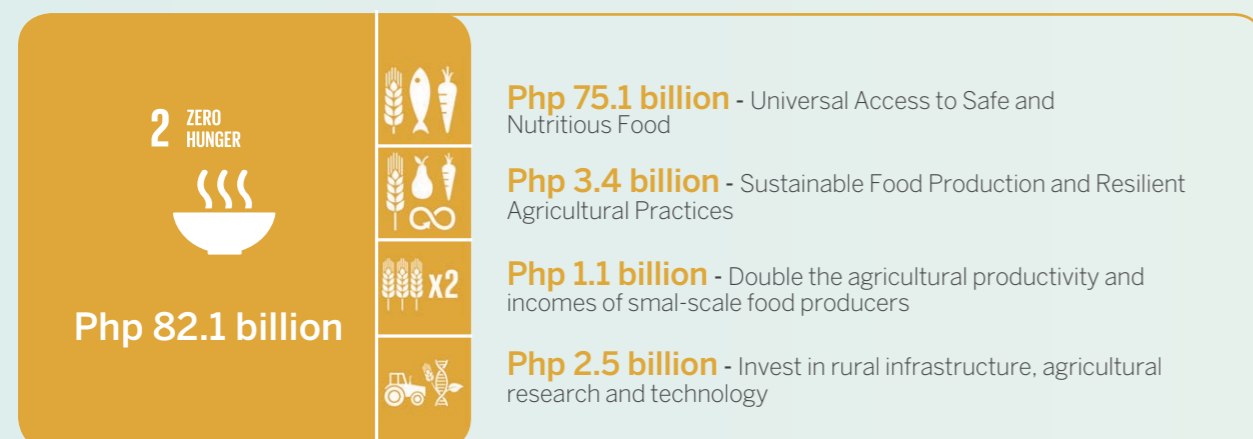




Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture

The effect of COVID-19 on food production by small-scale food producers can only be described as monumental and nearly catastrophic. Due to the lockdown, mobility and movement of goods and services were curtailed. A semblance of normalcy for both consumers and producers only began when the economy reopened. Metrobank's Php 82.1 billion in loans that enabled food manufacturers to meet

increased demand may have been a turning point in ending and decreasing all forms of hunger and malnutrition because of the complications of the pandemic. Resilient partnership between the private sector and government, as well as benevolent private initiatives of organizations like the Metrobank Foundation, Inc. through their food distribution channels also made the difference. The immediate disbursements of the conditional cash transfers, and other benefits that local government units provided its constituents were the stimuli that helped spur economic activities that were largely attributed to increased food production and distribution.



Goal 3. Ensure healthy lives and promote well-being for all at all ages

Prior to the pandemic, progress in decreasing cases of TB, HIV, and fostering child health, widespread immunization and better maternal health were globally advancing although rather slowly. However, the disruptions due to the health crisis could reverse decades of health improvements.

In the Philippines, there has also been a significant improvement in health coverage due to health program enhancements. Nonetheless, COVID-19 has upset the health order and any gains in healthcare the country had. The strain on public health, health of front liners and health services in spite of developed vaccines, all contribute greatly to the challenges the nation faces as

COVID-19 is only one of many communicable diseases that both government and private sectors continue to address, as with other non-communicable illnesses.

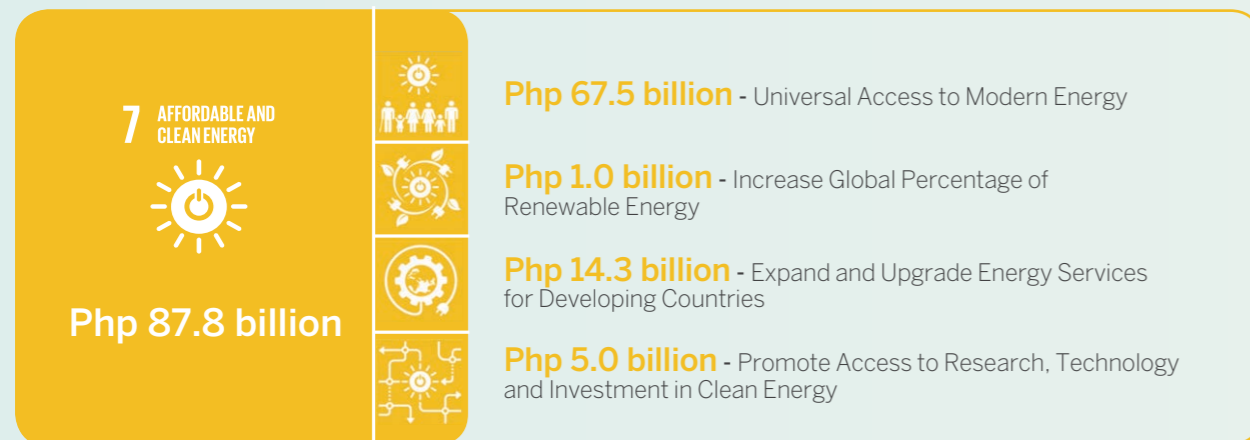
In its commitment to improving access to quality and affordable healthcare, Metrobank has disbursed Php 4.8 billion in loans directed towards healthcare and wellness.

Goal 6. Ensure availability and sustainable management of water and sanitation for all

According to the World Wildlife Fund, clean fresh water is essential for a healthy human life, but 1.1 billion people all over the world still lack access to water and 2.7 billion will have no access to safe water supplies at least one month a year. Here in the country, 5% of Filipino families get drinking water from "unimproved" sources such as unprotected wells or springs. Although less than 1 percent acquire drinking water directly from rivers, dams, lakes, ponds, streams, or irrigation canals, there are still a million people who have no access to clean water.

In 2020, Metrobank funded Php 5.6 billion worth of projects that target clean water and sanitation, to help ensure access to quality and safe drinking water for all Filipinos.





Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all

For the last couple of centuries, fossil fuel energy has been easy to find and reliably used around the world. However, fossil fuels when burned are also the top contributor to global warming due to their high carbon output. As such, it is vital to pivot to alternative and sustainable sources of energy to counter climate change, to sustain, and ensure the safety of our planet.

The Asia-Pacific is still one of the most energy intensive region, and by 2030 will be reaching Europe's energy levels should the current rate of progress in increasing energy efficiency not be improved. In 2019, 24% of electricity generated in the Philippines came from renewable sources while coal and natural gas accounted for 47% and 22%, respectively.

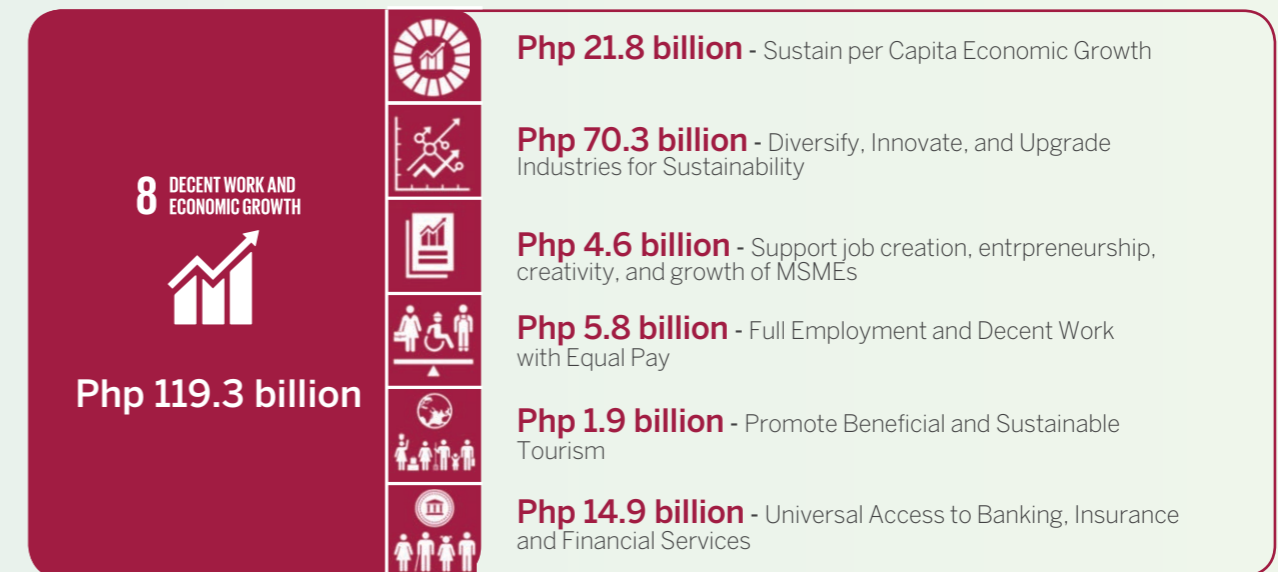
In 2020, Metrobank disbursed Php 87.8 billion in loans to the energy sector to support improved availability and access to electricity and the shift to renewable energy.

Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

A robust economy that hinges on the steady growth of its industries creates favorable opportunities that open more employment prospects to uplift the quality of life of every Filipino.

Before the pandemic, the Philippines' per capita GDP recorded an all-time high of 4.6 percent growth, from Php 82,593 in 2017 to Php 86,370 in 2018. Unemployment also dropped to 5.3 percent in 2018, the lowest on record since 2005. The pandemic has sadly upended these economic achievements and brings to fore the need to create more jobs through investments and entrepreneurial initiatives.

As one of the strongest financial institutions, Metrobank has always played a significant role in the country's financial system and economy. Last year, Metrobank extended Php 119.3 billion of commercial loans that created professional opportunities and decent work for Filipinos.



SME LOANS

Small and medium enterprises (SME) significantly contribute to the businesses and employment that are generated annually in the Philippines. SMEs account for nearly 2.9 million jobs or 33% of the country's total employment. With its huge impact on the economy, sustaining SME growth also propels the economy at large. In support of SMEs, Metrobank extends several types of loans to the sector, each customized to the needs of small business owners:

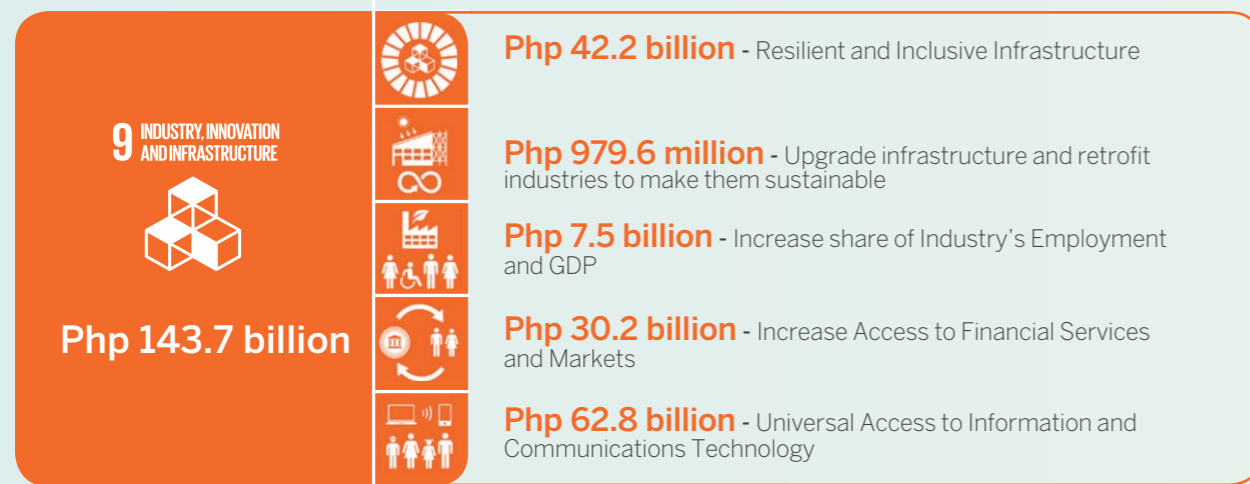
1. Puhunan Loan – for construction-related projects, facility acquisition, general merchandise trading, and product development
2. Agri Business Loan – for livestock and grain trading, food processing, and similar activities
3. Franchise Business – for acquiring franchise packages and pre-operating expenses, such as equipment, machinery, and construction.

Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Sustaining industrial productivity by judiciously managing resources and optimizing the use of technologies and breakthrough innovations will further bolster economic growth. This was evident with the way businesses responded to the pandemic challenges foisted against business continuity and growth through the creative work set-ups and altered consumer habits.

Metrobank fully supports industry, innovation, and infrastructure through three main lending thrusts:

1. Dedicated to enabling telecommunication providers in expanding mobile connectivity and access to the Internet.
2. Focused on financing infrastructure projects such as roads and ports that enable regional and transborder connectivity and boost economic development; and

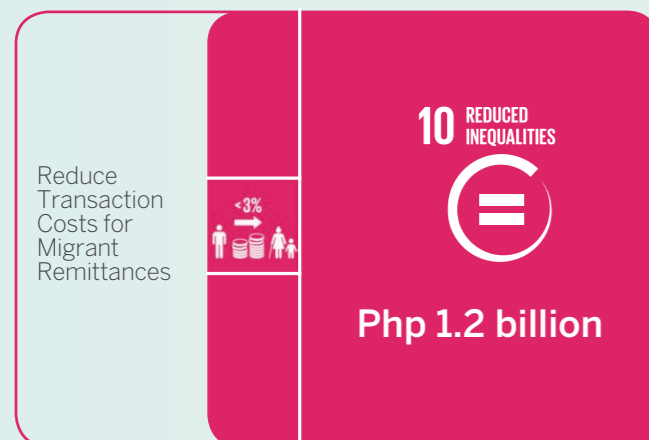


3. Geared towards assisting companies in adopting cleaner, more environmentally sound technologies.

Overall, outstanding loans that contribute to these thrusts amount to Php143.7 billion.

Goal 10. Reduce inequality within and among countries

Remittances are one of the economic growth drivers for the Philippines as disposable income from abroad boost household spending, propping up the country's economy. Recognizing this contribution, Metrobank has committed Php1.2 billion for systems improvement on remittances to facilitate better and easier transactions between OFWs and their families.



Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable.

The continued increase in population challenges the way managing and building urban spaces are maintained in creating inclusive growth and development of communities. Mobility through public transportation and mass housing are just some of these considerations.

In 2020, the Bank disbursed Php 110.3 billion to businesses that build and support these infrastructures, housing, and community spaces, as well as in expanding sustainable tourism in the country. This also includes both public and private sector initiatives to further improve public transportation.



HOME LOANS

The Bank supports Filipino families in acquiring their own homes through customized home loan packages. Metrobank will always be the Filipino family partner in achieving this dream, whether in purchasing a completed home, lot, construction, personal investment, reimbursement, or in refinancing an existing loan. In 2020, Metrobank disbursed Php 55.4 billion for its home loan portfolio.

As world consumption increases, it also continues to use natural resources unsustainably. However, the pandemic has created opportunities to develop recovery plans that build a more sustainable future. The Asia-Pacific region has struggled the most in advancing sustainable consumption and production, with East and Southeast Asia accounting for the biggest uptick share in the last decade.

In 2020, Metrobank disbursed Php52.2 billion in loans to counteract increased material consumption and support the advancement of efficient production and the use of waste disposal systems in businesses.

