

CHARTING  
ENDURING LEGACIES



2023 ANNUAL REPORT



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# Corporate Profile

## Our Mission

Our purpose is to help clients meet their financial objectives.

Our goal is to be the best in what we do as individuals and as a firm.

Our ideas should be innovative yet appropriate for our clients' needs.

Our executions shall be seamless.

Our service should be par excellence.

Our integrity will not be compromised.

We are BDO Private Bank.

## Our Philosophy

We seek to preserve and enhance the value of our clients' assets by achieving returns that outpace predefined market benchmarks.

We encourage diversification among asset classes and individual securities to mitigate price/market volatility. With these, we seek to grow and protect our clients' wealth for the enjoyment of their successors and their heirs.

We customize investment strategies to address each client's unique circumstances, as well as specific preferences for income, liquidity, and risk.

Where appropriate, we pursue cross-border investment opportunities to enhance returns and provide additional diversification.



## Our Commitment

Our commitment to provide the best financial service to our clients requires us to be prudent in our design for financial solutions. We undertake to render proper due diligence, objective valuation, and full disclosure of material information. Through this process, we apply global standards in creating active markets for instruments we sponsor and offer to our clients.

Our product offerings are based on an open product architecture model, where clients are offered the best available products regardless of provider, an approach geared towards delivering the highest possible returns to each of our client groups.

In all these, we anchor our commitment on a solid base, a sound balance sheet, and a strong team of professionals.

### To Clients

- Deliver high-value products and quality service
- Offer innovative solutions to specific needs
- Provide timely advice and investment/market information

### To Shareholders

- Maximize return on investment
- Manage our business with the highest professional, ethical, and moral standards
- Pursue opportunities that improve shareholder value

### To Associates

- Create a responsive environment that promotes teamwork
- Recognize individual worth and contribution
- Maintain and enhance the intellectual capital of our associates through rigorous and relevant training and education

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# Message from the Chairperson



**Teresita T. Sy**  
Chairperson

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“We remain committed to innovation and continuing improvement in client servicing. We will likewise continue to enhance our offerings to give our clients the best service possible.”

## Dear Shareholders and Clients,

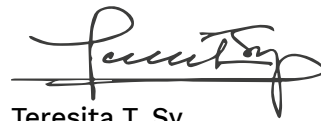
In 2023, we saw a confluence of heightened inflationary pressures and geopolitical uncertainties, which impacted global markets and the financial sector. BDO Private Bank kept abreast of these developments, as we intensified our focus on preserving the value of our clients' assets through those uncertain times. The Bank closely monitored market trends, sought opportunities across asset classes, and found ways to mitigate the impact of market volatility on client portfolios.

BDO Private Bank at the same time embraced innovation by introducing a client portal to provide more updated information on portfolio values. This relieved our frontliners from administrative tasks and allowed our relationship managers to engage clients more in their investment advisory role.

We remain committed to innovation and continuing improvement in client servicing. We will likewise continue to enhance our offerings — integrating the latest advancements in technology and financial solutions — to give our clients the best service possible.

We thank our valued shareholders and clients for their continuing trust and support.

Yours truly,

A handwritten signature in black ink, appearing to read 'Teresita T. Sy', written over a horizontal line.

**Teresita T. Sy**  
Chairperson

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# Message from the President



**Albert S. Yeo**  
President

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“In the coming years, we envision becoming BDO Unibank’s central pillar of wealth management practice.”



## Dear Clients and Shareholders,

The investment climate in 2023 remained very challenging. While the country was gradually moving out of the pandemic and heading back to normalcy, we still experienced volatility and had to contend with slower GDP growth and higher inflation in the early part of the year. However, inflation started trending lower towards the end of 2023, resulting in better investment returns. Taking cues from these shifts, we were able to plan and pivot our business strategies to adapt and successfully sail through this uncertain economic and market landscape. Our vigilance enabled us to shield and strengthen our clients' assets throughout the year.

We keep our clients at the center of everything we do at BDO Private Bank. Therefore, we will continue to innovate and find ways to best meet their individual needs.

We introduced a new and secure platform for our clients to access information on their investment portfolios anytime, anywhere. The client portal makes it easier and more convenient for our clients to stay abreast of movements in their portfolio value. Through it, our clients are kept updated and able to make informed decisions with the guidance of their relationship managers, whose expertise helps them achieve their investment goals.

In partnership with BlackRock, we hosted our first post-pandemic global investment outlook briefing for clients in Metro Manila, Cebu, and Davao. These face-to-face events gave us the opportunity to reinforce our client relationships and update them on their investment prospects for the year.

We also expanded our physical network by opening the first-ever Wealth Center in highly urbanized Mandurriao, Iloilo City — our third outside Metro Manila and ninth in the country. Our newest wealth center aims to support the financial and investment goals of Iloilo's high net worth residents.

Our initiatives this year resulted in our Trust fee revenue increasing by 3% compared with 2022 as clients invested mostly in short-term placements, which yielded lower fees. Given this environment, trust assets under management (AUM) grew by a modest 4%. Net income was lower compared to last year as we had a higher contribution from our Treasury trading activities in 2022, and we booked higher operating expenses from (i) digitalization initiatives and (ii) expansion of our operational capabilities through increased headcount.

In the coming years, we envision becoming BDO Unibank's central pillar of wealth management practice as we streamline our organization, broaden our offerings to include brokerage account services and offshore accounts through BDO's Singapore and Hong Kong branches, and eventually, serve a broader and more diverse clientele.

We thank our clients and stakeholders for their continued trust and loyalty to BDO Private Bank as we explore growth opportunities to improve their experience with us.

Sincerely,



**Albert S. Yeo**  
President

# Summary Financial Review

(Amounts in Philippine Pesos)

	2023	2022
<b>Profitability</b>		
Total Net Interest Income	1,103,565,915	1,064,509,566
Total Non-interest Income	1,679,556,111	1,666,338,654
Total Non-interest Expenses	1,683,986,244	1,410,325,470
Pre-provision Profit	1,093,559,346	1,322,007,558
Allowance for (Reversal of) Credit Losses	5,576,436	(1,484,808)
Net Income	787,047,151	1,201,752,894
<b>Selected Balance Sheet Data</b>		
Liquid Assets	25,368,466,188	30,331,701,996
Gross Loans and Other Receivables	3,676,528,850	4,069,482,113
Total Assets	30,543,646,815	36,110,333,292
Deposits	18,983,039,324	24,340,581,021
Total Equity	6,971,925,643	6,017,941,359
<b>Selected Ratios</b>		
Return on Average Equity	12.14%	20.10%
Return on Average Resources	2.21%	2.90%
CET 1 Capital Ratio	32.62%	23.51%
Tier 1 Capital Ratio	32.62%	23.51%
Capital Adequacy Ratio	32.83%	23.70%
<b>Per common share data</b>		
Net Income per share:		
Basic	363.53	555.08
Diluted	363.53	555.08
Book Value	3,220.29	2,779.65
<b>Others</b>		
Cash Dividends Declared	-	800,000,000
Headcount		
Officers	254	181
Staff	9	2

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# Risk Management

With its culture of managing risk prudently within its capacity and capabilities, BDO Private Bank will pursue its strategy and business plans to provide consistent quality service to its customers, to achieve its desired long-term target returns to its shareholders, and satisfy or abide by the needs of its other stakeholders, including its depositors and regulators.

## Overall Risk Management Culture and Philosophy

The Bank believes that, as there are opportunities, there are associated risks. The objective is not to avoid risks totally, but to adequately and consistently evaluate, manage, control and monitor the risks, and ensure that the Bank is duly compensated for all risks taken. Good risk management involves making informed and rational decisions about the level of risks the institution wants to take in the pursuit of its objectives, but with consideration to return commensurate with the risk-taking activity.

## Risk Appetite and Strategy

BDO Private Bank's goal is to remain a strong bank that is resilient to possible adverse events. Hence, the Bank ensures:

- A strong financial position by maintaining adequate capital ratios,
- Sound management of liquidity, and
- Ability to generate sustainable earnings commensurate with the risks taken.

The Bank ensures that credit, market, interest rate, and liquidity risks are within Board-approved operating limits. Operational, legal, regulatory, and reputational risks are invariably managed by the development of both a strong "control culture" and an effective internal control system that constantly monitors and updates operational policies and procedures with respect to the Bank's activities and transactions.