Goal 12. Ensure sustainable consumption and production patterns



STEWARD OF THE ENVIRONMENT

301-1, 302-1, 305-1, 305-2

While Metrobank endeavors to ensure the highest standards of efficiency in the workplace, the cause of environmental protection is paramount in the corporate mind of Metrobank. It prioritizes the environmental impact of its operations as it consistently strives to reduce its waste production, energy, paper, water consumption, and its carbon footprint as part of its commitment in protecting the environment.

The Bank shifted to energy efficient LED fixtures in its Head Office and key business centers. Office equipment such as air conditioners and printers were closely monitored through policies on time-restricted use. Conventional air-conditioning units were replaced by more efficient VRF system. These initiatives which began in the head office and key centers have now been rolled out in all branches.

With the fixtures installation and policy application, the Bank aims to lower annual consumption of electricity. In 2020, the electricity consumption of Metrobank in selected facilities and areas reached 13,282,083 kWh. To further improve consumption efficiency and energy savings, the Bank is working on incorporating a monitoring system to check its electricity consumption and adjust usage accordingly. Last year, power and electricity consumption monitoring were limited to some bank facilities.

Water consumption from certain areas of the Bank reached 80,865 m³ in 2020. Aside from improving electricity usage, the Bank intends to progressively reduce its overall water consumption through conservation initiatives in the coming years. It is working on a monitoring system to evaluate water consumption and calibrate accordingly. With the rapid shift in digitalization, Metrobank's consumption of office materials such as paper, transaction slips, and toners among other things have been greatly reduced. Whenever paper is

needed, the reverse side of non-confidential papers is used as draft paper. Documents with sensitive information are shredded.

Environmentally hazardous waste materials such as used printer toner cartridges and batteries are cautiously handled for appropriate disposal. The Bank is currently seeking to forge agreements with suppliers to handle the Bank's hazardous waste disposal. In 2020, Metrobank purchased 5,820 pieces of UPS batteries and 10,620 cartridges of printer toner.



STRONG CORPORATE GOVERNANCE

In all seasons, in all circumstances, Metrobank operates under the philosophy that corporate governance is the cornerstone of its business. This firm adherence to governance is paramount especially at this time when established institutions like Metrobank must assure its customers and clients of innovatively customized products and services for their present needs.

The Bank's effective corporate governance sustains integrity, reliability, and stability, the qualities needed to be the bank of choice of all segments of business – from SMEs to big business – acknowledging that each one contributes in turning the wheels of Philippine economy.

GUIDING MANUALS

The Bank created guiding manuals of major policies and procedures to strengthen its commitment to professionalism and ethics.

The Corporate Governance Manual serves as the guidebook for the Bank, its subsidiaries, and affiliates in the implementation of the corporate governance rules and regulations as provided under Bangko Sentral ng Pilipinas Circulars (Nos. 749, 757, and 969; Memorandum No. 2013 -002) and SEC Memorandum Circular No. 19, s2016.

A guide to identify and mitigate risks such as legal or regulatory sanctions, financial loss or loss to reputation is the Compliance Policy Manual. This manual provides firm assurance that the Bank and its employees comply with relevant banking and corporate laws, regulations, rules, and standards to promote safe and sound banking operations.

The Code of Conduct for Employees embodies the ethical principles and core values that guide the professional conduct of Metrobank employees.

Metrobank is guided by its core values, known as PITCH (Passion for Results, Integrity, Teamwork, Customer Service, and Heart for the Community). Through it, Metrobankers fulfill their promise to serve customers to the utmost of their abilities.

Metrobank's employees fulfill customer expectations with ethical standards such as Honesty and Integrity, Avoidance of Conflict of Interest, Customer Care, Professional Decorum, Quality Service and Operational Efficiency, Teamwork, Preservation of Confidential Information, Maintenance and Protection of Bank Property, Safety and Security, Attendance and Punctuality. These values serve as every employee's guidepost in serving the Bank and its customers well.

RESPONSIBLE BUSINESS PRACTICES

102-12

Metrobank demonstrates a firm commitment to sustainable banking. Aligned with global and national sustainability goals, Metrobank provides reliable products and services that satisfy its

customers' financial needs to unlock wealth, create opportunities, and facilitate trade and commerce. The Bank also sustainably supports its customers through a thorough and effective underwriting that mitigates undue risks.

The Bank equips customers with the knowledge and skills to effectively manage finances and gain financial freedom through financial education initiatives like MoneyBasics and Earnest.

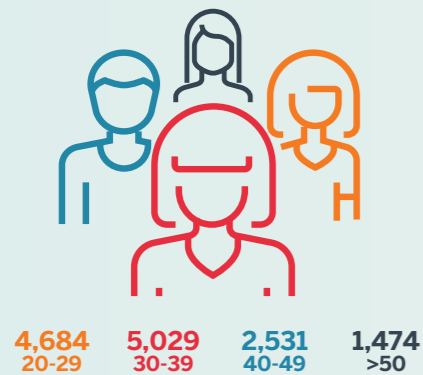
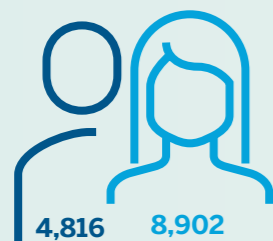
MoneyBasics is a compendium of tips found in social media sites to help customers develop the habit of saving. Earnest is a recently launched website and mobile app that offers concise and easy-to-understand insights for financial knowledge and management, and assists new investors to learn and subscribe to investments that match their needs and lifestyle.

Metrobank's governance structure assigns specific and distinct responsibilities at the Board level and across all functions to drive its sustainability agenda and provide adequate resource allocation. The Bank operates on a full disclosure and transparent manner in sharing significant impacts and risks, and its progress on sustainable development through the annual publication of its Sustainability Report.

Metrobank supports the principles of the UN Global Compact and exercises its fundamental responsibility of upholding human rights, fair labor practices, environmental protection, and the prevention of corruption.

The Compliance Office ensures that the Bank conforms to relevant laws, rules and regulations affecting its operations, as well as all governance related circulars of regulatory agencies.

The Bank's Whistle-Blowing Policy empowers officers, staff, and stakeholders to report matters related to fraud, conflict of interest, and violation of internal and regulatory policies, procedures, and controls.

Employee Breakdown
by AgeEmployee Breakdown
by RegionEmployee Breakdown
by Gender

Teamwork

CARING AND EMPOWERING SUCCESS

Metrobank: Employer of Choice

Organizations claim that its people are its greatest asset. This claim is refreshingly true in Metrobank which recognizes that its employees are the primary stakeholders that sustain its business. Their key talents are the Bank's lifeblood; their intellectual and human capital provide the operational efficiency and strategic direction to dutifully face both normal and challenging times for the institution. In this time of the pandemic, Metrobank's sustainable business meant creating more value for the people that provided meaningful banking. The Bank enabled and empowered its employees, equipped them with the right competencies to upscale their performance, and safeguarded their health, well-being, and rights. During periods of uncertainty and volatility, investing in people is the best move to uplift communities.

The Bank considers its employees as partners in building meaningful banking in communities and consistently looks out for their complete well-being. It will always prioritize employee safety, excellent performance, sense of belongingness and provide opportunities for their career development.

As one of Asia's best employers and companies to work for in 2019, Metrobank fosters a culture of caring, sharing the values of excellence, integrity, and professionalism with its employees who have now taken these to heart. Belonging to the Metrobank family is part of an inclusive work environment where harmony is nurtured in diversity.



RECRUITMENT

One does not have to look far to find amazing talent when one's organization is already labelled as one of the best employers and companies to work for in Asia. The best employers usually attract the best talent, and it all begins with the recruitment process.

In Metrobank, technology and innovation transformed the recruitment process to adapt to the limitations posed by the pandemic. Online interviews were conducted using video conference applications. Online forms replaced manual ones, while hiring endorsements were done via email approvals up to the level of the Management and Nominations Committee, including the Board of Directors as appropriate.

This transformation went beyond recruitment operations as it also changed foundational Human Resources (HR) goals, recruitment skills, and other related HR policies and processes. It standardized the application interviews across all levels, reviewed recruitment tools and policies to adapt to the industry's best practices, and re-evaluated sourcing talent from within.

The Bank's Talent Acquisition (TA) team was reorganized to streamline accountability and maintain its operational excellence. The end-to-end processing from sourcing to offer acceptance replaced the sourcing and recruitment operations formerly with Employee Records and Plantilla Management Department (ERPMD) to consolidate all application processes in one department.

HR leaders aligned their recruitment strategy with Talent Acquisition Department after recruitment skills training was rolled-out that disseminated process changes to HR officers. The interview process became a training program and was given to selected officers and heads of the Organizational Effectiveness and Learning Division and Human Resources Business Partner.

TRAINING

The Metrobank Academy is a school of rigor, skills development and transformation that sharpens familiar management abilities like critical decision making, leadership, and adaptability that are required in the field. The programs offered range from the basic to the highly specialized technical courses. Aside from the Academy, the MBLearn is also available to employees who prefer online learning experience at their own pace.

METROBANK ACADEMY



Metrobank created an opportunity for growth and put value to its employees' professional enrichment that will help drive the Bank to achieve its goals. The Metrobank Academy was created for this purpose and offers a slew of courses developed by both in-house and externally-sourced subject matter experts.

In 2020, Metrobank's 13,718 employees expanded their professional knowledge and value after logging 169,012 training hours or half a day per employee. Both the Bank and the employees transitioned from classroom to online learning solutions in response to the workplace disruption.

The academy provided additional courses apt to the times. It included topnotch leadership and simulation exercises that reinforce critical decision-making skills and enable employees to continue providing excellent service amid turbulent times.

The Bank also created MBLearn, a learning platform on demand that allowed employees to take courses online, based on their work schedules. MBLearn provided modules on data security, business continuity planning, and cash management. It likewise offered courses that addressed the employees' well-being such as COVID-19 Safety Protocols and Social Media: Staying Secure in a Connected World.

EDUCATIONAL ASSISTANCE

404-2

The value that Metrobank gives to continuous education does not end among its employees but extends to employees' dependents. The Bank believes that education increases the worth and capacity of its employees, their families and helps form better communities.

The Bank created the Metrobank Employees Graduate Assistance Program (MEGA) to finance qualified employees who wish to complete their MBA degrees. The program includes a study leave to allow employee-scholars to finish their studies.

The Bank also put up the Metrobank Educational Assistance for Dependents of Employees Program (MEADE) to financially support qualified and deserving employees' children who wish to complete their secondary or tertiary education.

Testimonials from those who availed of the MEGA program:

1. "What a great privilege to belong to an institution that never falters to be supportive of its employees' pursuit of professional enrichment! With the help of MEGA, I was able to fulfill my goal of taking up further studies. Aside from the financial support that Metrobank has so generously given me, I also appreciate how my heads were so encouraging. This environment of genuine support, more so in times of difficulty, makes the hard work worthwhile and the relationships more meaningful."



-Patricia Moira Membrebe,
Investment Analyst,
Financial Markets Sector

2. "I would like to express my sincere appreciation for your support with regards to your MEGA or Metrobank Employees Graduate Assistance Program. Although we are in the middle of the pandemic, your continuous generosity and kindness for the employees makes a big difference especially in achieving their educational goals. I feel so honored and blessed to be part of the program. It was a pleasure working with Metrobank through the years and gave me this wonderful opportunity and in fact, completing this MBA degree would really help me to take another step towards my career path in the future. Thank you again for the generous contribution which made my MBA degree possible."



-Jay Marc Gaño, Facilities Administration Assistant,
Financial & Control Sector

CAREER DEVELOPMENT

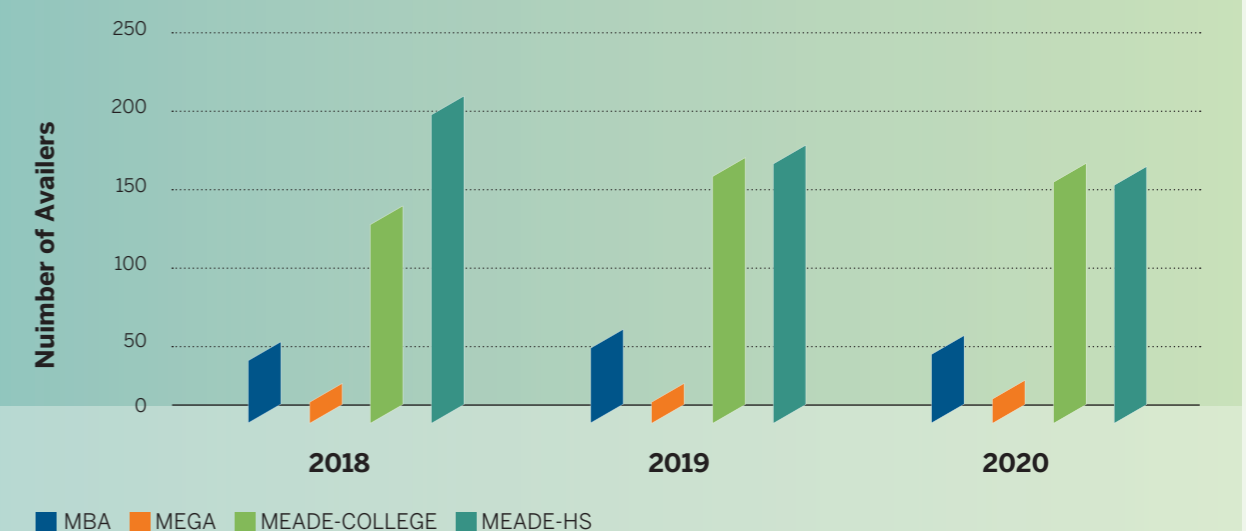
The Bank believes that its annual performance is dependent, to a large extent, on the exceptional competence, work ethic, commitment, and dedication of its employees to make the organization achieve its goals. As the Bank adjusted working conditions to adapt to the pandemic, it revisited its performance management framework and processes to better monitor productivity and optimize employee performance. It launched an enhanced performance management program based on the principles of meritocracy, differentiation, and fairness. This allowed managers to recognize top performers and support those who can become better.

Performance assessments are done annually and provide the means for senior officers to provide feedback to their team members' performance. This would also be the basis for career advancement as the Bank considers qualified internal employees as priority candidates for promotion.

Metrobank launched the Leadership Potential Assessment which evaluates leadership markers of a Metrobank leader, namely: intellectual capacity, interpersonal skills, and intensity, regardless of age, ethnic background, or gender. These leadership markers are the parameters used to hire, appoint, promote, and develop Metrobank leaders who are charged to challenge the status quo and bring the Bank to the next level of performance.

We continue to identify and develop high-performing and high-potential talent through Talent Reviews. As we pursue our goal of maintaining a steady supply of credible successors, we continue to track our talents' career trajectory to ensure that they will unleash their full potential in Metrobank.

Numbers of Scholars per Educational Assistance Program



EMPLOYEE WELFARE

102-41

Metrobank recognizes employees' rights to freedom of association and collective bargaining. The Bank has one labor union and 95% of its rank-and-file employees are covered by the collective bargaining agreement.

Collective Bargaining Agreement	2018	2019	2020
Total Union Members	5,923	6,111	6,692
Total Rank & File Employees	6,869	6,869	7,017
Percentage of total permanent employees covered by collective bargaining agreements	86%	89%	95%

WORKPLACE SAFETY AND SECURITY

403-3

The Bank values work-life balance and has instituted preventive controls and recovery measures in response to the current worldwide health solution. One of these measures is putting in place the work-from-home arrangement.

Preventive controls have two components: Engineering and Administrative controls. The former includes IT-enabled meetings, online documentation & approvals, distancing in the workplace, frequent workplace disinfection, visual cues and reminders, and the MB COVID Care Bot that sends reminders, surveys, and quizzes thru work chat. These are all set-up to ensure continuous work efficiency. The latter consists of safety marshals, who make sure employees adhere to COVID safety and protection protocols in the workplace; a rotating workforce, health risk assessments (MARF), daily onsite screening (HDF); E-learning, and online reminders.

Recovery measures deal with case management and those who tested positive for COVID including close contacts, RTK and PCR testing, implementing the travel policy, and the Safe Together program which offer discounted COVID care support to employees and their dependents.

The travel policy encourages employees to refer to the travel decision guide before travelling, requiring employees to declare all travels to their immediate supervisor, and observe necessary protocols upon their return.

HEALTH AND WELLBEING

403-6, 403-10



Metrobank's 360 COVID Care is an institution-wide health and wellness program in response to the pandemic that provides immediate medical, management, and both physical and mental health support to the organization.

The Bank partnered with ActiveOne Telemed, a team of medical experts who help facilitate and assist employees who undergo Inbound Consultation, Inbound Exposure, Outbound Monitoring, and Return to Work procedures.

The Bank supports increased physical and mental resilience and makes sure mental health services like

Maxicare Teleconsult, NCMH Crisis Hotline, CASA Telecounseling, and ActiveOne MH Teleconsultation are available to its employees 24 hours a day. It also implemented the MB Connect Reach Out service which facilitates a compassionate and supportive platform among Metrobankers who are overwhelmed by the current crisis. Online webinar sessions about mental health were provided that dealt with mental health in the workplace, the work from home phenomenon, caring for physical health during the pandemic, and embracing the Sleep, Eat right, Exercise, and De-stress (SEED) lifestyle. Employees also have Mindful Moments, a free online group meditation and are regularly updated on mental health concerns through Wellness Wednesdays. Topics shared since April 2020 include how to overcome burnout, the mental health benefits of staying informed, box breathing in reducing stress and anxiety, balanced well-being and productivity, and mental health psychosocial support, among others.

COMPENSATION AND BENEFITS

401-2

Metrobank's compensation packages are at par with the industry's. Its employees receive benefits that exceed local labor laws' minimum standards.

With the pandemic, employees working onsite received additional support to continue providing excellent and meaningful service to clients. These include:

1. Allowances such as Enhanced Community Quarantine (ECQ) Meal & Transportation allowance and overtime pay for shortened work hours in ECQ and Modified Enhanced Community Quarantine (MECQ) areas
2. Payment grace period on employee loans
3. Provident Fund car loan special package for

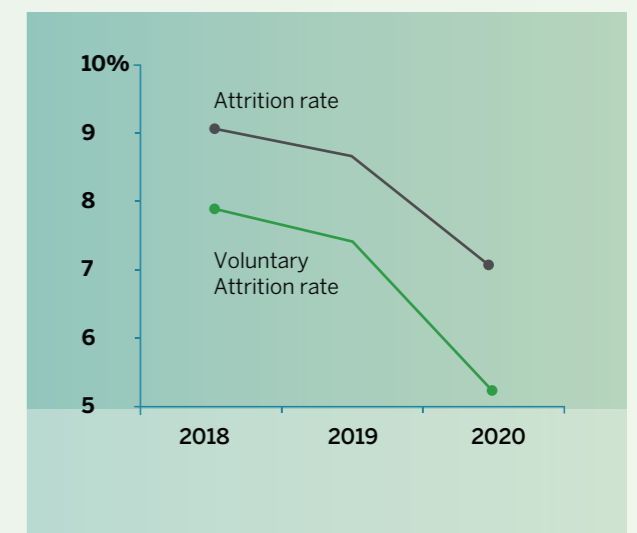
- junior officers as well as rank and file
4. Bank-sponsored shuttle service
5. Free face mask and face shield for each employee
6. Use of emergency leave for COVID-related absences.

The Bank's added service and initiative in addressing employee mobility is the Drive Car Loan benefit. It is a separate and one-time special car loan program for employees who report for work on-site. Through the program, employees will not only have new vehicles that solve transportation concerns, but it will also encourage them to reach out to co-employees and set car-pools which builds relationships and even helps the environment.

EMPLOYEE RETENTION

401-1

Metrobank continues to manage a declining rate of attrition, dropping further to 7.0% in 2020. The Bank constantly finds opportunities to retain its talent.



COMMUNITY ENGAGEMENT

The sense of service through volunteerism and involvement in socio-civic initiatives that complements dedicated professionalism is another pillar that defines a Metrobanker. This is the Heart for the community and is embodied through the Purple Hearts Club, named after the oldest United States military award that recognizes valor in service.

Even during the pandemic, several calamities struck many parts of the country and the Bank willingly responded through these various programs:

1. Bangon Luzon – a fundraising program for Metrobankers affected by Typhoon Rolly and Ulysses
2. Metro Blood Bank – a database of blood donors in the Bank
3. Metro Good Wheels – an employee shuttle service that offers alternative transportation to employees while supporting school bus operators who have been affected by the pandemic. The employee shuttle service for a cause is headed by the Alcanzare School Bus Service.
4. MBFI Cash Assistance given to agency personnel.



Thank You, Metrobank!



Estrella Mae Bares
Regional Customer
Service Representative

“RTK testing assured me that I am still healthy, despite being always exposed to different people in the branch.

Though I understand that it wouldn't recognize the virus during its early stage and only detects antibodies against COVID-19, it gave me a sense of relief to know I am still healthy and safe to be with my family.

I am grateful to Metrobank for always showing concern for their employees' welfare and even provides us with RTK testing in this uncertain time.



Thank You, Metrobank!



Ryan Paul Villanar
Credit Assistant

“I personally appreciate the **strict social distancing rules and regular disinfection routines** which make us feel very safe going to work on-site. These protocols greatly reduce and helped eliminate the risk of spreading the virus around.

Knowing that the company makes us feel safe all the time, I continued to be productive and able to give back to the company that supports us.

Metrobank provides a secure workplace that is less stressful for us, that's why we are always motivated to work every day.



MEANINGFUL SERVICE TO EMPLOYEES

In appreciation for the Bank's constant concern in safeguarding their employees' well-being in 2020, Metrobankers shared their testimonials:

#ThankYouMetrobankers Dec 21, 2020

1. Thank you, Metrobankers Video from the Heads
2. Taal, Metrobankers for Metrobankers: a fund-raising initiative for employees affected by the eruption in January
3. RTK testing: a free rapid COVID testing for employees from May to October
4. Metro Good Wheels: Alternative Employee Transport + CSR for School Bus Drivers & Operators starting October 19
5. Mental Health: Mindful Moments and webinars on CVOD-19 awareness
6. Health & Safety protocols: Strict social distancing rules, regular disinfection routines and Health Declaration Form.



Commitment to Customer Service

Metrobank's corporate mantra has always been providing its customers with the best customer experience through meaningful banking. The Bank delights in anticipating customer needs and offering solutions for these. More than a business strategy, it is the Metrobank's foundation for a sustainable relationship with its customers which it steadfastly nurtures through the years.

This enviable relationship between the Bank and its customers was highlighted during the challenging year of the pandemic. The Bank became a front liner, a much-needed solace to its clients who needed assurance that the Bank would be with them through thick or thin.

More than availability and presence, the Bank made sure that it implemented safeguards to protect the safety and health of its customers and bank employees. The Bank kept its promise of “being there when needed most.”

PROTECTING CUSTOMERS' DATA

Metrobank remains dedicated to nurturing and strengthening its relationship with its retail and corporate clients and constantly prioritizes their best interests. The Bank sets a culture that adheres to the BSP's customer protection standards and complies with its Consumer Protection Policy Manual (CPPM),

a comprehensive manual that also serves as its guide. The Bank considers it the collective and shared responsibility of every Metrobanker to follow consumer protection standards.

CONSUMER PROTECTION STANDARDS

Metrobank's Customer Protection Standards are inherent to the Bank's corporate culture and are always observed in its dealings with its customers.

- Metrobank sees to it that its customers have a reasonable and holistic understanding of all products and services it may choose to avail. Hence, the Bank provides full disclosure and transparency in empowering its customers to make informed financial decisions. Customers are given ready access to information that accurately represent the nature and structure of the product or service, its terms, and conditions, as well as risks and fundamental benefits.
- The Bank's strong and reliable IT system, with well-defined protocols, secure database, and periodically re-validated procedures to protect the confidentiality, security, accuracy, and integrity of personal information, assures customers that their financial transactions and relevant personal information they disclosed, are kept confidential.
- The Bank, through the Fraud Management Division, is using several tools for fraud prevention and mitigation.
- Metrobank always demonstrates the principle of fair treatment towards its customers. In safeguarding the best interests of its customers, the Bank establishes necessary resources, procedures, internal monitoring, and control mechanisms. These include general rules, such as those addressing ethical staff behavior,

acceptable selling practices as well as regulating products and practices where customers may be offered services that are inappropriate for their circumstances.

CONSUMER EDUCATION

Metrobank regularly educates and informs customers through its website and social media – from tips on how to save and invest their money, to campaigns that instruct how to protect their personal information and personal accounts from being accessed by unauthorized groups.

In 2020, the Bank optimized its online platforms to regularly provide the latest information about its products and services, as well as established health protocols, among others for a more convenient banking experience for its customers. These include the following:

- Daily list of open branches and modified branch hours
- Guidelines on the suspension of collection of Car & Home loan payments and the Skip-payment for Metrobank credit cards
- Fraud Awareness campaign to educate clients how to be vigilant, spotting fraudulent SMS, e-mails and calls and to avoid opening links embedded in e-mails. The campaign helps clients deal with these situations and prevents them from becoming victims of all types of fraud.
- Convenience and security of using online and mobile banking to continuously monitor funds and make banking transactions from the safety of their homes,
- Money basics during challenging financial times.

For more information on Metrobank's Privacy Policy, please visit: <https://metrobank.com.ph/privacy-policy>

ACTIVELY SEEKING OUT CUSTOMER CONCERNS

Metrobank provides its customers an accessible, affordable, independent, fair, accountable, timely, and efficient means in resolving their complaints on their financial transactions.

The Bank promptly addresses clients' complaints through the mechanisms for complaint handling and redress.

- 1. Customer Incident Management Policy (CIMP)** – This standardizes the Bank's complaints management and includes a turnaround time for complaint investigation, resolution, and response to customer.

During this health crisis, Metrobank offered meaningful assistance to its customers across various banking touchpoints so they can focus on their safety and their loved ones' welfare.

- Most branches remained open Mondays through Fridays, albeit with reduced banking hours, to serve and respond to concerns or requests for assistance. Safety protocols were put in place for open branches for the protection of both customers and frontline personnel, and in compliance with national and local area guidelines.
- The Bank's Contact Center continued to operate from Monday to Sunday to address concerns, requests, and queries from customers. Additional personnel for voice operations were deployed to handle increased volume of calls.
- All necessary information that conveniently help customers during the pandemic is available in the Bank's website and in social media. These keep customers informed and connected without them visiting the branch or getting in touch with the Contact Center.

- Mobile ATMs were deployed weekly in various barangays in Metro Manila. These machines enable customers to continue withdrawing cash, checking their account balances, paying for services and bills, transferring funds between Metrobank accounts, or buying prepaid load, among others within the safety of their locality.

- 2. Customer Incident Management System (CIMS)** – This centralized system is where complaints are logged. As the single-source data for complaints analytics, it tracks the status of complaints until the time they are resolved and closed.

Business units in the Bank are identified to investigate and resolve the complaints within a defined turn-around time, provide feedback and resolution to customers with regards to their complaints, and implement and monitor actions to avoid recurrence and improve customer experience.

The different investigating units and Case Management Department are given adequate resources to manage complaints efficiently and effectively, including training to ensure that they have appropriate experience, knowledge, and expertise.

Metrobank identifies root causes of these complaints, provides appropriate resolutions to address these, and monitors its effectiveness to improve service recovery. The Customer Engagement Group is responsible for reporting the complaints metrics to Senior Management, as well as customer experience initiatives implemented and their impact to customers and to the business of the Bank.

In 2020, total complaints received by the Bank dropped by 3% compared with 2019.

The Bank maintained a high-resolution rate that reflects the prompt process by which complaints are investigated, addressed, and resolved within a short time frame.

Metrobank is committed to listen to customers' sentiments, identify opportunities, address their pain points, and improve their overall experience with the Bank. While the pandemic has scaled back the Voice of the Customer initiatives, the Bank continued with the usual customer feedback channels, and expanded ways of collecting responses:

- Net Promoter Score (NPS) via online survey
- Branch Customer Satisfaction (CSAT) via online survey
- Branch Customer Satisfaction via QR code at select branches to obtain real-time feedback from customers.

Meanwhile, the 2020 institutional CSAT score of Metrobank is 87%. The Bank continues to improve its products and services to meet the needs of its evolving clients and providing them with a meaningful banking experience.



HEART FOR SUSTAINABLE COMMUNITY
413-1

METROBANK FOUNDATION, INC.

The heart that beats for those who are marginalized, and underserved is the Metrobank Foundation, the Bank's philanthropic arm. It is at the core of sustaining communities through its special programs and long-term investments that share and increase the value of social capital in the Philippines, and was recognized as "Philanthropic Foundation of the Year" last 2020 by American Association of the Philippines (AAP). The Foundation recognizes excellence in the fields of arts, education, health, military, and civil authorities, and for decades, has

honored modern-day heroes from these fields who have shown exemplary service for people, communities, and the nation. The Foundation is also the country's partner in times of natural disasters and calamities, providing immediate financial and logistical support whenever needed. These heartfelt efforts have endeared the Foundation to many, affirming its mission to be of service to the Filipino people, communities, and the nation

The Foundation's enduring support for education stems from its flourishing collaboration with like-minded institutions that help the conglomerate contribute to the United Nation's SDG 17 on building partnerships to achieve community goals. MBFI's alliance with GT Foundation (GTFI) and Pacific Paint has produced 113 architectural scholars, 103 graduates, and gained the support of more schools in 2020. The Foundation also continues to recognize esteemed educators and leads in celebrating National Teachers' Month together with the Department of Education (DepEd). Both the Foundation and DepEd capitalized on a digital platform instead of the annual Metrobank-MTAP-DepEd Math Challenge (MMC) through the MMC Learn@Home, pursuing math drills, tips, math problem solving techniques, and success stories of MMC champions. MBFI's Professional Chair program in partnership with the Ateneo De Manila University published "Perspectives on Good Governance: Metrobank Foundation Professorial Chair Lectures at the Ateneo Professional Schools", a compilation of 11 lectures delivered by exemplary models of leadership and professionalism.