## Bank-Wide Risk Governance Structure

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

### Risk Management Principles



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# Corporate Governance

Corporate governance in BDO Private Bank is about effective oversight, strict compliance with regulations, and sustainable value creation to promote the best interest of its various stakeholders.

BDO Private Bank, Inc. (BDOPB) affirms its deep commitment to the highest standards of corporate governance practice, firmly anchored on the principles of accountability, fairness, integrity, transparency, and performance consistently applied throughout the institution. BDOPB's good market reputation has been built on the solid foundation of an ethical corporate culture and responsible business conduct, underpinned by a well-structured and effective system of governance.

BDOPB complies, where appropriate, with the SEC Code of Corporate Governance and with the Enhanced Corporate Governance Guidelines for BSP-Supervised Financial Institutions. It follows relevant international best practices of corporate governance issued by globally recognized standards-setting bodies such as the Organization for Economic Cooperation and Development (OECD) and the ASEAN Corporate Governance Scorecard (ACGS) which serve as essential points of reference.

This report describes the highlights of our corporate governance practices throughout the financial year ended December 31, 2023.

# Governance Structure

## Board of Directors

Responsibility for good governance lies with the Board. It is responsible for providing effective leadership and overall direction to foster the long-term success of the Bank. It oversees the business affairs of the Bank, reviews the strategic plans and performance targets, financial plans and budgets, key operational initiatives, capital expenditures, acquisitions and divestments, annual and interim financial statements, and corporate governance practices. It also periodically reviews the Bank’s corporate mission and vision and ensures their continuous alignment with the Bank’s strategic plans. It oversees management performance, the enterprise risk management, internal control systems, financial reporting and compliance, related party transactions, continuing director education, and succession plans for the Board, the President, and senior management officers. It considers sustainability issues related to the environment, social, and governance factors as part of its sustainable banking practices.

## Board Composition

The Board is composed of eight (8) members and aided by three (3) advisors.<sup>1</sup> It is led by a Non-Executive Chairperson with two (2) Independent Directors, five (5) Non-Executive Directors, and one (1) Executive Director who is the President.

The present composition of the Board exceeds the minimum regulatory standards which require that independent and non-executive directors account for the majority. Independent and Non-Executive Directors of the Bank comprise 77.8% (7 of 9) of the Board. Independent directors chair four (4) of seven (7) board committees, namely Risk Management, Board Audit, Corporate Governance, and Related Party Transactions, while the remaining committees, Executive, Credit and Trust are chaired by non-executive directors. This provides independent, objective, and balanced judgment on significant corporate matters and ensures that key issues and strategies are objectively reviewed, constructively challenged, thoroughly discussed and rigorously examined.

The Board advisors are considered as integral parts of the Board whose influence are akin to directors. Their opinions and recommendations are taken into consideration by the Board members. The presence of two (2) female Board advisors provides an independent view of the Bank and complements the three (3) female non-executive directors in the Board.

## Board Snapshot

### DIRECTOR DIVERSITY



### DIRECTOR AGE



### SKILLS, EXPERIENCE & BACKGROUND



#### Business Executives



### 2023 BOARD MEETINGS

Name of Director	Position	No. of Meetings Attended (7 Meetings Held)	Percentage of Attendance
Teresita T. Sy	Chairperson	7	100%
Nestor V. Tan	Vice-Chairman	7	100%
Albert S. Yeo	Director & President	7	100%
Gregory L. Domingo	Director	7	100%
Violeta O. LuYm	Director	7	100%
Dioscoro I. Ramos	Independent Director	7	100%
Elizabeth T. Sy	Director	6	86%
Luis Ma. G. Uranza	Independent Director	7	100%

<sup>1</sup> The Bank is in the process of amending its constitutive documents to reduce its Board members from ten (10) to nine (9) members.

## Screening of Directors

The Board is responsible for the screening of new directors through the Corporate Governance Committee. It leads the process of identifying and evaluating the nominees for directors. With the Corporate Governance Manual as primary reference, the Corporate Governance Committee evaluates the balance, skills, knowledge and experience of the existing Board membership and the requirements of the Bank before the Annual Stockholders' Meeting. The result of the evaluation determines the role and key attributes an incoming director should have. The Corporate Governance Committee receives recommendations for potential candidates and uses, to the extent possible, external search firms or external databases (i.e., ICD List of Members) in selecting the pool of candidates for the new members of the Board. The Corporate Governance Committee recommends the most suitable candidate to the Board for appointment or election as director.

For reelection of incumbent directors, the Corporate Governance Committee also considers the results of the most recent annual evaluation of the performance of the Board and Board Committees facilitated by an independent third-party evaluator, attendance record in meetings, participation in Board activities and overall contribution to the functioning of the Board.

## Board Diversity

The Bank's Corporate Governance Manual sets out approaches to promote diversity in the membership of the Board of Directors of the Bank. The Bank recognizes that diversity in skills, experience, gender, sexual orientation or preference, age, education, race, religion, business and other related expertise among its directors will foster critical discussion and promote balanced decision by the Board. It views diversity as an essential element in maintaining strong corporate governance through a strong and effective Board.

The Board commits to continually promote and observe diversity in its membership. As a whole, the Board, through its members, should possess all of the necessary skills, experience and functional expertise to oversee the strategic direction of the Bank. In determining the optimum composition of the Board and in filling vacancies, the Corporate Governance Committee should consider all aspects of diversity in its Corporate Governance Manual's Diversity Policy in order to maintain an appropriate balance of skills, background, experience, and knowledge in the Board composition, as well as the important role of women with appropriate and relevant skills and experience.

In evaluating the suitability of an individual board member and promoting diversity in the composition of the Board, the Corporate Governance Committee annually reviews the Board and Board Committee composition to ensure appropriate balance of skills, competencies, experience in its membership, and diversity to assure alignment with the new regulations. The Committee recommends to the Board of Directors the slate of candidates nominated by the stockholders for election to the Board of Directors during the Bank's annual stockholders' meeting. The Committee takes into account the relevant qualifications of every candidate nominated for election, with competence and integrity as the primary factors.

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

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

## Selection and Appointment of Senior Executive Management

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

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

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

During the year, the Board approved, reviewed, and oversaw the Bank's financial budget and capital funding, business targets and strategies, annual declaration of dividends, and the release of the 2022 audited financial statements within 120 days from year end. Its oversight functions include the review of operational and financial performance of senior management and works of the various committees in accordance with their Terms of Reference. The Board also discussed macroeconomic outlook including the impact of the global inflation.

## Sustainability Initiatives

The Board also oversaw matters related to sustainability. It approved the revisions to the Bank's Environmental and Social Risk Management System (ESRMS) with key focus in the areas of climate change, environment, human rights, and disaster risk management and response.

## Improving Board Effectiveness

### Board Performance

A yearly self-assessment is conducted focusing on the performance of the Board, directors, Committees and senior management, through the Corporate Governance Committee, using an approved set of questionnaires. The performance evaluation process begins with sending out customized Board Evaluation Questionnaires to each director and advisor who are required to complete them and explain the rationale of their response, the results of which are tabulated and consolidated. The Corporate Governance Officer prepares the overall report and presents this to the Corporate Governance Committee for discussion and endorsement to the Board, including the recommended actions and focus areas to improve effectiveness.

The results of the directors' and board advisors' assessment/responses show that the Board has healthy and positive dynamics, indicating that the Board works well as a group. The Board is also diverse in terms of expertise, experience and perspectives, which is key for a well-governed bank. The results further indicate strong oversight and engagement by the Board with senior management. The Chairperson, Vice-Chairperson, Lead Independent Director, and the President also demonstrated strong leadership in their respective roles. The Board Committees, on the other hand, generally exhibited high level of engagement with and oversight of senior management. Evaluation results also demonstrate strong leadership by the Board Committee chairpersons. The inclusion of global trends in banking technology and generative artificial intelligence as topics for the annual corporate governance training held on August 2, 2023 addressed a recommendation to consider continuous training programs that address emerging trends in disruptive technology/digitalization and cybersecurity threats.

### Senior Management and Employee Performance

The Board approves and monitors appropriate key performance indicators for senior management, which are aligned with the Bank's strategic plan, and oversees management's conduct of the Bank's business and intervenes as needed. The performance assessment of Senior Management is also part of the scope of the Board Evaluation Questionnaire facilitated by the Corporate Governance Committee. Using an approved set of questionnaires, the Board reviews Senior Management's performance against established criteria, for purposes of assessing its effectiveness and as a tool in its efforts to enhance its structure, composition, and procedures. The results of the assessment reveal that the Board generally perceives the Senior Management as strong including in the areas of qualifications, financial performance, strategy, and leadership.