HELPING HANDS DURING CALAMITIES

Metrobank Foundation and GTFI's immediate response and mobilization through "Helping Hands" during natural calamities is unparalleled. In 2020, Php 8.9 million was distributed to more than 15,000 displaced families from the Taal Volcano eruption, and those affected by typhoons Rolly and Ulysses. Food items, hygiene kits, sleeping mats and blankets were also provided.



HELPING HANDS DURING COVID-19

At the height of the health crisis, MBFI's rapid mitigating action together with GTFI supported not only the conglomerate's employees and their families but large communities and front liners affected by the impact of the pandemic. The massive support that reached Php 321.5 million provided short-term relief and recovery assistance to affected sectors, created a mid-term emergency response plan through strategic partnerships with the government and other stakeholders in communities and directly supported more than 522,000 beneficiaries of CSR initiatives.

HEALTH

WORLD CLASS HEALTHCARE

As the principal owner of the Manila Doctors Hospital (MDH), Metrobank Foundation is privileged to offer world-class care to the sick at this time

by delivering quality and safe, patient-centered wellness. MDH carries on in attaining service excellence for all its patients across generations due to its high health standards. The recent health crisis expedited the construction of modern facilities like the new Molecular Pathology Laboratory with the support of GTFI, and to have accessible testing centers for the hospital that serve the city of Manila and the national capital region. New equipment, facility upgrades, renovations, and expansions of select areas and units were also done in response to the growing needs of its patients.

For more details about Metrobank Foundation's activities and advocacies it supports, kindly refer to the Metrobank Foundation Annual Report.

2020 NEW MACHINES

Videolaryngoscope System
Molecular Laboratory equipment:

- Biosafety Cabinet
- Ultra Low Freezer -80 °C
- Laminar Flow
- Freezer -20 °C
- Dry Bath
- Combined Refrigerator & Freezer
- Real-Time PCR Detection System
- Automated Extractor
- Refrigerated Microcentrifuge
- Fully Automated Autoclave
- Mini Biosafety Cabinet
- Microplate Centrifuge w/ 3 rotors
- PCR Cabinet
- Biosafety Cabinet

NEW AND BIGGER FACILITIES

- Molecular Pathology Laboratory
- Catheterization Laboratory
- Hemodialysis Unit
- ICU
- Isolation Unit

PATIENT SERVICES

1. Aesthetics Center
2. Laboratory Services
3. Cardiac Rehabilitation
4. Linear Accelerator (LINAC)
5. Cardiovascular Catheterization Laboratory
6. Magnetic Resonance Imaging (MRI)
7. Cardiovascular Center
8. Mammogram
9. Child Neurosciences Center
10. Marine Medical Services
11. Clinical Nutrition Management Services (CNMS)
12. Neurophysiology Services
13. Computerized Tomography (CT Scan)
14. Nuclear Medicine
15. Coronary Care Unit / Telemetry Unit
16. Oncology Unit
17. Corporate Health Services
18. Pain Management
19. Dietary Department
20. Pharmacy
21. Emergency Medicine
22. Pulmonary Physiology and Sleep Lab
23. Endoscopy Unit
24. Radiologic Imaging Center
25. Executive Health Check
26. Rehabilitation Medicine
27. Hearing, Dizziness, Voice and ORL Endoscopy Center
28. Sports Medicine
29. Heart Care Service
30. Ultrasound
31. Hemodialysis
32. Vision Center
33. Intensive Care Unit (ICU)
34. Wellness Hub
35. Molecular Pathology Laboratory
36. Wound Care Center



PHP 321M

MEANINGFUL ASSISTANCE

Frontliners



PhP 70M

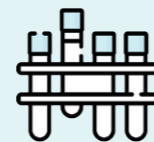
Supplies for Hospitals



PhP 2M

For Uniformed Frontlines

Research



PhP 5M

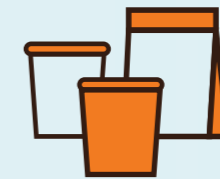
Research and development
for testing kits



PhP 10M

Project ARK (Antibody Rapid test
Kits) for communities

Food Relief



PhP 100M

For Project Ugnayan for 1M families

PhP 8M

Food packs for marginalized communities

Medical Support



PhP 16M

Support for supplies
for a hospital or center

PhP 61M

For molecular laboratories of Philippine
Red Cross, T3/Ayala Consortium,
DOH-Southern Med Center and
Ateneo de Davao University, and
Manila Doctors Hospital

Additional Relief Efforts



PhP 49M

For additional relief efforts



Our 2020 story may have taken an extraordinary turn. But no crisis can ever break our foundations of excellence, resilience and malasakit. That's meaningful banking in the new normal.



SUMMARY OF FINANCIAL STATEMENTS

(In Million Pesos, Except Per Share Amounts and Foreign Exchange Rates)

At Year End	Consolidated		Parent	
	2020	2019	2020	2019
Total Assets	2,455,163	2,450,813	2,153,999	2,087,435
Loans and Receivables – Net	1,252,929	1,483,568	1,048,742	1,177,101
Investment Securities	670,289	516,015	618,531	454,870
Others	531,945	451,230	486,726	455,464
Total Liabilities	2,121,988	2,132,322	1,829,110	1,767,443
Deposit Liabilities	1,797,215	1,714,144	1,582,911	1,500,292
Demand	515,378	411,873	467,545	372,303
Savings	795,979	665,634	755,713	630,946
Time	450,103	592,897	332,323	461,713
Long-Term Negotiable Certificates of Deposit	35,755	43,740	27,330	35,330
Others	324,773	418,178	246,199	267,151
Total Equity	333,175	318,491	324,889	319,992
Attributable to:				
Equity Holders of the Parent Company	324,204	309,554	324,889	319,992
Non-Controlling Interest	8,971	8,937	0	0
Book Value Per Share (BVPS)	72.10	68.84	72.26	71.17
Foreign Exchange (USD:Php)				
BAP Closing Rate	48.02	50.64		
BAP Weighted Average Rate	49.63	51.79		
(BAP: Bankers Association of the Philippines)				
For the Year	Consolidated		Parent	
	2020	2019	2020	2019
Net Interest Income	86,107	76,997	68,118	49,921
Interest Income	107,787	116,183	83,287	76,233
Interest Expense	21,680	39,186	15,169	26,312
Non-interest Income	35,793	29,922	30,562	23,692
Trading and Securities Gain (Loss) - Net	14,743	5,472	13,108	4,352
Service Charges, Fees and Commissions	11,703	14,266	8,991	5,145
Foreign Exchange Gain (Loss) - Net	4,409	3,798	4,320	3,521
Leasing	2,007	2,122	200	210
Income from Trust Operations	1,444	1,241	1,401	1,204
Other Non-interest Income ¹	1,487	3,023	2,542	9,260
Total Operating Income	121,900	106,919	98,680	73,613
Total Operating Expenses	100,880	67,984	77,939	38,949
Provision for Credit and Impairment Losses	40,760	10,078	32,745	1,644
Other Operating Expenses	60,120	57,906	45,194	37,305
Provision for Income Tax	7,046	10,061	6,910	6,609
Net Income	13,974	28,874	13,831	28,055
Attributable to:				
Equity Holders of the Parent Company	13,831	28,055		
Non-controlling Interest	143	819		
Basic/Diluted Earnings Per Share (EPS)	3.08	6.24		
Attributable to Equity Holders of the Parent Company				
1 - Includes share in net income of subsidiaries, associates and a joint venture				
For the Year	Consolidated		Parent	
	2020	2019	2020	2019
Net Interest Margin	4.0%	3.8%	3.8%	3.1%
Return on Average Equity	4.4%	9.5%	4.3%	9.2%
Return on Average Assets	0.6%	1.2%	0.7%	1.4%
Non-performing Loans Ratio	2.4%	1.3%	1.7%	0.9%
Capital Adequacy Ratio	20.2%	17.5%	19.5%	15.5%
Tier 1 Capital	19.3%	16.2%	18.6%	14.1%
Common Equity Tier 1	19.3%	16.2%	18.6%	14.1%

BOARD OF DIRECTORS

1. Arthur Ty

Chairman
Director since April 2002
54 years old
Chairman of GT Capital Holdings, Inc.*
Vice Chairman, Philippine Savings Bank*
Vice Chairman, AXA Philippines
Chairman, Metropolitan Bank (China) Ltd.
Advisor, First Metro Investment Corp.
MBA, Columbia University, New York

2. Francisco C. Sebastian

Vice Chairman
Director since April 2002
66 years old
Vice Chairman, GT Capital Holdings, Inc.*
Director, Metro Pacific Investments Corporation*
Chairman, First Metro Investment Corp.
Director, Federal Land, Inc.
AB Economics, Ateneo de Manila

3. Fabian S. Dee

President/Director
President/Director since April 2012 (also served as
Director from September 2007 to March 2011)
58 years old
Director, Bankers Association of the Philippines
Trustee, Metrobank Foundation, Inc.
Former Chairman, Metrobank Card Corporation
Former Chairman, Metro Remittance Singapore
PTE Ltd.
Former Chairman, LGU Guarantee Corporation
Former Chairman, SMBC Metro Investment
Corporation
Former Director, Bancnet Inc
BS Management Engineering, Ateneo de Manila

4. Alfred V. Ty

Director
Director since September 2015
53 years old
Vice Chairman, GT Capital Holdings, Inc.*
Chairman, Toyota Motor Philippines Corporation
Chairman, Federal Land, Inc.
Vice Chairman, Metro Pacific Investments Corporation*
Chairman, Lexus Manila, Inc.
BS Business Administration, University of
Southern California

5. Solomon S. Cua

Director
Director since April 2018
65 years old
Vice Chairman/Director, Philippine Racing Club, Inc.*
Chairman, Philippine AXA Life, Inc.
Chairman, Charter Ping-An Insurance Corp.
President & Director, SC & SSC Holdings, Inc.
Director, Grand Titan Capital Holdings, Inc.
Former Undersecretary of The Department of Finance
Masters of Laws, London School of Economics
& Political Science

6. Edmund A. Go

Director
Director since May 2007
70 years old
Advisor, Philippine Savings Bank*
Director for Investments, Ateneo de Manila University
Director, Metropolitan Bank (China) Ltd.
Investment Consultant, St. Peter Life Group
MBM, Asian Institute of Management

7. Vicente R. Cuna, Jr.

Director
Director since April 2014
59 years old
Head, Enterprise Services Sector, Metrobank
Chairman, ORIX Metro Leasing and Finance Corporation
Vice Chairman, Philippine Savings Bank*
Former President, Philippine Savings Bank*
Former Director, First Metro Investment Corporation
AB Economics, De la Salle University

8. Dr. Jesli A. Lapus

Independent Director
Director since August 2010
71 years old
Independent Director, STI Education Systems
Holdings Inc.*
Chairman, STI Education Services Group Inc.
Chairman – Center for Tourism, Asian Institute
of Management
Independent Director, Philippine Life Financial
Assurance Corporation
Chairman, LSERV Corporation
Former Secretary, Department of Trade and
Industry
Former Secretary, Department of Education
Former President/CEO, Land Bank of
the Philippines
MBM, Asian Institute of Management

9. Francisco F. Del Rosario, Jr.

Independent Director
Director since April 2013
73 years old
Director, DMCI Homes, Inc.
Chairman, Multi-sectoral Governance Council of
the Armed Forces of the Philippines
Chairman, Social Justice Committee of the
Management Association of the Philippines
Independent Director, Omnipay, Inc.
Vice Chairman, Asia-Pacific Network, Holdings, Inc.
Strategic Advisor, GMR Infrastructure (Singapore)
Chairman, Institute for Solidarity in Asia
Senior Executive Director, PWC Isla Lipana
Former Cabinet Member, Habitat for Humanity
Philippines
Former President, Management Association of
the Philippines
Former Vice Chairman/President/CEO,
Development Bank of the Philippines
Former Undersecretary for Finance, Department
of National Defense
MBM, Asian Institute of Management

10. Edgar O. Chua

Independent Director
Director since April 2017
64 years old
Independent Director, Integrated
Micro-electronics, Inc. *
Independent Director, Energy Development
Corporation*
Trustee, Philipinas Shell Foundation, Inc.
President, De La Salle Philippines
Chairman, Makati Business Club
President and CEO, Cavite Holdings Inc.
BS Chemical Engineering, De La Salle University

11. Angelica H. Lavares

Independent Director
Director since April 2019
67 years old
Teaching Fellow, Institute of Corporate Directors
Independent Director, Prulife UK
Consultant, Bank of Commerce
Former Executive Vice President, Bank of
Commerce
Former Chief Legal Counsel and Compliance
Officer, Metrobank
Bachelor of Laws, University of the Philippines

12. Philip G. Soliven

Independent Director
Director since May 2020
60 years old
Chairman Emeritus/Senior Advisor, Cargill Phils. Inc
Director & Treasurer, American Chamber of
Commerce of the Philippines
Director, Scorbin Inc.
Vice Chairman & Director, Multico Prime Power
Director, The Rotary Club of Makati
Director, Impact Environmental Solutions
Member, Makati Business Club
Member, Management Association of the
Philippines
BS Business Management, Ateneo de Manila

Note: All directors are Filipinos

* Listed on PSE



SENIOR ADVISERS



Hon. Fidel V. Ramos
Senior Adviser
Former President, Republic of the Philippines



Hon. Artemio V. Panganiban
Senior Adviser
Retired Chief Justice, Supreme Court of the Philippines
Chairman, Board of Advisers, Metrobank Foundation, Inc.



Dr. David K.P. Li
Senior Adviser
Chairman/CEO, Bank of East Asia, Ltd. Hong Kong



Gabriel Chua
Senior Adviser
President, Solid State Multi Products Corp.



Carlos S. Chan
Senior Adviser
Chairman, Liwayway Marketing Corp.
Chairman, Chan C. Bros, Inc.
Chairman, Liwayway (China) Co., Ltd.
Special Envoy of the President for the People's Republic of China



James Go
Senior Adviser
Adviser, Metrobank Foundation, Inc.

ADVISERS



Mary V. Ty
Adviser
Adviser, GT Capital Holdings, Inc.
Adviser, Federal Land, Inc.
Adviser, Manila Medical Services, Inc.
Trustee, Metrobank Foundation, Inc.



David O. Chua
Adviser
President, Cathay Pacific Steel Corp.
Vice Chairman, University of the East
Trustee, University of the East – Ramon Magsaysay Memorial Medical Center, Inc.
Vice President, Federation of Filipino-Chinese Chambers of Commerce and Industry, Inc.
Former Director, Philippine Stock Exchange

Senior Executive Vice Presidents

1st row, 1st & 2nd photos

Joshua E. Naing
Fernand Antonio A. Tansingco

Executive Vice Presidents

1st row, 3rd & 4th photos

Aniceto M. Sobrepeña
Mary Mylene A. Caparas

2nd row, from left to right:

Paul Robert Y. Murga
Corazon Ma. Therese B. Nepomuceno
Richard Benedict S. So

Senior Vice Presidents

2nd row, 4th photo

Anthony Paul C. Yap

3rd row, from left to right:

Ramon Jaime Vivencio L. Del Rosario
Angelica S. Reyes
Homer Gerrard L. Ortega
Lita S. Tan

4th row, from left to right:

Jette C. Gamboa
Digs A. Dimagiba
David Peter B. Holmes
Maria Lizette B. Perez

5th row, from left to right:

Leandro Antonio G. Santillan
Melizza Doris L. Guiao
Emmeline D. Go
Frances Gail E. Male

Not in photo:

Executive Vice Presidents
Maritess B. Antonio
Vivian L. Tiu



Senior Vice Presidents

1st row, from left to right:

Antonio R. Ocampo Jr.
Christine W. Yang
Jocelyn L. Bata
Susan L. Niere

2nd row, from left to right:

Louie I. Evangelista
Anna Therese Rita D. Cuenco
Ricardo Leon N. Pedrosa
Ricardo D. Peña

3rd row, from left to right:

David S. Ong
Nelson G. See
Stephen S. See
Mary Rose S. Tiamson

4th row, from left to right:

Harrison C. Gue
Hiroko M. Castro
Rommel Enrico C. Dionisio
Pocholo V. Dela Peña

5th row, from left to right:

Cesar P. Nicolasora Jr.
Jose Antonio O. Vasco
Renato K. De Borja Jr.
Bernardino D. Ramos



SENIOR OFFICERS
LIST**First Vice President**

Abes, Kathryn Francis B.
Ajos, Jay Nazarene Christene A.
Alcantara, Allen D.
Andaya, Rowel S.
Antonio, Leilani Anacleta F.
Arjonillo, Carolina K.
Asuncion, Ma. Agnes Celestina A.
Barlis, Armand B.
Burgos, Reynaldo C.
Cabral, Emmanuel R.
Capili, Judy Grace D.
Capulong, Jovencio R.
Centena, Mia S.
Chan, Marie Chorie Candice R.
Chua, Cristina C.
Chua, Claudine U.
De Los Santos, Francis Andre Z.
De Vera, Rosanna F.
Fajardo, Ma. Theresa A.
Fragante, Leo R.
Gan, Grace P.
Garcia, Jose Ramon C.
Jimenez, Pamela I.
Koa, Alicia K.
Leh, Paul Terence T.
Lim, Mary Joyce S.
Lindo, Ely Roy B.
Lugue, Manolo T.
Malagar, Kathryn Kay T.
Mapa, Juan Placido, III T.
Maraingan, Rey T.
Mariano, Federico T.
Matriano, Romulo, Jr. M.
Medalla, Maria Nelia S.
Mercado, Elmer K.
Navarra, Jasmine E.
Navarro, Mary Grace L.
Ng, Natalie T.
Ochoa, Marie Antoinette M.
Olonan, Minda Claver A.
Orlino, Christian Paul Philippe D.
Oxales, Maria Lourdes Veronica C.
Padilla, John L.
Palao, Katherine G.
Pasimio, Mikael Angelo S.
Plofino, Jose Caesar B.
Que, Winny S.
Reyes, Ma. Imelda A.
Reyes, Christopher Hector L.
Rivera, Elmer R.
Roxas, Cynia C.
San Juan, Christian D.
Sevidal, Raquel N.
Simbulan, Mylene S.
Siriban, Cynthia P.
Tan, Jennifer G.
Tan, Roseanne T.
Tan, Irene Y.
Tan, Tiffany L.
Tatel, Jay S.
Tioseco, Francis Ramon L.
Tobias, Benigno G.
Tolentino, Lorna Y.
Trinidad, Maria Elena Z.
Ty, Zandra M.
Urbiztondo, Rey C.
Victoriano, Randell D.
Wong, Jay S.

Xu, May Sherri M.
Yuseco, Noel Peter Z.
Zamora, Ruben L.

Vice President

Abarintos, Edda Rea C.
Abueg, Alona A.
Alcantara, Jose Miguel Paolo F.
Burgos, Reynaldo C.
Alcid, Myleen D.
Alejandrino, Randy A.
Alincastre, Celso Manuel, Jr. G.
Amisicaray, Gina Rowena V.
Año, Anna Lissa C.
Antiporda, Susan Q.
Antonio, Rodolfo E.
Anunciacion, Dante P.
Arellano, Hector B.
Arenas, Celina A.
Baduria, Jose Julian, Jr. E.
Balagtas, Dennis Edmund E.
Balatbat, Armelyn G.
Baltazar, Airah S.
Bandali, Al-Jalil B.
Bandong, Angela Juvy C.
Bautista, Ildemarc C.
Bautista, Dionnette P.
Bauto, Ramoncito O.
Beltran, Ma. Jizzelle Lee M.
Beltran, Miguel Paolo L.
Berbaño, Noel L.
Bernabe, Laarni D.
Bilbao, Thomas Wilfrido R.
Bormate, Rebecca B.
Cabaero, Claro B.
Cagurangan, Jose Mari S.
Calderon, Estela S.
Calumpang, Eric A.
Carreon, Reynilo M.
Chan, Susana Y.
Chiu, Mary Ann K.
Cirujano, Edralino G.
Co, Cristina G.
Co, Agnes C.
Cocabo, Jinnah E.
Concepcion, Crisanto M.
Cordero, Eufrocina C.
Cruz, Darius M.
De Guzman, Ion Edmond A.
De Guzman, Lyn L.
De Los Reyes, Jonas R.
De Sagun - Madrid, Criselda Q.
De Venecia, Marcelo, III R.
Dela Cruz, Margareth Luz C.
Dela Cruz, Jon Sherbert G.
Delizo, Ricardo S.
Enriquez, Albert T.
Espino, Donato V.
Faustino, Joseph Y.
Fernandez, Ma. Carlota C.
Florendo, Eugenia A.
Francisco, Criselda N.
Gaffud, Geraldine G.
Gatuslao, Geralyn Q.
Gloria, Arthur Robert C.
Gloriani, Emelita A.
Go, Maria Elena R.
Go, Nathaniel D.
Golangco, Margaret C.

Guino, Frances Lea C.
Herradura, Renalita L.
Icban, Ma. Theresa V.
Lagman, Andro Jose M.
Legaspi, Elizabeth D.
Legaspi, Elizabeth B.
Leonardo, Carilla S.
Leung, Ramir M.
Liao, Ma. Theresa E.
Lim, William C.
Lim, Walter C.
Liwanag, Fina Victoria S.
Lo, Christy T.
Lomigo, Happy Mar S.
Macallan, Anne Kristen Y.
Mangaban, Neliza B.
Matriano, Don Jerico B.
Mayor, Maria Ana S.
Mendez, Diana Lou N.
Millonado, Maida Lourdes E.
Monsod, Eunice Zuleika N.
Mozo, Michelle Anne G.
Ong, Maria Rita Purificacion V.
Oquendo, Rommel T.
Panlilio-Amoranto, Janella Marie R.
Pantangco, Ferdinand P.
Pascioles, Arnulfo, Jr. B.
Payabyab, Ener F.
Portugal, Jocelyn Joy Y.
Pua, Ivan Charlton U.
Que, Marilou P.
Rabot, Joel U.
Resurreccion, Cynthia C.
Reyes, Maria Sharon C.
Reyes, Maria Cristine D.
Reyes, Ma. Glenda Y.
Rivera, Teddy D.
Roxas, Anna Sylvia E.
Roxas, Eriberto Pedro Antonio C.
Ruiz, Cynthia G.
Salazar, Robert Manuel B.
Salientes, Rodolfo J.
Samaniego, Chad Aaron R.
Samonte, Angela Esperanza M.
Samson, Melissa Marie L.
Santos, Veronica C.
Santos, Vanessa Grace Y.
Santos, Ruben L.
Siapuatco, Ma. Dolores L.
Sio, Midel A.
Siochi, Reynaldo C.
Sy, Sheryll Jane G.
Tan, Helen L.
Tan, Leny C.
Tan, John Paul V.
Tan, Mary Janet S.
Tee, Elsa U.
Tenorio, Florencio A.
Tined, Alexander S.
Tiongson, Carmelita A.
Tiu, Betty T.
Tom, Albert Arnold A.
Trinidad, Anna Maria C.
Urnali, Sheila P.
Uyboco, Mercedes Desiree P.
Valenzuela, Ma. Gingili A.
Valerio, Tricia H.
Velez, Ma Christina A.
Villa, Hector M.

Villegas, Cynthia G.
Yabut, Mark Dexter D.
Yee, Mary Ruth Frances M.
Ypil, Charito N.
Yu, Zenaida R.
Zulueta, Sharon W.

Senior Assistant Vice President

Cobankiat, Reuben Rinaldi Y.
De Pano, Emma R.
Eusebio, Ivan Drieter D.
Gabriel, Michael R.
Gamad, Rafael, Jr. B.
Javellana, Wellington, Jr. M.
Javier, Shahlena G.
Ko, John Oliver T.
Navarrete, Albert Roy D.
Romaraog, Janylou M.
Ventura, Winnie Vic G.
Zablan, Elvira S.

Assistant Vice President

Abao, Emmanuel A.
Acopiado, Ma. Lourdez A.
Agbuya, Jerwin M.
Aguilar, Angelito F.
Alday, Jarold S.
Alejandro, Vilma S.
Alipio, Alexander C.
Amantillo, Maria Concepcion A.
Ang, Maria Jennifer P.
Ang, Michelle U.
Angob, Maria Socorro T.
Anot, Alfredo, Jr. D.
Aquino, Roland Raphael A.
Atraje, Maria Teresa S.
Avila, Michael R.
Awat, Renato, Jr. V.
Azada-Chua, Maria Cynthia K.
Bagang, Frederick C.
Balajadia, Ma. Cecilia C.
Ballarta, Malvin B.
Banaag, Maria Erlene S.
Bantilan, Bernal S.
Barrocan, Maryjean D.
Basconillo, Priscilla S.
Bauca, Joylyn G.
Bautista, Sheila Monica Y.
Bautista, Michael C.
Benedicto, Ceferino Joseph, III E.
Beraña, Mary Grace D.
Bermundo, Rex R.
Bernal, Achilles L.
Bernisca, Gerly Anne G.
Bertulfo, Jinalyn R.
Bilasano, Jasmin S.
Biyo, Alma D.
Borce, Susan C.
Bosita, Anna Gael D.
Bustamante, Winnie M.

Calumpang, Benilda G.
Candelaria, Liv Ivy Lane P.
Canicula, Jazzle R.
Canlas, Clair Aquin Ned P.
Canlas, Christian M.
Carag, Placido A.
Cardillo, Hernando S.
Carpio, Daryl L.
Casalo, Janice Anne E.
Castillo, Teodoro
Castro, Miriniza C.
Casyao, Rizalito H.
Cayanan, Alvin T.
Celo, Jessica C.
Chan, Policarpio S.
Chin, Bituin V.
Chio, Abigail Lily C.
Chu, Cherry Joy S.
Chua, Alvin U.
Chua, Cybin A.
Chua, Helen C.
Chuaunsu, Merriam Josephine
Socorro M.
Cledera, Jean L.
Concepcion, Paul John T.
Concepcion, Ivy Lovelle L.
Constantino, Marilyn M.
Costales, Robert S.
Cruz, Dennis Ryan V.
Cuenca, Lirio Luna D.
Cumigad, Edward D.
Curato, Raymond D.
Curso, Vicente, III B.
Cuyugan, Ruth C.
Dampitan, Maria Arlene A.
David, Joseph C.
De Castro, Ma. Theresa N.
De Dios, Maria Yvonne Khristine S.
De Guia, Florinda L.
De Guzman, Heidi V.
De Jesus, Jude Martin Peter S.
De Leon, Bernard M.
De Leon, Joseph Eric V.
De Vera, Dinna B.
Del Moral, Dorotheo B.
Del Mundo, Jennifer G.
Dela Cruz, Grazel G.
Dela Victoria, Evelyn G.
Delos Santos, Ma. Victoria D.
Diesmos, Adonis Manuel C.
Dimatatac, Wivina R.
Dizon, Mervin S.
Durendez, Rafael D.
Dy, Liza M.
Dy, Helen O.
Empalmado, Nolan Carlo U.
Escobar, Lourdes N.
Esguerra, Carlos Cesar A.
Eustaquio, Christopher John H.
Fabul, Monette A.
Fedelino, Jhoven P.
Fermin, Antonia Maribel M.
Fernandez, Ferdinand B.
Ferrer, Joanne O.
Florendo, Steve V.
Flores, Elamor, Jr. C.
Francisco, Ma. Elizabeth A.
Fresnido, Gregorio, III B.

Gabriel, Eloisa A.
Galang, James Royce C.
Garcia, Nerisa U.
Garcia, Romeo, Jr. M.
Geronimo, Isidro A.
Gregorio, Arleen Gay L.
Grey, Bianca Denise J.
Guanzo, Eduardo Miguel, Jr. H.
Guntayon, Florencio B.
Haveria, Melchor F.
Heceta, Julita Corazon M.
Henson, Juan Marco S.
Hernandez, Maria Zarah C.
Hernandez, Don Carlo P.
Herrera, Jose Emmanuel K.
Ibarra, Peace E.
Ico, Ronaldo D.
Ignacio, Roy B.
Imperial, Ryan O.
Isip, Jose Mari V.
Jacinto, Myruh U.
Jardeleza, Roderick T.
Jayme, Johann Therese L.
Jose, Dino R.
Jose, Martin M.
Junio, Judy Minda O.
Kaamiño, Francis Joseph P.
Kua, Francis W.
Kua, Sharon B.
Lariosa, John Benecer, III R.
Larlal, Francis Rene B.
Lasala, Maria Celeste F.
Laudico, Laurence John D.
Lawan, Marivic M.
Leaño, Christine Joy C.
Lei, Analisa B.
Leyson, Amelyn O.
Liam, Cherrie Belle Y.
Lirn, Steve Robertson L.
Lim Ang, Jennifer K.
Limpin, Irmimo Noel R.
Lising, Pamela Junno B.
Liave, Baby Amor R.
Lobendino, Michelle G.
Lopez, Pamela Kristine L.
Lopez, Leonard L.
Lopez, Maria Kareniña R.
Lucido, Mirasol C.
Lukban, Lilibeth N.
Luna, Hansel R.
Luzarraga, Myra O.
Macabidang, Eloisa S.
Macalalad, Raul S.
Madlangbayan, Reyni D.
Magbual, Eugenio R.
Magpayo, Ruth Salome A.
Maitim, Matias A.
Malan, Joel Julio M.
Malco, Aileen B.
Mallari, Aaron G.
Mampusti, Ariel D.
Manansala, Fernando Jose T.
Manzano, Ivy Din A.
Maquito, Rhizel B.
Mariano, Jeffrey C.