The measurable standards for each employee established by the Bank every year is the Key Result Areas (KRA) Plan. The KRA specifies the focus area of performance and the results expected that are aligned with the strategy of the Bank. The KRA Plan is the effective performance management framework adopted to ensure that individual performance is tracked versus standards set by Management and the Board. The fulfillment of these standards is the basis of the yearly appraisal rating of employees. For the heads of control functions – Chief Internal Auditor, Chief Risk Officer, and Chief Compliance Officer – their annual performances are assessed by the Board Committees that oversee them. Their performances are measured against the regulatory expectations for their roles.

### Continuing Education for Directors

The continuing education program for directors is an ongoing process to ensure the enhancement of their skills and knowledge. Every year, all directors and key officers are given updates and briefings, and are required to attend a corporate governance



seminar on appropriate topics to ensure that they are continuously informed of the developments in the business and regulatory environments, including emerging opportunities and risks in the banking industry.

All of the directors of BDOPB complied with the annual corporate governance training requirement of four (4) hours in 2023. All eight (8) directors of BDOPB, along with members of the Bank's senior management and key officers of entities in the BDO Group, attended the in-house corporate governance seminars held on August 2, 2023 and October 16, 2023. Gartner, Inc., a global research and consulting firm, provided insights on global trends in banking technology and how BDO is faring against these trends. They emphasized the importance of understanding the needs of customers through contextual engagement, as well as the increasing adoption of the "phygital (physical and digital) strategy" and generative artificial intelligence (AI) in enhancing customer experience, which are aligned with BDO's strategic plans. On the other hand, Boston Consulting Group (BCG), another global consulting firm, shared their insights about Generative AI and its disruptive impact in businesses. They examined the risks posed by generative AI and highlighted the crucial role of people in transforming the business.

## **Succession Planning**

Succession planning for the Board and senior management is an important part of the governance process. In the Board level, succession planning is always a conscious effort to the Board to assess every year the nominees for Board members. At such time, the remaining term of each independent director is also noted to allow the Board sufficient time to scout for successors. Also, the Board has adopted the nine-year term limit of independent directors as a way to refresh the Board membership progressively and in an orderly manner.

The Corporate Governance Committee reviews the succession framework and leadership development plans for senior management, which are subsequently approved by the Board. As part of the periodic review, the succession framework is updated and training programs are conducted accordingly. BDO Group's senior management and officers provide an available talent pool that may readily fill-in a vacancy in BDOPB to ensure business continuity.

The Bank's Succession Planning Policy not only includes the identification of key roles and talents, but also the assessment and building of the organization's bench strength. It has adopted a talent management program that identifies the appropriate development interventions and program to ensure that potential successor is ready to assume the next key leadership/critical position in the Bank.

## **Remuneration of Directors and Senior Management**

Our Remuneration policy is geared towards attracting, retaining, and motivating employees and members of the Board.

The remuneration framework for senior management includes fixed pay, bonuses and the Employee Stock Option Plan (ESOP) as a long term incentive program. A claw back mechanism is in place, where the benefits and rights accruing from the ESOP can be revoked or forfeited, if the eligible employee is terminated from service for cause or in the event of imposition of an administrative or disciplinary sanction or penalty against the employee at any time during and after the vesting period prior to exercise. It is linked to corporate and individual performance, based on an appraisal of senior management. The five most highly compensated officers are the President, one Executive Vice President and three Senior Vice Presidents. All qualified employees may

be entitled to an annual merit increase in salary, based on their performance for the immediately preceding year. This has a long-term and compounding effect to the fixed pay, which serves as basis for their retirement benefit.

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

## **Dividends**

The Bank recognizes the importance of providing a stable and sustainable dividend stream consistent with its commitment to shareholders. The Bank has been paying annual dividends and will endeavor to do so while maintaining financial flexibility.

The payment of dividends entails prior board approval of the amount, record and payment dates as recommended by Management based on the BSP, PSE, and SEC rules on declaration of cash dividends. Upon Board approval, necessary disclosures are made in compliance with regulatory requirements. The full dividend policy statement is published on the corporate website.

## **Related Party Transactions**

The Bank has established policies and procedures on related party transactions (RPT) in accordance with BSP and SEC regulations. These include definition of related parties, coverage of RPT policy, guidelines in ensuring arm's length terms, identification and prevention of potential or actual conflicts of interest, adoption of materiality thresholds, internal limits for individual and aggregate exposures, whistle-blowing mechanisms, and restitution of losses and other remedies for abusive RPTs. The RPT Committee reviews and endorses to the Board for final approval all material RPTs. The Related Party Transactions Policy applies to BDO Unibank, Inc. and its subsidiaries and affiliates, as applicable, to ensure that every related party transaction is conducted in a manner that will protect the Bank from any potential conflict of interest. The policy also covers the proper review, approval, ratification, and disclosure of transactions between the Bank and any of its related parties in compliance with legal and regulatory requirements. The policy also requires that any member of the RPT Committee who has a potential interest in any related party transaction shall abstain from the discussion and endorsement of the related transaction. Likewise, any member of the Board who has interest in the transaction must abstain from the deliberation and approval of such related party transaction. Related party transactions whose value may exceed 10% of the Bank's total assets require review of an external independent party to evaluate the fairness of its terms and conditions and approval of 2/3 vote of the Board, with at least a majority of the independent directors voting affirmatively.

The full version of the Related Party Transactions Policy is published on our corporate website.

## **Chairperson of the Board**

The Chairperson is primarily responsible for leading the Board and ensuring its effectiveness. She provides leadership to the Board, fosters constructive relationships with the directors, promotes an open environment for critical discussions and constructive debate on key issues and strategic matters, and ensures that the Board of Directors exercises strong oversight over the Bank's business and performance of senior management. She takes a lead role in ensuring that the Board provides effective governance of the Bank and continues to operate at a very high standard of independence with the full support of the directors.

## **Independent and Non-Executive Directors' Meeting**

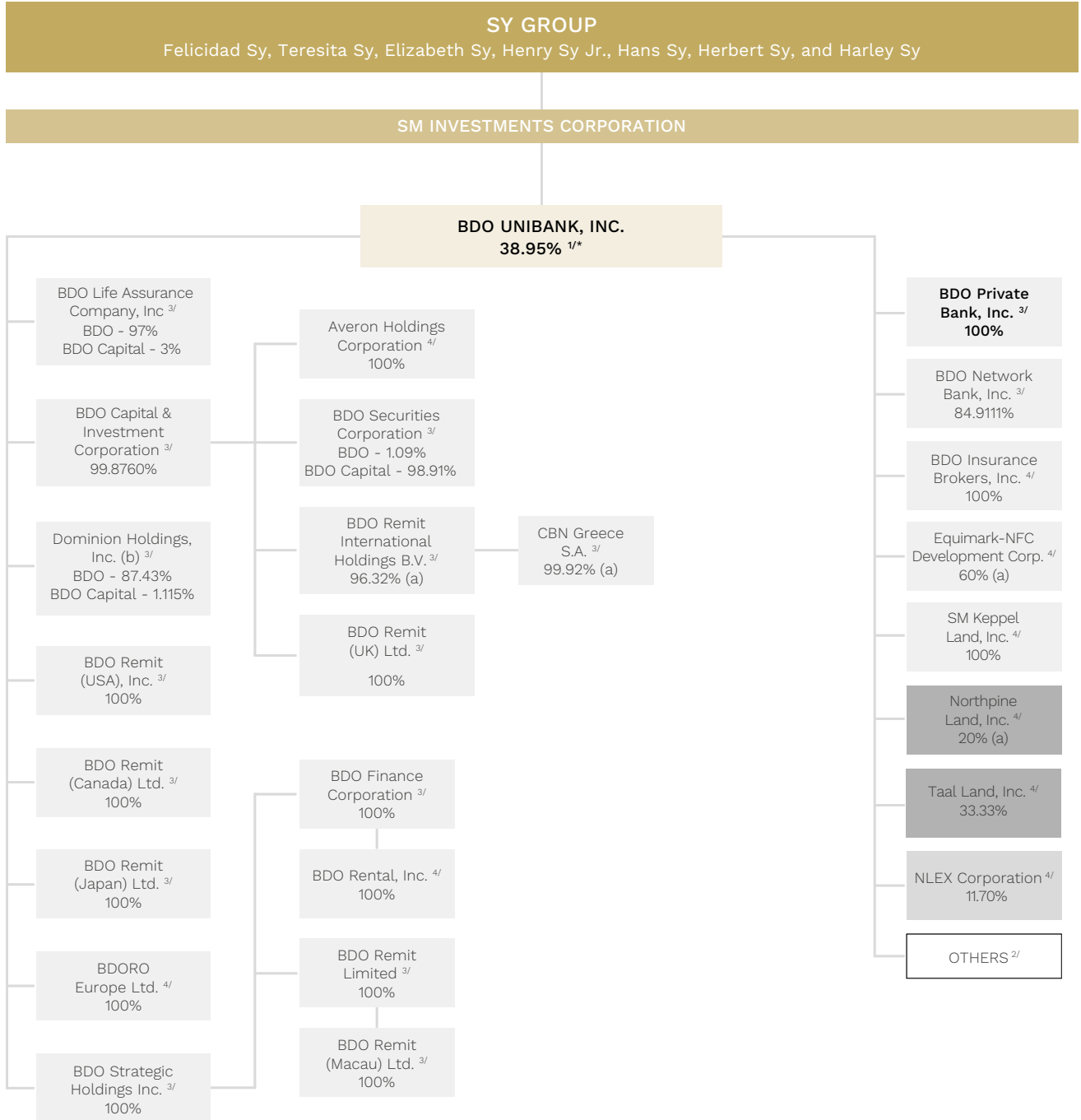
Regular meetings are held by Independent and Non-Executive Directors (INED) with the heads of the control functions (i.e. Chief Risk Officer, Chief Compliance Officer, and Chief Internal Auditor) as well as the external auditor, without the presence of management or any bank executive, to discuss various matters or issues outside the Board Audit Committee and Risk Management Committee meetings. The INED also meet with the heads of business and operating units to understand further and engage in deeper discussions with the Bank management. The meetings are chaired by the Lead Independent Director.