Mariano, Evelyn D.
Mariano, Marian Louise F.
Mariano, Ernest Michael, Jr. L.
Marquez, Nadja Cecilia R.
Martin, Rachelle S.
Medina, Augusto, Jr. G.
Mendiola, Ernesto, Jr. E.
Mendoza, Alexander P.
Mendoza, Juan Carlo N.
Meneses, Katherine S.
Mercado, Maureen S.
Mercado, Nilo Felix, Jr. G.
Mesina, Neil Michael A.
Mir, Marjorie N.
Muñoz, Antonio T.
Narciso, Paolo Angelo Q.
Naredo, Nerissa Q.
Navarrete, Nikki Rose A.
Navarro, Don Manolo M.
Nazareno, Algen F.
Ng, Melanie A.
Ngo, Ma. Victoria G.
Nicdao, Ramon P.
Nieto, Anabel N.
Ohkawa, Kazunori A.
Oliquino, Senen M.
Oliva, Erwin Lemuel G.
Oppus, Louie T.
Orias, Michael Charlie M.
Osorio, Melchor V.
Paatan, Yagtan Kenin S.
Padilla, Geraldine May S.
Padilla, Lamberto, Jr. M.
Pador, Flossie Mae G.
Padua, Myla S.
Paez, Maricor B.
Pahati, Ronaldo T.
Palma, Rogelio, Jr. V.
Pangilinan, Joseph Vincent L.
Panlilio, Helen A.
Panogan, Hrothgar M.
Pantallon, Mark S.
Parreño, Joyce P.
Pascual, Ruel A.
Patangan, Vicente, Jr. C.
Pecaña, Genevieve C.
Pegenia, Jacky Lyn A.
Pelaez, Joseph Eric D.
Pios, Erickson D.
Plata, Lorelei P.
Po, Cristina Y.
Ponce, Anna Katrina Y.
Porcel, Harold P.
Punsalan, Maria Shiela E.
Quesada, Nencie A.
Quiñanola, Romberg E.
Quismundo, Victor M.
Raga, John
Ramirez, Christian Patrick B.
Ramos, Anna Victoria B.
Ramos, Randolph John C.
Reyes, Ricardo V.
Reyes, Maurita C.
Rigodon, Eugene Celeste M.
Rodriguez, David Lloyd D.
Rogando, Liezl O.
Romualdez, Jamie Rose D.
Roque, Maria Emily R.
Rosario, Rolando G.

Rosario, Bernadette S.
Rubiano, Susanna L.
Saldua, Josephine A.
Salenga, Michele B.
Salonga, Enmar S.
Salvador, Maria Virna A.
Samonte, Helen A.
Sanchez, Irish G.
Sandil, Ricardo L.
Santiago, Maricris M.
Santos, Gail Joseph S.
Santos, Ma. Milagros Laureta D.
Santos, Krislyn H.
Santos, Saul, III A.
Sayo, Leomel C.
Serote, Kharen S.
Serrano, Alvin T.
Serrato, Juliet C.
Sierra, Diana O.
Sinay, Roseminia R.
Ng, Melanie A.
Singanon, Sophia Monica G.
Sioson, Michelle Odette D.
Siy, Vida Jordana C.
Solano, Paola Nicola F.
Soway, Maria Theresa Z.
Suarez, Maria Victoria A.
Suplico, Maria Ava Sharone S.
Sy, Janet U.
Tan, Catherine C.
Tan, Francis L.
Tan, Vincent D.
Tan, Andrew S.
Tan, Vivien V.
Tantuan, Mercy M.
Te, Rommel C.
Teodoro, Denny L.
Tero, Raymond Blas G.
Terrobas, Carlsen A.
Trespalacioreal, Jevite P.
Triviño, Maria Rofelia P.
Tuason, Maria Angelica D.
Tuason, Geoffrey V.
Urot, Ma. Carminda G.
Uy, Archie L.
Valencia, Alfredo P.
Valeriano, Ma. Michelle S.
Varquez, Esther T.
Verceles, Josefina Janet F.
Viay, Gina L.
Villafruerte, Alfredo C.
Villanueva, Marlon L.
Villanueva, Cristina M.
Villaruel, Helen B.
Villegas, Karina B.
Villegas, Marlon C.
Wenceslao, Violeta D.
Wilwayco, Rowena R.
Wong, Charlene U.
Yap, Jose Conrado Ildefonso R.
Yap, Francisco P.
Yapson, Maria Socorro Perpetua L.
Yatco - Lopez, Beatrice C.
Yrureta, Daisy C.
Yuson, Inocencio, Jr. Y.

PRODUCTS AND SERVICES

DEPOSIT SERVICES

Regular Debit Account
Regular Passbook Account
Regular Checking Account
Account One
Fun Savers Club Savings Account
USD & 3rd Currency Savings Accounts
Short & Long-Term Time Deposit
Flexi Ascend Time Deposit
Spark Savings Account
OFW Savings Account (with debit card/passbook)
SSS and US Pensioner Accounts
Treasury Time Deposit
Earnest Digital Account

CONSUMER LENDING

Car Loan
Home Loan

CARD PRODUCTS

EMV Debit Mastercard
EMV Paycard
Metrobank Vantage Visa
Metrobank Vantage Mastercard
Metrobank Femme Visa
Metrobank Rewards Plus Visa
Metrobank Titanium Mastercard
M Free Mastercard
M Lite Mastercard
Metrobank ON Virtual Mastercard
Metrobank World Mastercard
Metrobank Dollar Mastercard
Metrobank Peso Platinum Mastercard
Metrobank Travel Platinum Visa
Metrobank Femme Signature Visa
Toyota Mastercard
PSBank Credit Mastercard
NCCC Mastercard
EMV Prepaid Mastercard
YAZZ Prepaid Visa
Victory Liner Premiere
Jac Liner Prepaid Visa
AXA Prepaid Visa
Uniprint Elite Prepaid Visa
Nworld Prepaid Visa
Ardeur Bpnus Prepaid Visa
WeEvolve Prepaid Visa
PisoPay Prepaid Visa
IAM Worldwide Prepaid Visa
Sta. Ana Multipurpose Cooperative Prepaid MasterCard
STI Alumni Association Prepaid MasterCard
EMV Prepaid Mastercard

CREDIT CARD PROGRAMS AND FACILITIES

M Here
0% Installment
National Usage Program
Cash2Go
Balance Transfer
Balance Conversion
Bills2Pay
M Online
Mobile SOA
Metrobank Interactive Assistant (MIA)

MERCHANT ACQUIRING PAYMENT SOLUTIONS
Point-of-Sale (POS) Terminals
Mastercard Payment Gateway Services
Simplify Commerce
Metrobank Online Installment
Recurring Payment Solution facility
Mail Order Telephone Order (MOTO)
POS Cash Out Facility

POINT-OF-SALE (POS) TERMINAL FEATURES AND SERVICES
EMV (Europay, Mastercard, and Visa)
Certified and Contactless capable
Metrobank Installment Acceptance
Alipay and WeChat Pay Acceptance
Mobile Point-Of-Sale Solution
Android POS Terminal
Loyalty Card and Gift Card Acceptance
3G-enabled
ECR (Electronic Cash Register) Integration
Dynamic Currency Conversion (DCC)

ELECTRONIC BANKING FACILITIES

Automated Teller Machine
Affiliated with Mastercard/Cirrus/Mae-stro/Visa/BancNet/China UnionPay
Carded and Cardless Withdrawal
Credit Card Cash Advance
Balance Inquiry
Bills Payment
Inter-bank Funds Transfer
Intra-bank Funds Transfer
Purchase of Prepaid Load
Checkbook Request
Statement Print/Request
Payslip Viewing/Printing
PIN Change
Wealth Manager
UITF Online
Metrobank Operations Support Engine (MOSE)

Cash Accept Machine

Balance Inquiry
Carded and Cardless Cash Deposit
Prepaid Card Loading

Metrobankdirect Retail

Balance Inquiry
View/Download Statement
Bills Payment
Fund Transfer
Checkbook Request
View Deposit Interest Rates
View Foreign Exchange Rates
Enroll New/Existing Own Account/Third Party Account
Manage Tax Payments
Manage Enrolled Accounts
New Account Opening

Metrobank Mobile Banking

Balance Inquiry
Bills Payment
Fund Transfer (Send and Request Money)
Prepaid Reload (Send and Request Load)
InstaPay
PESONet

Cash Pick-Up
Request for Cardless Withdrawal
Checkbook Request
e-ADA
Enroll New/Existing Own Account/Third Party Account
View Foreign Exchange Rates
Branch Locator
Account Personalization

Metrobank Online

Dashboard
Inbox
Balance Inquiry
Bills Payment
Generate QR Code
Fund Transfer (also with QR)
Prepaid Reload
InstaPay (also with QR)
PESONet
Schedule Transactions
Request for Cardless Withdrawal
Online Time Deposit
UITF Online
Wealth Manager
Checkbook Request
Add Account
Save Contact (Account / Biller / Load)

MISCELLANEOUS OVER-THE-COUNTER SERVICES

Fun Savers Club Gift Checks
Manager's Check

CUSTODIAL SERVICES

Safety Deposit Boxes

DOMESTIC REMITTANCE

Remittance-To-Account
Cash Pick-up via Metrobank Mobile

ELECTRONIC FUND TRANSFER

InstaPay
PESONet

CASH MANAGEMENT SERVICES

Metrobank Business Online Solutions
Basic Banking Solutions
Account Inquiry and Statement
Transaction History
Own Account Funds Transfer
Check Status Inquiry
Checkbook Stock Request
Stop Payment Order
Loan Inquiry
Interest Rate Inquiry

Liquidity Solutions

Account Sweep
Reverse Sweep

Payment Solutions

To Another Metrobank Account Funds Transfer (TAMA)
Manager's check
Corporate Check
Domestic or Foreign Funds Transfer (PESONet, RTGS, PDDTS, GSRT & SWIFT)
Metrobank Pay Cash-In / Check-Out

Payroll Solutions

Payroll Service
Online Payroll Plus

Collection Solutions

Direct Debit
Bills Payment (BPCA)
Present and Pay
Business Payment Gateway
Check Warehousing
Deposit Pick-Up (DPU)
Cash Delivery
Metro Check Collect (MCC)
CollectAnywhere - Domestic / International

GOVERNMENT COLLECTION AND OTHER PAYMENT SERVICES

(Available to Corporates & Retail)
BIR Tax Payments
Philhealth Premiums
Pag-ibig Payments
SSS Contributions, Sickness, Maternity and Employees Compensation (SMEC)
Bureau of Customs (BOC) Duties

TRADE SERVICES (EXPORT)

Export Letters of Credit (LC)
Advising, Confirmation, Transfer LC

Export Letters of Credit (LC) and Non-LC
Negotiation, Settlement

TRADE SERVICES (IMPORT)

Commercial Letters of Credit (LC)
LC Negotiation and Settlement

Guarantees

Standby LC, Bank Guarantee, CLCU
Shipping Guarantee/AWB/BL Endorsement

Certificate of Assigned Cash Deposit

Non-LC Trade Transactions

Documents Against Payment
Documents Against Acceptance
Open Account
Direct Remittance
Advance Payment

Collection of Import Advance, Final Duties and Export Fee
Confirmation of SBLC/BG/CLCU

TRADE FINANCE

Supplier Financing Program
Dealer Financing Program
Receivables Factoring
Trust Receipt Financing
Floor Stock Financing
Trust Receipt
Export Packing Credit Line
Export Bills Purchase and Collection

SPECIALIZED LENDING FACILITIES

Special Project Financing Program
Industry Loan Program
Working Capital Loans
FCDU Loans

OVERSEAS FILIPINO SERVICES

OFW Php Savings Account (Passbook)
OFW Php Savings Account (ATM)
OFW USD Savings Account (Passbook)

OVERSEAS FILIPINO SERVICES

Credit to Metrobank Account
Credit to Account with Other Philippine Banks
Cash Pick-up at Metrobank Branches
Cash Pick-up Anywhere
Bills Payment (Includes payment services for SSS and PAG-IBIG Contributions)
Shipping Payroll Services

TREASURY PRODUCTS

Government Securities
Peso Treasury Bills
Peso Fixed Rate Treasury Notes
Peso Retail Treasury Bonds
Foreign Currency denominated Sovereign Bonds

Metrobank-Issued Products

Long Term Negotiable Certificates of Deposits
Bank Subordinated Notes
Peso Bonds
Medium Term Notes (Foreign Currency)
Treasury Time Deposit

Corporate Securities

Peso Corporate Bonds/Notes
Foreign Currency denominated Corporate Bonds
Long Term Negotiable Certificates of Deposits (Other Banks)

Foreign Exchange and Derivatives

Spot Foreign Exchange
Forward Foreign Exchange (Deliverable/Non Deliverable)
Foreign Exchange Swaps
Cross Currency Swaps
European Vanilla Foreign Exchange Options
Forward Rate Agreement
Interest Rate Swaps
Credit Default Swaps
Bond Forwards
Asset Swaps
Interest Rate Options
Bond Options
Deposit Plus

UNIT INVESTMENT TRUST FUNDS (UITFS)

Peso Feeder Funds
Metro Aspire Bond Feeder Fund
Metro Aspire Balanced Feeder Fund
Metro Aspire Equity Feeder Fund

Peso PERA Funds

Metrobank PERA Money Market Fund
Metrobank PERA Bond Fund
Metrobank PERA Equity Fund

Peso and Dollar Fixed Income Funds

Metro Money Market Fund
Metro Short Term Fund
Metro Max-3 Bond Fund
Metro Max-5 Bond Fund
Metro Corporate Bond Fund
Metro Unit Paying Fund
Metro\$ Money Market Fund
Metro\$ Short Term Fund
Metro\$ Max-3 Bond Fund
Metro\$ Max-5 Bond Fund
Metro\$ Asian Investment Grade Bond Fund

Peso Balanced & Equity Funds

Metro Balanced Fund
Metro Equity Fund
Metro Philippine Equity Index Tracker Fund
Metro High Dividend Yield Fund

Dollar Feeder Funds

Metro\$ World Equity Feeder Fund
Metro\$ US Equity Feeder Fund
Metro\$ Eurozone Equity Feeder Fund
Metro\$ Japan Equity Feeder Fund
Metro\$ US Investment Grade Corporate Bond

PERSONAL WEALTH MANAGEMENT SERVICES

Personal Management Trust
Investment Management Arrangement

INSTITUTIONAL FUND MANAGEMENT

Management of Corporate and Institutional Funds
Corporations
Educational Institutions
Religious Organizations
Foundations

Management of Pension and Provident Funds

Other Fiduciary Services

Escrow Services
Other Agency Arrangements

PRIVATE BANKING SERVICES

Portfolio Advisory
Discretionary Mandates
Investment and Hedging Recommendation
Wealth & Estate Planning