In 2023, the INED conducted one (1) session and the results were discussed with the Bank's Executive Directors in a separate session.

# BDO Conglomerate Structure

## BDO Unibank, Inc. Group Map

As of 31 December 2023



<sup>1/</sup> SMIC's ownership as of 31 December 2023 per Office of the Corporate Secretary's record on file

<sup>2/</sup> Entities related to BDO through common ownership/directorship/officership

<sup>3/</sup> Financial entities

<sup>4/</sup> Non-Financial entities

\* Previous 45.3% ownership includes SMIC's disclosure

(a) Under liquidation

(b) Formerly BDO Leasing & Finance, Inc.

■ - Stockholder of BDO

□ - Subsidiary

■ - Affiliate

■ - Other Related Party

## Major Stockholders

As of December 31, 2023, the following are known to BDO Private Bank, Inc. (BDOPB) to be directly or indirectly the record and/or beneficial owners of more than 5% of BDO Private Bank's voting securities:

Title of Class	Name	Citizenship	Percentage
Common	BDO Unibank, Inc.	Filipino	100%

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

## Security Ownership of Directors

As of December 31, 2023, the following are known to BDO PB to be directly/indirectly the record and/or beneficial owners of BDO Private Bank voting securities:

Name of Director	Position/Type of Directorship	Nationality	No. of Years as Director	Total No. of Direct (D) and Indirect (I) Shares as of December 31, 2023	Percent to Total Outstanding Shares
Teresita T. Sy	Chairperson/ Non-Executive Director	Filipino	16	1 (D)	0.0000%
Nestor V. Tan	Vice Chairman Non-Executive Director	Filipino	20	1 (D)	0.0000%
Albert S. Yeo	President/ Executive Director	Filipino	6	1 (D)	0.0000%
Gregory L. Domingo	Non-Executive Director	Filipino	1 <sup>st</sup> Term: 2 2 <sup>nd</sup> Term: 7	1 (D)	0.0000%
Violeta O. LuYm	Non-Executive Director	Filipino	16	1 (D)	0.0000%
Dioscoro I. Ramos	Independent Director	Filipino	2	1 (D)	0.0000%
Elizabeth T. Sy	Non-Executive Director	Filipino	16	1 (D)	0.0000%
Luis Ma. G. Uianza	Independent Director	Filipino	2.5	1 (D)	0.0000%

## Board of Directors



**Teresita T. Sy**

Chairperson

Non-Executive Director

Filipino, 73 years old

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

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



**Nestor V. Tan**

Vice Chairman

Non-Executive Director

Filipino, 65 years old

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

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

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



## Albert S. Yeo

President and  
Executive Director  
Filipino, 64 years old

Albert S. Yeo is the President and Executive Director of BDO Private Bank, Inc. He was elected to the Board on April 17, 2017. Prior to joining BDO Private Bank, he was with Merrill Lynch & Co., USA, last as a senior financial advisor at their Manhattan Beach in Los Angeles, California. His 35-year career in finance and investments included other global institutions namely UBS Financial Service, Prudential Securities, Inc. (now Wells Fargo Advisors), IBJ Schroder Bank & Trust (now Mizuho Bank), and with the Rizal Commercial Banking Corporation. Mr. Yeo holds a master's degree in Business Administration from Wharton School, University of Pennsylvania and a Bachelor of Science degree in Management Engineering, with Magna cum Laude distinction, from the Ateneo de Manila University.



## Gregory L. Domingo

Non-Executive Director  
Filipino, 69 years old

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

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



## Violeta O. LuYm

Non-Executive Director  
Filipino, 77 years old

Violeta O. LuYm was elected to the Board of Directors of BDO Private Bank, Inc. on March 10, 2008. Ms. LuYm serves as a member of the Board Audit Committee, Corporate Governance Committee, and Related Party Transactions (RPT) Committee of the Bank. She is the Chairperson of the Board of Directors of BDO Securities Corporation, and the Director and Treasurer of BDO Capital & Investment Corporation. She is also Trustee of Felicidad Sy Foundation, and sits on the Boards of Venture Vision Realty Development Corporation, and Philippine Equity Corporation, and is a Director and Treasurer of various mutual fund companies under the Philequity Group of Funds. She was formerly the Corporate Secretary of Homeworld Shopping Corporation, and was a Director of Tangiers Resources Corporation. She functioned as a Director of Equitable Savings Bank Inc. from 2007 to 2008; BDO Financial Services from 1997 to 2007; Banco De Oro-EPCI, Inc. from 1998 to 2007; and Vantage Equities, Inc. in 2011. In the past, she has held senior officer positions in the following financial institutions: Security Bank & Trust Co., Bancom Development Corp., International Corporate Bank, Bancom Finance Corp., BDO Commercial Bank, and BDO Universal Bank. She graduated from Assumption College and obtained her MBA from UCLA.



## Dioscoro I. Ramos

Independent Director  
Filipino, 65 years old

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

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





## Elizabeth T. Sy

Non-Executive Director  
Filipino, 71 years old

Elizabeth Sy was elected to the Board of BDO Private Bank, Inc. on August 6, 2007. She is a member of the Executive Committee and Trust Committee of the Bank. She is also the President and Chairperson of SM Hotels and Conventions Corporation (formerly SM Hotels and Entertainment Corp.) where she steers SM's continuous growth in the tourism, leisure, and hospitality industry. She is also the Chairman of the Board of Trustees of Nazareth School of National University. Ms. Sy likewise serves as Advisor to the Boards of SM Investments Corporation and Member of the Executive Committee for SM Prime Holdings, Inc. She is also the Chairperson of Pico De Loro Beach and Country Club. She holds a degree in Business Administration from Maryknoll College.



## Luis Ma. G. Uranza

Independent Director  
Filipino, 65 years old

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

As a member of the Philippine Bar, Atty. Uranza has been engaged in the practice of law for more than 38 years. He is currently the Rehabilitation Receiver, appointed by the Securities and Exchange Commission, to oversee the financial recovery of Victorias Milling Co., Inc. which is one of the major sugar millers and refiners in the country whose shares are listed and traded in the Philippine Stock Exchange. Atty. Uranza has also been given similar appointments by the commercial courts of Makati City and the City of Cagayan de Oro to oversee the financial rehabilitation of several other companies. In the course of his law practice, Atty. Uranza gained proficiency in oil and gas exploration laws and regulations as a result of his membership in the Board of Directors of PNOC-Exploration Corporation which is a government-owned and controlled corporation created for the primary purpose of exploring and developing the fossil fuel and natural gas resources of the country. Moreover, the Philippine Government (through its various agencies) has also engaged the professional services of Atty. Uranza as: (a) Special Legal Counsel of the Presidential Commission on Good Government, (b) Legal Consultant to the Special Presidential Task Force created by Executive Order No. 156, and (c) Legal Consultant to the Office of the General Manager of the Manila International Airport Authority.

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

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

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## CORPORATE SECRETARY



**Edmundo L. Tan**  
Corporate Secretary  
Filipino, 78 years old

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

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

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

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## BOARD ADVISORS:



**Josefina N. Tan**



**Harley T. Sy**



**Raissa  
Hechanova-  
Posadas**

## Board Committees

The Board has established seven (7) committees to help in discharging its duties and responsibilities. These committees derive their authority from and report directly to the Board. Their mandates and scopes of responsibility are set forth in their respective Terms of Reference, which are subjected to annual review and may be updated or changed in order to meet the Board's needs or for regulatory compliance. The number and membership composition of committees may be increased or decreased by the Board as it deems appropriate, consistent with applicable laws or regulations specifically on the majority membership and chairmanship of independent directors in various committees. As of December 31, 2023, four (4) of seven (7) board-level committees are chaired by Independent Directors.

The standing committees of the Board are as follows:

### Executive Committee

#### FUNCTIONS:

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

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

#### Chairperson:

Teresita T. Sy

#### Members:

Nestor V. Tan  
Albert S. Yeo  
Elizabeth T. Sy

<b>Executive Committee</b>	<b>No. of Meetings Attended</b>	<b>Total No. of Meetings</b>
Teresita T. Sy	14	14
Nestor V. Tan	14	14
Albert S. Yeo	14	14
Elizabeth T. Sy	14	14

## Board Audit Committee

### FUNCTIONS:

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

Their oversight function covers the following areas:

- On financial reporting, the committee reviews the integrity of the reporting process to ensure the accuracy and reliability of financial statements and compliance with financial reporting standards and disclosure requirements set for publicly listed companies.
- On internal control and risk management, it monitors and evaluates the adequacy, soundness and effectiveness of the Bank's established internal control and risk management systems, policies and procedures including their implementation across all units of the Bank to provide reasonable assurance against fraud or other irregularities and material misstatement or loss.
- On internal and external audit, it recommends the appointment, reappointment, and removal of the internal and external auditors, remuneration, approval of terms of audit engagement and payment of fees. It reviews non-audit work of external auditors, if any, ensuring that it would not conflict with their duties nor pose a threat to their independence. It approves the annual audit plan and reviews audit results focusing on significant findings with financial impact and its resolution. It reviews the implementation of corrective actions to ensure that these are done in a timely manner to address deficiencies, non-compliance with policies, laws and regulations. Annually, it evaluates the performance of the Chief Internal Auditor and the internal and external audit functions.
- On compliance, it recommends the approval of the Compliance Charter and reviews annually the performance of the Chief Compliance Officer and the compliance function. It also reviews the annual plans of the Compliance Group including the Anti-Money Laundering Unit (AMLU), and evaluates the effectiveness of the regulatory compliance framework of the Bank to ensure that these are consistently applied and observed throughout the institution. It reviews the report of examination of the Bangko Sentral ng Pilipinas and other regulators including replies to such reports for endorsement to the Board for approval.

In this context, the following were done during the year:

On financial reporting, the Board Audit Committee (BAC) reviewed and recommended for approval to the Board the Bank's annual audited financial statements ensuring compliance with accounting standards and tax regulations. On February 13, 2023, it endorsed for approval of the Board the Bank's audited financial statements

### Members:

Dioscoro I. Ramos  
(Independent Director)

Violeta O. LuYm  
(Non-Executive Director)

Board Audit Committee	No. of Meetings Attended	Total No. of Meetings
Dioscoro I. Ramos	5	5
Violeta O. LuYm	5	5

as of December 31, 2022 including the Notes to the Financial Statements. This was approved by the Board on February 20, 2023 and filed with the Securities and Exchange Commission (SEC) via the Electronic Filing and Submission Tool on May 10, 2023, which was earlier than the deadline set by the SEC in its Memorandum Circular No. 2, series of 2022. It believes that the financial statements are fairly presented in conformity with the relevant financial reporting standards in all material aspects. The related internal controls on financial reporting process and compliance with accounting standards were likewise reviewed.

In overseeing the internal audit function, it reviewed and approved the 2023 and 2024 Internal Audit risk-based audit plans after a thorough review of their scope, as well as changes to the plan, audit methodology, budget, manpower resources and the appointments/assignments of key audit officers during the year. It reviewed audit reports focusing on high and moderate risk findings relating to operational, financial and compliance controls including risk assessment systems with impact to financial, reputation and information security. It regularly tracked the timely resolution of findings and asked for Management's action plans on items that needed to be addressed. It also assessed the performance of the Chief Internal Auditor and the internal audit function. It ensured the Internal Audit's independence and unfettered access to all records, properties and information to be able to fully carry out its function. The Committee is satisfied that the internal audit function has adequate resources to perform its function effectively.

On external audit, it reviewed and approved the 2023 Audit Plans of the external auditor to ensure the adequacy of its scope and coverage and appropriateness of the timelines. It comprehensively discussed the external audit reports, focusing on internal controls, risk management, governance and matters with financial impact particularly on the changes in accounting and reporting standards. It reviewed Management's Letter as well as Management's response and action taken on the external auditor's findings and recommendations.

In overseeing the compliance function, it reviewed and approved new and/or updates to Compliance Guidelines, revisions to the Money Laundering and Terrorist Financing Prevention Program (MTPP) Manual, annual compliance plans, and independent compliance testing roadmaps of the Compliance and Anti-Money Laundering (AML) departments. It monitored the progress and reviewed the status of the annual compliance plans, results of the independent compliance and AML testing, timely submission of regulatory and prudential reports, compliance to mandatory ratios, as well as continuous improvement of the compliance and AML systems. It conducted the annual appraisal of the performance of the Chief Compliance Officer for 2022. It discussed in detail the Bangko Sentral ng Pilipinas Report of Examination, thereby ensuring implementation of corrective actions. It also reviewed and provided guidance to Management in its replies to concerns of the regulators to ensure that the Bank's position is appropriately presented.

Reports on cases in operations, whistle blower accounts as well as non-loan related cases with impact to financials, internal controls, information systems and reputation were deliberated on focusing on risk assessment, legal handling, and fraud prevention.

As part of its commitment to excellent corporate governance, the Committee conducted a self-assessment for its 2022 performance based on its Terms of Reference. The BAC likewise evaluated the performance of Internal Audit, Compliance and AML departments, and External Audit to ensure their effectiveness and achievement of their objectives.

The BAC reports its evaluation of the effectiveness of the internal controls, financial reporting process, risk management systems of the Bank, based on the report and unqualified opinion obtained from the External Auditor, the overall assurance provided by the Chief Internal Auditor and additional reports and information requested from Senior Management, and found these to be generally adequate across BDO.

## Corporate Governance Committee

### FUNCTIONS:

- Primarily tasked to assist the Board in formulating the governance policies and overseeing the implementation of the governance practices of the Bank as well as its subsidiaries and affiliates.
- Annually, it also oversees the performance evaluation of the Board of Directors, its committees, executive management, peer evaluation of directors, and conducts a self-evaluation of its performance. It provides an assessment of the outcome and reports to the Board the final results of the evaluation including recommendations for improvement and areas to focus on to enhance effectiveness.
- Functions as the Bank’s Nominations Committee. This includes profiling the skills and competencies of the currently serving directors, and recommending to the Board suitable candidates.
- Reviews and assesses the adequacy of the Bank’s policies and practices on corporate governance including the Corporate Governance Manual and Interlocking Policy and recommends changes for approval of the Board.
- Oversees the continuing education program for directors and key officers and proposes relevant training for them.
- Oversees the Sustainability initiatives of the Bank, particularly key processes, standards and strategies designed to manage environmental and social impact and governance.