MEMBERSHIP OF INDUSTRY ASSOCIATIONS

102-13

- | | |
|---|---|
| 1 ACI PHILIPPINES THE FINANCIAL MARKETS ASSO., INC. | 18 INSTITUTE OF INTERNAL AUDITORS |
| 2 ASSOCIATION OF BANK COMPLIANCE OFFICERS INC. | 19 INTEGRATED BAR OF THE PHILIPPINES |
| 3 ASSOCIATION OF BANK REMITTANCE OFFICERS, INC. | 20 IT & BUSINESS PROCESS ASSOCIATION OF THE PHILIPPINES, INC. |
| 4 ASSOCIATION OF CERTIFIED FRAUD EXAMINERS (ACFE) PHIL CHAPTER INC. | 21 INTERNET AND MOBILE MARKETING ASSOCIATION OF THE PHILIPPINES |
| 5 ASSOCIATION OF PHILIPPINE CORRESPONDENT BANK OFFICERS INC. | 22 MAKATI BUSINESS CLUB INC. |
| 6 BANK SECURITY MANAGEMENT ASSOCIATION, INC. | 23 MANAGEMENT ASSOCIATION OF THE PHILS. |
| 7 BANKERS ASSOCIATION OF THE PHILIPPINES | 24 MONEY MARKET ASSOCIATION OF THE PHILIPPINES (MART) |
| 8 BANKERS INSTITUTE OF THE PHILIPPINES, INC. | 25 NATIONAL ASSOCIATION OF SECURITIES BROKER SALESMEN, INC. (NASBI) |
| 9 BANK MARKETING ASSOCIATION OF THE PHILIPPINES | 26 PEOPLE MANAGEMENT ASSOCIATION OF THE PHILS. INC. |
| 10 CLEARING OFFICERS CLUB, INC. (COCI) | 27 PHILIPPINE ASSOCIATION OF NATIONAL ADVERTISERS, INC. |
| 11 CREDIT MANAGEMENT ASSOCIATION | 28 PHILIPPINE CHAMBER OF COMMERCE & INDUSTRY, INC. |
| 12 EMPLOYERS CONFEDERATION OF THE PHILS. (ECOP) | 29 PHILIPPINE PAYMENTS MANAGEMENT, INC. |
| 13 EUROPEAN CHAMBER OF COMMERCE | 30 PHIL-JAPAN ECONOMIC COOPERATION COMMITTEE INC. |
| 14 FEDERATION OF INDIAN CHAMBERS OF COMMERCE (PHIL) INC. | 31 THE AMERICAN CHAMBER OF COMMERCE OF THE PHILS. INC. |
| 15 FINANCIAL EXECUTIVES INSTITUTE OF THE PHIL. | 32 THE JAPANESE CHAMBER OF COMMERCE & INDUSTRY OF THE PHIL. INC. |
| 16 FUND MANAGERS ASSOCIATION OF THE PHILIPPINES, INC. | 33 THE PHILIPPINE STOCK EXCHANGE INC. |
| 17 INFORMATION SYSTEMS AUDIT AND CONTROL ASSOCIATION, INC. | 34 TRUST OFFICERS ASSOCIATION OF THE PHILS., INC. |

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	102-49	Changes in reporting	Not applicable
	102-50	Reporting period	p. 83
	102-51	Date of most recent report	2019
	102-52	Reporting cycle	p. 83
	102-53	Contact point for questions regarding the report	Refer to 2020 Annual Report Performance Contact Information
	102-54	Claims of reporting in accordance with GRI Standards	p. 83
	102-55	GRI content index	p. 127 - 131
	102-56	External assurance	Not applicable
MATERIAL TOPICS			
ECONOMIC			
Economic Performance			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	p. 85
	103-2	The management approach and its components	The Bank maintains profitability by addressing material risks that have financial impact to the business.
	103-3	Evaluation of the management approach	SEC Content Index: Economic Performance and Procurement Practices.
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	p. 87
Indirect Economic Impacts			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	p. 85
	103-2	The management approach and its components	The Bank maintains profitability by addressing material risks that have financial impact to the business.
	103-3	Evaluation of the management approach	SEC Content Index: Economic Performance and Procurement Practices.
GRI 203: Indirect Economic Impacts 2016	203-2	Significant indirect economic impacts	Refer to 2020 Annual Report Performance Products and Services
Anti-corruption			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	p. 85
	103-2	The management approach and its components	"The Whistleblowing Policy is included on the Bank's Corporate Governance Manual https://metrobank.com.ph/img/mbtc-corporate-governance-manual-as-of-2020.pdf "
	103-3	Evaluation of the management approach	SEC Content Index: Anti-corruption
GRI 205:Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	There is no recorded incident of corruption during the reporting period.

GRI Standard	Disclosure		Page number
ENVIRONMENT			
Materials			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	p. 85
	103-2	The management approach and its components	p. 96
	103-3	Evaluation of the management approach	SEC Content Index: Resource Management
GRI 301: Materials 2016	301-1	Materials used by weight or volume	p. 96
Energy			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	p. 85
	103-2	The management approach and its components	p. 96
	103-3	Evaluation of the management approach	SEC Content Index: Resource Management
GRI 302: Energy 2016	302-1	Energy consumption within the organization	p. 96
Emissions			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	p. 85
	103-2	The management approach and its components	p. 96
	103-3	Evaluation of the management approach	SEC Content Index: Resource Management
GRI 103: Management Approach 2016	305-1	Direct (Scope 1) GHG emissions	No Air Emission Testing conducted for 2020
	305-2	Energy indirect (Scope 2) GHG emissions	No Air Emission Testing conducted for 2020
SOCIAL			
Employment			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	p. 85
	103-2	The management approach and its components	p. 98
	103-3	Evaluation of the management approach	SEC Content Index:Employment
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	p. 103
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	p. 103
Occupational Health and Safety			
GRI 103: Management Approach 2018	103-1	Explanation of the material topic and its Boundary	p. 85
	103-2	The management approach and its components	p. 102-103
	103-3	Evaluation of the management approach	SEC Content Index: Workplace conditions, labor standards, and human rights
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	"The Bank is compliant to Bangko Sentral ng Pilipinas' rules and regulations on bank protection (Circular No. 620). The Bank has a designated Security Officer who shall be responsible for the development and administration of a security program acceptable to BSP. There are security and safety measures conducted through office inspections, emergency drills, and safety equipment testing and refreshing. We have Safety Marshals in Head Offices who conduct workplace safety inspections ensuring that the Bank's health and safety protocols are followed by the occupants. "
	403-2	Hazard identification, risk assessment, and incident investigation	There are security and safety measures conducted through office inspections, emergency drills, and safety equipment testing and refreshing. We also have certified Safety Officers in branches and head offices who conduct hazard identification, risk assessment and control (HIRAC) as part of OSH Program Commitment Form
	403-3	Occupational health services	p. 102

GRI Standard	Disclosure		Page number
	403-4	Worker participation, consultation, and communication on occupational health and safety	Announcements on wellness checks and other health and safety programs are disseminated to all employees whenever applicable.
	403-5	Worker training on occupational health and safety	The Bank is susceptible to external security threats compared to other industries, all security personnel undergo safety trainings on bank security enhancement, gun safety, bomb identification and detection, robbery and hold-up procedures, disaster awareness, and security guard customer care. Additionally, we have capability building programs, advocacies, and safety trainings to comply with the OSH Standards and OSH law such as Safety Officers (SO) Certification Training, First Aiders (FA), Pollution Control Officer (PCO) and Managing Heads (MH). We also conduct the Mandatory 8-hour Workers Safety Training as we continuously work to expand the reach of the capability building programs by maximizing the available technologies such as e-learning. In response to the Pandemic, we actively communicate relevant health and safety advisories via Workplace postings and Systems broadcast complemented by mandatory e-learning modules related to COVID-19 Protocols.
	403-6	Promotion of worker health	p. 102-103 We promote worker's health by including health advisories in the monthly branch meeting of their Health and Safety Committees (HSC). We regularly release Wellness advisories, tips, and relevant contents related not only to physical wellness, but mental wellness as well. "
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Security personnel are employees of third-party agencies. Before these agencies are accredited, they must make sure that their employees undergo safety trainings on bank security enhancement, gun safety, bomb identification and detection, robbery and hold-up procedures, disaster awareness, and security guard customer care. We engage the services of a third-party COVID Care provider employing a team of medical professionals who assess, diagnose, and monitor symptomatic employees at risk or suspected of COVID infection.
	403-10	Work-related ill health	2020 Diseases/Principal complaint count: 2,105
Training and Education			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	p. 85
	103-2	The management approach and its components	p. 99 -101
	103-3	Evaluation of the management approach	A post-training evaluation feedback are embedded in the E Learning modules
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	p. 99
	404-2	Programs for upgrading employee skills and transition assistance programs	p. 99 - 100
Metrobank disclosure		Employees assessed based on their performance	p. 101
Freedom of Association and Collective Bargaining			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	p. 85
	103-2	The management approach and its components	SEC Content Index: Labor-management relations
	103-3	Evaluation of the management approach	SEC Content Index: Labor-management relations

GRI Standard	Disclosure		Page number
Metrobank disclosure		Employees covered by collective bargaining agreement	p. 102
Metrobank disclosure		Percentage of employees covered by collective bargaining agreement	p. 102
Local Communities			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	p. 85
	103-2	The management approach and its components	p. 107 - 108
	103-3	Evaluation of the management approach	p. 107 - 108
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	p. 107 - 108
Supplier Social Assessment			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	p. 85
	103-2	The management approach and its components	SEC Content Index: Supplier chain management
	103-3	Evaluation of the management approach	SEC Content Index: Supplier chain management
Metrobank disclosure		Presence of policy with social criteria	SEC Content Index: Supplier chain management
Marketing and Labelling			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	p. 85
	103-2	The management approach and its components	SEC Content Index: Customer Management
	103-3	Evaluation of the management approach	SEC Content Index: Customer Management
Metrobank disclosure		No. of substantiated complaints on marketing and labelling	SEC Content Index: Customer Management
Metrobank disclosure		No. of complaints addressed	p. 106
Customer Privacy			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	p. 85
	103-2	The management approach and its components	p. 106 - 107
	103-3	Evaluation of the management approach	p. 106 - 107
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None

SEC CONTENT INDEX

SEC Standard	Disclosure	Page number or direct answers
Economic		
Economic Performance and Procurement Practices		
	Direct economic value generated and distributed	p. 87
	Percentage of procurement budget used for significant locations of operations that is spent on local suppliers	All business units create their own budget for operating supplies and equipment. Budget availments go through evaluation and approval process. The procurement team is in charge with the sourcing of approved requirements. The team consistently deals with local suppliers.
	Impacts and risks identified	Metrobank, being one of the biggest banks in the Philippines is in the position to support the economies in areas where its business are located. Obtaining the assistance of local suppliers could help stimulus the local economy and allow business activities to local companies.
	Management approach to impacts and risks	Metrobank conduct its business following risk management framework that ensures all its investments, ventures and other decisions are consistent with regulatory standards. It has a vendor accreditation policy from suppliers that meet its criteria.
	Opportunities	Expand the Bank's risk management framework to be in line with BSP's Sustainable Finance Framework.
	Management approach to opportunities	Formulation of a policy or policies in line with the BSP's Sustainable Finance Framework
Climate-related risks and opportunities	Metrobank is reviewing its portfolio and continuously understanding on how to incorporate the guidelines set by Task Force on Climate-Related Financial Disclosures (TCFD). Different climate change scenarios using approved tools and methodologies could be explored which will eventually provide business decisions as well as opportunities.	
Anti-corruption		
Training on Anti-corruption Policies and Procedures	Percentage of employees to whom the organization's anti-corruption policies and procedures have been communicated to	The Anti-Bribery and Corruption Policy shall be part of the onboarding process for all new employees of the Bank. All existing employees shall receive regular training on the implementation and adherence to the policy upon release of the policy.
	Percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated to	"The Anti-Bribery and Corruption policy shall apply to dealings and transactions of the Bank, directors and employees, with its clients, service providers, counterparties and other third parties irrespective of jurisdiction or country upon release of the policy.
	Percentage of directors and management that have received anti-corruption training	The Anti-Bribery and Corruption policy shall apply to dealings and transactions of the Bank, directors and employees, with its clients, service providers, counterparties and other third parties irrespective of jurisdiction or country upon release of the policy
	Percentage of employees that have received anti-corruption training	The Anti-Bribery and Corruption policy shall apply to dealings and transactions of the Bank, directors and employees, with its clients, service providers, counterparties and other third parties irrespective of jurisdiction or country upon release of the policy
Incidents of corruption	"Number of incidents in which directors were removed or disciplined for corruption"	None
	Number of incidents in which employees were dismissed or disciplined for corruption	None
	Number of incidents when contracts with business partners were terminated due to incidents of corruption	None
Impacts and risks identified	Corruption disrupts normal economic flows from society to the Bank and vice versa and exposes the Bank to reputational, financial, and regulatory risks.	

SEC Standard	Disclosure	Page number or direct answers
Management approach to impacts and risks		Anti-corruption policies are communicated to the employees through the Bank's Code of Ethics and 2020 Anti-Bribery and Corruption Policy.
Opportunities		The Bank regularly reviews and evaluates its anti-corruption policies and guidelines to ensure that these regulations remain relevant and effective.
Management approach to opportunities		The Board of Directors shall also ensure that there is periodic assessment on bribery and corruption risks as part of the implementation of Anti-Bribery and Corruption Policy and effective monitoring
Environment		
Resource management		
Energy	Energy consumption within the organization	13,282,083 KWH - selected facilities (centers only)
	Reduction of energy consumption	Baseline data will be provided once all facilities' energy consumption data is acquired
Water	Water withdrawal	80,865 m3 - selected facilities (centers only)
	Water consumption	80,865 m3 - selected facilities (centers only)
	Water recycled and reused	0 m3
Materials	Materials used by the organization	5,820 pieces of UPS batteries and 10,620 cartridges of printer toner
Impacts and risks identified		High consumption of natural resources may increase operational cost and higher ecological footprint. Improper management of resources may lead to faster depletion.
Management approach to impacts and risks		Energy Conservation initiatives such as installation of motion sensors to keep lights off when not used in a selected area, continuation on the upgrade of LEDs and implementation of AC scheduled operation across all centers limited only to office hours.
Opportunities		Projects that will help minimize utility consumption such as solar panels
Management approach to opportunities		Continued development of policies, and adapt of new technologies in order to take advantage of opportunities.
Biodiversity	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not Applicable
	Habitats protected or restored	
	IUCN Red List species and national conservation list species with habitats in areas affected by operations	
	Impacts and risks identified	
	Management approach	
	Opportunities	
	Management approach to opportunities	
Environmental impact management		
Air emissions	Direct (Scope 1) GHG emissions	No Air Emission Testing conducted for 2020
	Energy indirect (Scope 2) GHG emissions	No Air Emission Testing conducted for 2020
	Emissions of ozone-depleting substances (ODS)	No data available
	Impacts and risks identified	The Bank's air emission are directly related to resource management strategy. Improper management of air emisisions can lead to faster environment degradation.
	Management approach to impacts and risks	Monitoring of fuel consumption of vehicles and generator sets
	Opportunities	Continue to explore technologies that could lower resource consumption.
	Management approach to opportunities	Continued development of policies, and adapt of new technologies in order to take advantage of opportunities.