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

a. Annual Continuing Education of Directors

The Corporate Governance Committee facilitated the compliance of the directors of the Bank and its subsidiaries with the regulatory requirement for an annual corporate governance seminar as part of their continuing education. The in-house seminar focused on global trends in banking technology and how BDO is faring against these trends, as well as generative artificial intelligence and its disruptive impact in businesses.

b. Adherence to Corporate Governance Standards

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

### Chairman:

Atty. Luis Ma. G. Uranza  
(Independent Director)

### Members:

Violeta O. LuYm  
(Non-Executive Director)

Corporate Governance Committee	No. of Meetings Attended	Total No. of Meetings
Luis Ma. G. Uranza	5	5
Violeta O. LuYm	5	5

c. Revised Corporate Governance Manual and Policy on Interlocking Positions

The Committee approved and endorsed to the Board for approval the Bank’s Corporate Governance Manual and Policy on Interlocking Positions. Both were updated to incorporate recent regulatory issuances and Committee recommendations and document international corporate governance standards/principles that the Bank are already implementing.

d. Oversight on Sustainability Initiatives

As part of its oversight responsibility on the sustainability initiatives of the Bank, the Committee noted various sustainability updates, including progress on the 2022 BDO Sustainability Report, ESG Dashboard in the Sustainability Report, BDO’s Environmental and Social Risk Management System (ESRMS), BDO’s recognitions in the Retail Banker International Asia Trailblazer Award 2023, Asian Banking & Finance Whole Banking Awards 2023, Asia Corporate Excellence & Sustainability (ACES) Awards 2023, The Asset ESG Corporate Awards 2022 & 2023, and Qorus-Accenture Banking Innovation Awards 2023.

e. Board Effectiveness Evaluation

The Committee also spearheaded the annual Board evaluation self-assessment by Board members and advisors covering the performance in 2022 of the Board of Directors, Board Committees, senior management, each director, and board advisors.

## Trust Committee

### FUNCTIONS:

- Reviews and recommends for the approval by the Board of the Trust Group’s overall budget, strategies, and plans to meet its assets under management and income targets.
- Regularly reviews the Group’s overall business performance, industry position, market share, product and service offerings, and risk management reports.
- Approves and/or gives recommendations on offering of new or amending existing products and services.
- Reviews and approves the establishment and renewal of lines and limits with other financial institutions and counterparties.
- Reviews and approves transactions between trust and fiduciary accounts, accepts and closes trust and other fiduciary accounts, and approves the investment, reinvestment and disposition of funds or property.
- Evaluates trust and other fiduciary accounts at least once every three (3) years or as necessary.
- Evaluates the performance of the Trust Officer annually.

Significant matters taken up by the Committee in 2023 included, among others, the Trust Group’s (TG) business strategy and performance, plans, and financial targets for the year, the conduct of various account, product and administrative reviews, and the status of system projects in the pipeline.

### Chairman:

Gregory L. Domingo  
(Non-Executive Director)

### Members:

Albert S. Yeo  
(President)

Atty. Luis Ma. G. Uranza  
(Independent Director)

Elizabeth T. Sy  
(Non-Executive Director)

Aires Michaela A. Yacat  
(Trust Officer)

Trust Committee	No. of Meetings Attended	Total No. of Meetings
Gregory L. Domingo	4	4
Albert S. Yeo	4	4
Luis Ma. G. Uranza	4	4
Elizabeth T. Sy	3	4
Aires Michaela A. Yacat	4	4

## Risk Management Committee

### FUNCTIONS:

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

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

### Chairman:

Dioscoro I. Ramos  
(Independent Director)

### Members:

Albert S. Yeo  
(President)

Atty. Luis Ma. G. Uianza  
(Independent Director)

<b>Risk Management Committee</b>	<b>No. of Meetings Attended</b>	<b>Total No. of Meetings</b>
Dioscoro I. Ramos	11	11
Albert S. Yeo	11	11
Luis Ma. G. Uianza	11	11



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

In 2023, the Committee conducted discussions on Trust clients' exposures to Silicon Valley Bank, Credit Suisse, China (particularly on real estate), and Israel. The Committee noted the implementation of BSP Circular 1159 on Agriculture, Fisheries and Rural Development Financing compliance. Furthermore, the Committee approved the updated Operational Risk Management Policy manual and the results of the annual performance appraisal of the Chief Risk Officer.

## Credit Committee

### FUNCTIONS:

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

### Chairperson:

Teresita T. Sy

### Members:

Nestor V. Tan

Albert S. Yeo

Credit Committee	No. of Meetings Attended	Total No. of Meetings
Teresita T. Sy	18	23
Nestor V. Tan	23	23
Albert S. Yeo	22	23

- Reviews and assesses credit policies and procedures, measurements, as well as other credit risk standards, including their amendments, and cause the dissemination of the same.
- Endorses for the approval of the Board of Directors such credit manuals containing the credit policies and procedures of the Bank, whenever such is required by regulatory authorities.

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

## Related Party Transactions Committee

### FUNCTIONS:

- Assists the Board in its oversight of the conduct of all Related Party Transactions (RPTs) to protect the interests of the Bank and its stakeholders.
- Ensures proper disclosure of all approved RPTs in accordance with applicable legal and regulatory requirements..

On a quarterly basis, the RPTC carefully reviews the material related party transactions being proposed by Management and provides necessary action, including endorsement for approval of the Board. The Committee also reviews all non-material related party transactions for the year prior to its confirmation by the Board. In accordance with its mandate, the Committee monitors in its meetings the outstanding loan exposures of the Bank to its related parties. The Committee also reviews the conglomerate structure on a quarterly basis. As part of its continuing assessment of RPT limits, the Committee also approves the RPT materiality thresholds.

### Chairman:

Atty. Luis Ma. G. Uianza  
(Independent Director)

### Members:

Violeta O. LuYm  
(Non-Executive Director)

Related Party Transactions Committee	No. of Meetings Attended	Total No. of Meetings
Luis Ma. G. Uianza	6	6
Violeta O. LuYm	6	6

## Independent Control Functions

### Compliance

BDOPB's Compliance Group, through the Chief Compliance Officer (CCO), oversees the design of the Bank's compliance system and the overall compliance framework executed through a Compliance Program, and promotes their effective implementation. BDOPB Compliance Group reports to and is under the direct supervision of the Board Audit Committee. It is responsible for overseeing, coordinating, monitoring and ensuring compliance of the Bank with existing laws, rules and regulations through the implementation of the overall compliance system and program in accordance with the requirements of the BSP and other regulatory agencies, including but not limited to the identification and control of compliance risks, prudential reporting obligations as well as compliance training. BDOPB's Compliance System forms the processes, people,

policies and other components that, as an integral unit, ultimately drive the Bank's initiatives to conform to industry laws, regulations and standards. In line with the Bank's initiatives is its commitment to ensure that activities of the Bank and its personnel are conducted in accordance with all applicable banking laws and regulations and industry standards, and this commitment to compliance serves to protect the Bank and its stakeholders. BDOPB's Compliance Group, as provided in its Charter, conducts independent compliance tests and reports to the Board Audit Committee any significant compliance issues or breaches.

The Anti-Money Laundering Unit (AMLU) under the Compliance Group, together with the Anti-Money Laundering Committee (AMLCom), focuses on the enforcement of the Bank's Anti-Money Laundering (AML) Counter-Terrorist Financing (CTF) Program, and Combating Proliferation Financing (CPF), in accordance with the Anti-Money Laundering Law as amended; Terrorism Financing Prevention and Suppression Act, and Anti-Terrorism Act (ATA) and their respective Implementing Rules and Regulations (IRRs). The Bank also adheres with BSP and Anti-Money Laundering Council (AMLC) Rules, Regulations and Directives. The AML Program of the Bank is articulated in the Bank's Board-approved Money Laundering and Terrorist Financing Prevention Program (MTPP) Manual, which covers AML/CTF/CPF policies and information such as: (i) customer on-boarding, (ii) customer risk assessment and due diligence, (iii) handling and monitoring of clients and their transactions, (iv) Covered and Suspicious transactions reporting, (v) record-keeping, (vi) AML/CTF training (vii) AML System and technology platforms, and (viii) Institutional Risk Assessment. AMLU likewise oversees the investigation of suspicious transactions under the auspices of the AMLCom that is comprised of select key senior officers of the Bank.

The Compliance Group and its compliance program endeavors to protect the Bank's franchise, manage compliance risks and simultaneously support the business goals and growth of the institution by providing appropriate compliance insights and regulatory guidance to safeguard the Bank and its stakeholders.

## Internal Audit

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

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

It promotes continuous professional development of its auditors, especially in areas requiring.

specialized areas of knowledge and technical expertise, auditing techniques, and relevant changes in regulations.

## Consumer Protection Practices

BDOPB adopts and adheres to the consumer protection practices of the BDO Group. BDO’s financial consumer protection framework is anchored on disclosure and transparency, protection of client information, equitable and fair treatment and integrity in dealings, effective recourse and redress of complaints, protection of consumer assets against fraud, loss, and misuse, and data privacy and protection. The framework ensures that consumer protection practices are embedded in the banking operations, considered in the development and implementation of our products and services, and business units are required to identify, measure, monitor, and control consumer protection risks inherent in their operations.

The Board is primarily responsible in maintaining an effective oversight on the Bank’s consumer protection policies and programs. Senior management implements the Board-approved strategy and ensures that control mechanisms are in place.

BDOPB’s Consumer Assistance Management System (CAMS), adopted from Parent Bank, reflects the Bank’s commitment that our customers are treated fairly, honestly, and professionally at all stages of their relationship with the Bank. To ensure its effective implementation, BDOPB Customer Assistance Management unit records customer complaints and monitors its resolution in adherence to established standard operating procedures and service level agreements. Customer feedback and complaints are analyzed and these are reported to the Board’s Risk Management Committee on a periodic basis.

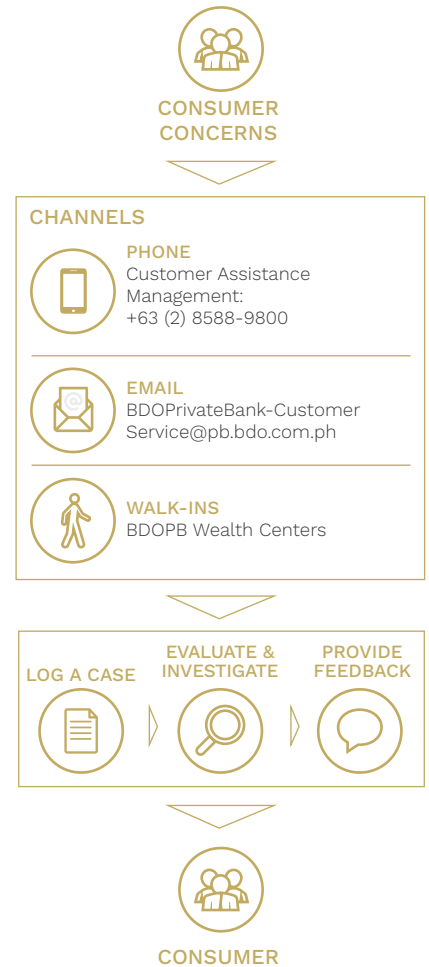
BDOPB devotes resources to ensure that customers are provided with accessible, affordable, independent, fair, accountable, timely, and efficient means for resolving complaints with their financial transactions. In 2023, CAMS recorded 3,607 customer cases of which only 0.06% were problem-related in nature. Majority of the cases were inquiries (1,985 or 55.03%) and requests (1,620 or 44.91%).

## Consumer Assistance Policies and Procedures

BDOPB enforces and monitors the CAMS through a combination of established policies, streamlined processes, and dedicated teams. The system aims to deliver customer satisfaction through compliance with regulations.

**Internal policies:** Consumer Protection policies are outlined in the CAMS Manual. These policies define how consumer assistance is managed, including complaint resolution procedures, escalation protocols, and customer communication standards.

## CONSUMER ASSISTANCE MANAGEMENT SYSTEM



**Dedicated Teams:** The Bank has specialized teams, such as customer service and complaint resolution or service fulfillment teams, responsible for implementing and overseeing CAMS. These teams handle consumer inquiries, requests, and complaints, including cases referred by Bank Directors, Senior Officers, and employees, working in coordination with one another to address issues properly, promptly and efficiently.

**Monitoring and Reporting:** A tracking system is in place to record and monitor client interactions, complaints and resolutions. This allows the Bank to identify trends, measure service level performance, and address emerging issues. Regular reports help management assess the effectiveness of CAMS.

**Continuous Improvement:** BDO regularly reviews and updates CAMS based on feedback, changing regulations, and industry best practices. Continuous improvement ensures that the system remains relevant and effective in meeting customer needs and addressing concerns.

## Customer Complaint Handling

BDOPB has established a robust corporate structure designed to efficiently address customer concerns, ensure regulatory compliance, and enhance customer satisfaction.

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

**Escalation Pathways:** Simple issues are resolved at the frontline while more complex scenarios are escalated to specialized teams or business units.

**Resolution Confirmation:** BDOPB communicates resolution outcomes to customers and seeks feedback in order to continue to enhance its processes.

**Training and Development:** Regular training sessions are conducted to keep personnel updated on the latest customer service techniques, product, process, and system knowledge, as well as conflict resolution strategies.

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

## Data Privacy

The Data Privacy Management Program (DPMP) serves as the framework for protecting the data privacy rights of the Bank's data subjects and ensuring compliance with the Philippine Data Privacy Act (PDPA). The Bank has a Data Protection Officer (DPO) who is registered with the National Privacy Commission (NPC). Each business and support unit also has its own Compliance Officer for Privacy (COPs) to ensure alignment and proper coordination in the implementation of the Bank's DPMP. The required data processing systems were registered as well with the NPC. The Bank has conducted its Privacy Impact Assessments (PIAs) for the whole Bank to assess privacy risks to guarantee that necessary security measures are in place to mitigate risks to personal data and uphold the data privacy rights of individuals. Likewise, a mandatory eLearning course on Data Privacy is taken every 2 years by all employees to promote awareness and

continuous education within BDO Private Bank. Regular COP fora are also being conducted by the DPO for a refresher on the DPA principles. The Risk Management Committee (RMC) is regularly updated with respect to the progress of the Bank's compliance to the PDPA.

## Compliance with the SEC Code of Corporate Governance

We confirm that as of December 31, 2023, the Bank, in step with its Parent Bank, has substantially complied with the recommendations of the SEC Code of Corporate Governance except for the following: 1) Policy on retirement age of directors and 2) Disclosure of executive remuneration on an individual basis.

On the retirement age of directors, the Board recognizes the fact that chronological age is not the main factor in determining effectiveness of the director in discharging his duties and responsibilities. The wisdom of senior directors is a valuable asset. The Board derives much benefit from their advice and opinions and will continue to utilize them for the benefit of all its stakeholders. Age discrimination is discouraged by law, as once a director has been elected, removal due solely to age is prohibited. In this regard, the Board decided to hold in abeyance the implementation of a retirement age policy for directors and instead review the individual director's potential contribution to the Bank and its stakeholders, and decide on that basis.

On the disclosure of the remuneration on an individual basis for executive officers, the figures for key executives are presented in aggregate due to possible security and competition issues.

## Looking Ahead

Hand in hand with its parent, BDO Unibank, BDO Private Bank, as a financial institution, recognizes the importance of addressing climate change and supporting the country's transition towards a low-carbon economy. Through its Board and Senior Management, the Bank remains committed to advancing the sustainability agenda and achieving strategic resilience by consistently incorporating sustainability in the way it conducts business. The Board, being the highest governance body, plays a crucial role in ensuring that sustainability is embedded in the Bank's compliance, corporate governance, and risk management frameworks. The Board sets the tone at the top by promoting an enterprise-wide culture that continually fosters environmentally and socially responsible business decisions. The Bank endeavors to contribute to the country's sustained growth by financing economic activities that nurture the environment, empower the Filipino consumers, and promote the best interest of the Bank's various stakeholders. Consistent with the UN Sustainable Development Goals (SDGs), UN Global Compact, and the government's Sustainable Finance Roadmap, the Bank constantly strives to create lasting, net positive impact through delivery of various banking products and services that are sustainable, inclusive, equitable, environment-friendly, and socially-relevant.

## Senior Management

**Albert S. Yeo**

President

**Stella L. Cabalatangan**

Executive Vice President

Head, Wealth Management

**Richard Emil R. Grau**

Senior Vice President

Head, Investment/Product Development

**Gerardo Clemente C. Rivera**

Senior Vice President

Treasurer

**Maria Judith L. Castillo**

First Vice President

Chief Compliance Officer

**Aires Michaela A. Yacat**

First Vice President

Trust Officer

**Ryan B. Butalid**

First Vice President

Chief Risk Officer

**Rowena Remedios I. Estrella**

Vice President

Head, Operations

**Neil O. Pagkatipunan**

Assistant Vice President

Head, Financial Control

Each member of the Senior Management Team of the Bank has been in the banking and finance industry for an average of 25 years, with ages ranging from 50 to 64. They are all Filipino citizens.