SEC Standard	Disclosure	Page number or direct answers
Air pollutants	Nox	This is not applicable to Metrobank since it does not have any operations that contribute significantly to air pollution
	Sox	
	Persistent organic pollutants (POPs)	
	Volatile organic compounds (VOCs)	
	Particulate matter (PM)	
	Impacts and risks identified	
	Management approach to impacts and risks	
	Opportunities	
	Management approach to opportunities	
Solid and Hazardous Wastes		
Solid waste	Total solid waste generated	6.63 tonnes (2020) - head office
Hazardous waste	Total weight of hazardous waste generated	0.0053 tonnes fluorescent tubes (2020) - head office
	Total weight of hazardous waste transported	Volume was insufficient for transport
Impacts and risks identified		Solid wastes and hazardous wastes have adverse impacts on the surrounding community and environment. With the negative impacts of wastes, improper transport and disposal of solid and hazardous wastes are violations to environmental laws and poses legal and reputational risks.
Management approach to impacts and risks		Solid waste reduction policy - paper, decreased use and increased re-use. Plastics - banning of single use plastics within bank premises.
Opportunities		Integrate solid waste segregation programs
Management approach to opportunities		Continued development of policies, and adapt of new technologies in order to take advantage of opportunities.
Effluents	Total volume of water discharges	No data available as bank offices' wastewater are combined with other tenants inside the leased property for treatment and discharge.
	Percent of wastewater recycled	No data available as bank offices' wastewater are combined with other tenants inside the leased property for treatment and discharge.
	Impacts and risks identified	Untreated wastewater has adverse impacts to local water bodies which could affect water quality and ecology.
	Management approach to impacts and risks	Regular maintenance of plumbing fixtures in facilities.
	Opportunities	There is an opportunity to measure effluents and report in future reporting cycles.
	Management approach to opportunities	Metrobank has an ongoing investigation on best practices of managing water consumption to help decrease the resulting wastewater discharge.
Environmental compliance		
Non-compliance with Environmental Laws and Regulations	Total amount of monetary fines for non-compliance with environmental laws and/or regulations	None
	No. of non-monetary sanctions for non-compliance with environmental laws and/or regulations	None
	No. of cases resolved through dispute resolution mechanism	None
	Impacts and risks identified	Non-compliance to environmental laws could lead to regulatory fines and a risk on the Bank's reputation.
	Management approach to impacts and risks	Metrobank continues to adhere to environmental laws and regulations
	Opportunities	
	Management approach to opportunities to impacts and risks	

SEC Standard	Disclosure	Page number or direct answers
Social		
Employment		
Employee hiring and benefits	Total number of employees	"Total employee count: 13,718 Employee breakdown based on gender: - Female: 8,902 - Male: 4,816"
	Attrition rate	7.02%
	Ratio of lowest paid employee against minimum wage	10.31%
	Employee benefits	p. 103
	Impacts and risks identified	The Bank provides its employees with a competitive compensation package. However, the Bank also recognizes that it is still exposed to risks of employee turnover since their decisions still depend on their individual preference.
	Management approach to impacts and risks	Metrobank regularly benchmarks their compensation package against industry peers to ensure that the Bank remains competitive.
	Opportunities	There is an opportunity to continue analyzing reasons for attrition which could inform strategies on improving employee retention.
	Management approach to opportunities	Regularly reviews management approaches to adapt that affect hiring and employment
Employee training and development	Total training hours provided to employees	169,011.59 hours
	Average training hours provided to employees	12.32 hours
	Impacts and risks identified	Training and developing employees helps them gain new skills and aid in career growth. Failure to properly train employees may lead to reduced productivity which could have financial impacts on the business. Moreover, it could affect succession planning which could inhibit Metrobank's ability to raise the next generation of leaders.
	Management approach to impacts and risks	Metrobank invests in learning and development programs to increase employees' competency, and in effect, improve their productivity.
	Opportunities	The Bank regularly reviews and evaluates its learning and development programs to ensure that these remain relevant and effective.
	Management approach to opportunities	Metrobank shall continue to monitor industry trends to effectively update the trainings that they offer. The training programs are developed by both in-house and externally-sourced subject matter experts.
Labor-management relations	% of employees covered with Collective Bargaining Agreements	95%
	Number of consultations conducted with employees concerning employee-related policies	Three (3) Labor Management Council (LMC) meetings were held between Management and the Union in 2020 - 1/30, 6/30 and 9/30. The frequency of these meetings resulted to constant and open communication between the 2 parties. LMC meetings were used by Management to update to the Union of Bank policies released during the pandemic caused by COVID-19. Noteworthy to state that the Union acknowledged with these policies and even supported Management in communicating these to their members.
	Impacts and risks identified	The Bank recognizes the importance of maintaining a good relationship with its employees. Failure to maintain this relationship exposes the Banks to risks of labor strikes which negatively impacts productivity and profitability.
	Management approach to impacts and risks	Metrobank strictly complies to all labor-related laws and regulations of the country. Communication with the labor groups is conducted as necessary. Employees with grievances are also protected by the Bank's Whistleblowing Policy.
	Opportunities	There is an opportunity to review its current policies and practices on labor management to further enhance the current systems the Bank has.
	Management approach to opportunities	A review of the key concerns raised by the Bank could help it in updating its policies.

SEC Standard	Disclosure	Page number or direct answers
Diversity and equal opportunity	% of female workers in the workforce	65%
	% of male workers in the workforce	35%
	Number of employees from indigenous communities and/or vulnerable sector	104 employees availed of Solo Parent Leave: Female: 95 Male: 9
	Impacts and risks identified	Companies face a high risk of competition for skilled employees. In addition, they may also face a reputational risk should there be any form of discrimination in their hiring process.
	Management approach to impacts and risks	Metrobank hires employees based on qualifications, regardless of age, gender, and ethnic background. , they are able to expand their candidate pools.
	Opportunities	The Bank shall continue in its current policies and practices on this topic.
	Management approach to opportunities	The Bank shall continue in its current policies and practices.
Workplace conditions, labor standards, and human rights		
Occupational health and safety	Safe Man-Hours	Not applicable
	No. of work-related injuries	Zero (0) injuries to or work accidents within office premises to report.
	No. of work-related fatalities	0
	No. of work related ill-health	p. 102 - 103
	No. of safety drills	p. 102
	Impacts and risks identified	p. 102
	Management approach to impacts and risks	p. 102
	Opportunities	The Bank has put in place initiatives that would promote and ensure physical and health well-being of employees. Included in these initiatives are touchpoints where employees can give feedback or have an open conversation relating to their mental well-being.
	Management approach to opportunities	The Bank shall continue its policies and practices to protect its employees' health and safety.
Labor laws and human rights	No. of legal actions or employee grievances involving forced or child labor	Not applicable
	Impacts and risks identified	Respect of human rights and upholding labor laws are ethical and moral responsibilities of any organization. Failure to do so is a blatant violation of these values which may lead to legal repercussions and adverse reputational impact to the Bank.
	Management approach to impacts and risks	p. 98 - 103
	Opportunities	There were no opportunities identified for this reporting cycle.
	Management approach to opportunities	The Bank shall continue to be vigilant in its policies and practices against any violation of labor laws and human rights.
Supply chain management		
Supplier accreditation policy		An existing Vendor Management policy is in effect to ensure suppliers are compliant with the Bank's guidelines and Bangko Sentral ng Pilipinas' regulations.
Impacts and risks identified		The procurement team continuously expands the network of reliable vendors. The team has backup vendors to ensure it has other options in case of extreme exigencies.
"Management approach to impacts and risks"		Per Vendor Management Policy, the Bank evaluates the legality and financial stability of the suppliers to ensure that they are able to deliver their obligations. Existing suppliers undergo re-accreditation every three years from date of approval of accreditation. Annual performance evaluations are conducted to ensure that suppliers remain compliant to Metrobank's policies.

SEC Standard	Disclosure	Page number or direct answers
Opportunities		With the use of technology, new products and innovations are efficiently manufactured resulting to lower prices and better quality. The procurement team is continuously doing market scan for the discovery of products that the Bank can capitalize in its operations. Good relationship with reliable vendors may lead to the discovery of new ideas and concepts.
Management approach to opportunities		Continue exploring new products and services the market has to offer. Keeping abreasts with new trends, developments and modern technologies.
Relationship with community		
Significant impacts on local communities		Metrobank's engagements with communities are primarily through its CSR activities.
Impacts and risks identified		
"Management approach to impacts and risks"		
Opportunities		
Management approach to opportunities		
Customer management		
Customer satisfaction	Customer satisfaction	87%
	Impacts and risks identified	"Customers are Metrobank's key stakeholders. Metrobank is committed to providing a convenient, hassle-free experience of our customers with our products and services. Ensuring their concerns and complaints are addressed appropriately is a priority of the Bank. Voice of the customer surveys are regularly conducted to get customer experience and desired improvements in order for the Bank to assess and consider as part of enhancing the Bank's products and services. Moreso, the Bank has established metrics related to customer complaints handling which are regularly monitored. Satisfied customers lead to customer loyalty and a higher likelihood of being promoted to other potential customers. This in turn leads to new customers, higher revenues, and growth for the Bank. A high rate of dissatisfaction, meanwhile, could lead to customer attrition and less customer activity, resulting to a dip in revenues."
	Management approach to impacts and risks	The Customer Experience Committee (CXCom) drives the implementation of identified actions to be taken and monitor progress until completion and these are reported to the Executive Committee. More so, the CX Com regularly monitors the performance of the Bank on customer-related metrics.
	Opportunities	Metrobank remains committed to listening to customers to identify opportunities, address pain points, and improve overall experience with the Bank through the different banking touchpoints
	Management approach to opportunities	The Customer Engagement Group (CEG) was created this year to enhance the customer-centric culture of the Bank, with focus on customer experience (CX), continuous improvement (kaizen), efficiency (scale and scope), and data-driven policies to drive meaningful banking experience to our customers

SEC Standard	Disclosure	Page number or direct answers
Health and safety	No. of substantiated complaints on product or service health and safety	"While dealing with the difficult circumstances brought by COVID-19, Metrobank offered meaningful assistance to our customers across various banking touchpoints so they can focus on their safety and the welfare of their loved ones. The branches and ATMs/Cash Accept Machines are also regularly sanitized.
	No. of complaints addressed	
	Impacts and risks identified	
	Management approach to impacts and risks	
	Opportunities	
	Management approach to opportunities	All branches complied to health protocols to ensure the safety of both the customers and Bank personnel in compliance with national and local area guidelines. The Bank ensured the availability of the website and social media as convenient options for customers to raise their concerns without the need to go to the branch. Clients were encouraged to sign-up and use the online channels of the Bank. Requests for updating of customer mobile number and email address to access these channels was made available through the bank's website without the need to go to the Branch of Account. "
No. of substantiated complaints on marketing and labeling	There are no substantiated complaints on marketing and labelling.	
No. of complaints addressed	There are no substantiated complaints on marketing and labelling.	
Impacts and risks identified	The Bank ensures that its customers have a reasonable and holistic understanding of all its products and services which they may be availing, its fundamental benefits and risks. A full disclosure and utmost transparency are critical elements that empower the customer to make informed financial decisions.	
Management approach to impacts and risks	The Bank ensures that its advertising and marketing materials do not make false, misleading, or deceptive statements that may materially and/or adversely affect the decision of the customer to avail of a service or acquire a product and are easily readable and understandable by its customers and the general public.	
	All marketing communications of the Bank adhere to the regulations of the Ad Standards Council (ASC), BancNet, PDIC, DTI Regulations and Bangko Sentral ng Pilipinas.	
Marketing and labelling	Opportunities	All product offers of the Bank are released to the public through numerous channels: 1. Handled by the Community Management Team: Official website: www.metrobank.com.ph; Campaign site: meaningfulbanking.metrobank.com.ph Social Media sites: Facebook (facebook.com/metrobank); Twitter (twitter.com/Metrobank); Instagram (instagram.com/metrobank) Policies and T&C for each platform are adhered to accordingly. 2. Handled by the Corporate Affairs Division: All press releases, ad placements and paid advertorials in print, broadcast and news media. They also handle event product launches, media roundtable discussions, marketing materials, such as banners, posters, brochures, in all branches and offices. Products are also features in the Annual Report. 3. Handled by the Customer Relationship Management Team: EDMs, SMS blasts to inform clients on bank advisories, new products, and other marketing content. "
		"Metrobank demonstrates at all times the principle of fair treatment towards its customers. The Bank ensures that necessary resources, procedures, internal monitoring and control mechanisms are in place for safeguarding the best interests of its customers.
	Management approach to opportunities	We have invested in a Media Intelligence Tool for the daily monitoring of news and ads concerning the Bank and the Metrobank Group. This is for traditional media and news sites. We also have a Social Listening Tool to cover all mentions of the Bank in social media sites. These platforms help us in analysing the Bank's SOV, reputational assessment and in addressing customer sentiments in real-time. There are designated teams who handle each platform. For one, our Community Management Team covers real-time customer inquires and feedback in social media. For complaints / reputational risks in a much bigger scale, we have a Crisis Communication Plan in place to address such issues."

SEC Standard	Disclosure	Page number or direct answers
Customer privacy	No. of substantiated complaints on customer privacy	There is no substantiated complaint by customer/s on data breach
	No. of complaints addressed	There is no substantiated complaint by customer/s on data breach
	No. of customers, users and account holders whose information is used for secondary purposes	There is no account holder whose information is used for secondary purpose
	Impacts and risks identified	Banks collect personal data from its customers to validate, verify, and update information and documents relevant to the execution of the customer's transactions with the Bank. Metrobank has a legal obligation to safeguard its clients' information. Failure to protect confidential information may have legal, financial and reputational repercussions.
	Management approach to impacts and risks	<p>The Bank has a strong IT system in place, with well-defined protocols, a secure database, and periodically re-validated procedures to protect the confidentiality, security, accuracy, and integrity of customer's personal information. Customers are assured that their financial transactions, as well as relevant personal information disclosed in the course of the transaction, are kept confidential.</p> <p>The Bank, through the Fraud Management Division, is using several tools for fraud prevention and mitigation.</p>
	Opportunities	There is an opportunity to look into best practices in the industry on ensuring data privacy. The Bank's Privacy Policy is also regularly reviewed and updated to ensure compliance with data privacy laws in the country. The Bank also started initiatives on Data Privacy Awareness in all available platforms, both to its personnel and customers, such as infoscprints, articles, privacy awareness day, webinars, and e-learning.
	Management approach to opportunities	The Bank has a strong IT system in place, with well-defined protocols, a secure database, and periodically re-validated procedures to protect the confidentiality, security, accuracy, and integrity of customer's personal information. Customers are assured that their financial transactions are kept confidential.
Data security	No. of data breaches, including leaks, thefts and losses of data	"There is no data breach, including leaks, thefts, and losses of data by Metrobank.
	Impacts and risks identified	Customers are assured that their financial transactions, as well as relevant personal information disclosed in the course of the transaction, are kept confidential. Metrobank adopts a policy that every information, regardless of the nature and kind, concerning or pertaining to a client or a potential client, his/her account, transaction and/or dealings with the Bank is hereby declared to be confidential .
	Management approach to impacts and risks	The Bank ensures that it has well-defined protocols, a secure database, and periodically re-validated procedures in handling the personal information of its customers. This is an end-to-end process that covers, among others, the array of information that will be pre-identified and collected, the purpose of gathering information, how these will be sourced from the customer, the IT-security infrastructure of the Bank, and the protocols for disclosure, both within the Bank and especially to third parties, if needed.
	Opportunities	The Bank evaluates and adjusts the Information Security Program, as necessary.
	Management approach to opportunities	
UN Sustainable Development Goals		
	Product or service contribution to UN SDGs	p. 89 - 95

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To know more about the Bank's business, recent performance and significant developments

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