# Financial Statements

## Statement of Management’s Responsibility for Financial Statements

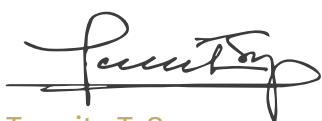
The management of **BDO Private Bank, Inc.** (the Bank), is responsible for the preparation and fair presentation of the financial statements including the schedules attached therein, for the years ended December 31, 2023 and 2022, in accordance with the prescribed financial reporting framework indicated therein, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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



**Teresita T. Sy**  
Chairman of the Board



**Albert S. Yeo**  
President



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

SUBSCRIBED and SWORN to me before this 22nd day of February 2024 affiant exhibiting to me their Competent Evidence of Identity (CEI), as follows:

Name	CEI Number
Teresita T. Sy	SSS No. – 03-2832705-4
Albert S. Yeo	SSS No. – 03-6738633-1
Neil O. Pagkatipunan	SSS No. – 33-0964680-3

Doc No. 143  
Page No. 30  
Book No. IX  
Series of 2024

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

ATTY. GERVACIO B. ORTIZ JR.  
Notary Public City of Makati  
Until December 31, 2024  
IBP No. 05729-Lifetime Member  
MCLE Compliance No. VI-0022734  
Appointment No. M-39 (2023-2024)  
PTR No. 9563522 Jan. 3, 2023  
Makati City Roll No. 40091  
101 Urban Ave. Campos Rueda Bldg.  
Brgy. Pio Del Pilar, Makati City



# Statements of Financial Position

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

DECEMBER 31, 2023 AND 2022

(Amounts in Philippine Pesos)

	Notes	2023	2022
<b><u>RESOURCES</u></b>			
<b>DUE FROM BANGKO SENTRAL NG PILIPINAS</b>	6	<b>P 1,446,215,836</b>	P 2,879,214,548
<b>DUE FROM OTHER BANKS - Net</b>	6	<b>2,267,482,944</b>	4,679,869,956
<b>TRADING AND INVESTMENT SECURITIES</b>			
Financial assets at fair value through profit or loss	7	<b>4,544,010,458</b>	6,388,763,278
Financial assets at fair value through other comprehensive income	8	<b>3,842,969,180</b>	3,771,043,969
Held-to-collect investments - net	9	<b>14,341,386,446</b>	13,922,836,829
<b>LOANS AND RECEIVABLES - Net</b>	10	<b>3,647,342,172</b>	4,038,255,346
<b>BANK PREMISES, FURNITURE, FIXTURES AND EQUIPMENT - Net</b>	11	<b>208,430,706</b>	164,907,677
<b>OTHER RESOURCES - Net</b>	13	<b>245,809,073</b>	265,441,689
<b>TOTAL RESOURCES</b>		<b><u>P 30,543,646,815</u></b>	<b><u>P 36,110,333,292</u></b>
<b><u>LIABILITIES AND EQUITY</u></b>			
<b>DEPOSIT LIABILITIES</b>			
Demand		<b>P 16,906,078,859</b>	P 19,928,029,111
Time		<b>2,076,960,465</b>	4,412,551,910
Total Deposit Liabilities	14	<b>18,983,039,324</b>	24,340,581,021
<b>BILLS PAYABLE</b>	15	<b>589,767,441</b>	845,754,177
<b>DERIVATIVE FINANCIAL LIABILITIES</b>	16	<b>3,451,165,667</b>	4,356,791,740
<b>ACCRUED EXPENSES AND OTHER LIABILITIES</b>	17	<b>547,748,740</b>	549,264,995
Total Liabilities		<b>23,571,721,172</b>	30,092,391,933
<b>EQUITY</b>	18	<b>6,971,925,643</b>	6,017,941,359
<b>TOTAL LIABILITIES AND EQUITY</b>		<b><u>P 30,543,646,815</u></b>	<b><u>P 36,110,333,292</u></b>

See Notes to Financial Statements.

# Statements of Income

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

FOR THE YEARS ENDED DECEMBER 31, 2023 AND 2022

(Amounts in Philippine Pesos)

	Notes	2023	2022
<b>INTEREST INCOME</b>			
Held-to-collect investments	9	<b>P 604,138,610</b>	P 537,707,506
Loans and receivables	10	<b>253,568,261</b>	261,425,496
Due from Bangko Sentral ng Pilipinas and other banks	6	<b>204,153,733</b>	93,986,807
Financial assets at fair value through other comprehensive income	8	<b>174,129,971</b>	232,829,198
Financial assets at fair value through profit or loss	7	<b>24,681,258</b>	30,361,311
		<b><u>1,260,671,833</u></b>	<u>1,156,310,318</u>
<b>INTEREST EXPENSE</b>			
Deposit liabilities	14	<b>121,486,145</b>	73,106,498
Bills payable	15	<b>35,179,916</b>	12,253,439
Others - net	12, 17, 22	<b>439,857</b>	6,440,815
		<b><u>157,105,918</u></b>	<u>91,800,752</u>
<b>NET INTEREST INCOME</b>		<b>1,103,565,915</b>	1,064,509,566
<b>IMPAIRMENT LOSSES (RECOVERIES) - Net</b>	6, 8, 9, 10	<b><u>5,576,436</u></b>	( <u>1,484,808</u> )
<b>NET INTEREST INCOME AFTER IMPAIRMENT LOSSES (RECOVERIES)</b>		<b><u>1,097,989,479</u></b>	<u>1,065,994,374</u>
<b>OTHER INCOME</b>			
Service charges, fees and commissions	19	<b>1,388,903,477</b>	1,347,289,503
Foreign exchange gain - net		<b>152,635,990</b>	152,555,479
Trading and securities gain - net	7, 8, 9	<b>135,357,937</b>	164,104,715
Others	11	<b>2,658,707</b>	2,388,957
		<b><u>1,679,556,111</u></b>	<u>1,666,338,654</u>
<b>OTHER EXPENSES</b>			
Employee benefits	22	<b>626,727,635</b>	530,436,484
Supervision		<b>210,841,340</b>	200,029,776
Third party information	20	<b>206,999,828</b>	106,325,331
Taxes and licenses		<b>191,938,779</b>	152,098,213
Depreciation and amortization	11, 13	<b>105,145,048</b>	84,679,446
Representation and entertainment		<b>62,177,927</b>	61,314,308
Service, management and professional fees	23	<b>59,390,895</b>	39,316,839
Insurance	23	<b>48,343,213</b>	59,408,562
Transportation and travel		<b>22,905,512</b>	22,672,199
Occupancy	12, 23	<b>7,696,217</b>	6,921,770
Others	21	<b>141,819,850</b>	147,122,542
		<b><u>1,683,986,244</u></b>	<u>1,410,325,470</u>
<b>PROFIT BEFORE TAX</b>		<b>1,093,559,346</b>	1,322,007,558
<b>TAX EXPENSE</b>	24	<b><u>306,512,195</u></b>	<u>120,254,664</u>
<b>NET PROFIT</b>		<b><u>P 787,047,151</u></b>	<u>P 1,201,752,894</u>

See Notes to Financial Statements.

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# Products and Services

## PRODUCTS

### **Peso and Foreign Currency Settlement Accounts**

Specialized accounts to hold, manage, and transact in multiple currencies without the need for frequent conversions

### **Foreign Exchange**

Conversion of Philippine Peso to another currency

### **Derivatives**

A securitized contract whose value and price is determined by the performance of one or more underlying assets

### **Multi-Currency Fixed Income/Equity Securities\***

An investment security available in different currencies with a fixed interest rate or dividend payments until its maturity date

### **Mutual Funds\***

Consists of a portfolio of stocks, bonds, or other securities, in Philippine Peso and foreign currencies, overseen by a professional fund manager

\* Investment outlet

## WEALTH ADVISORY SERVICES

### **Financial Planning**

The assessment of the client's current financial situation with the objective of determining financial requirements and achieving future goals

### **Strategic Investment Advisory**

Grants investors valuable insights into companies with solid long-term investment potential

### **Investment Management Advisory**

Manage investment securities across asset classes, taking into account clients' specific investment goals

### ■ **Asset Allocation**

Strategic distribution of assets in an investment portfolio by factoring in the investor's risk tolerance, goals, and time horizon

### ■ **Portfolio Construction**

Optimal selection of securities to achieve maximum returns within acceptable risk parameters

### ■ **Investment Selection**

Choosing the investments that best align with a client's financial goals and risk tolerance

## TRUST SERVICES

### **Estate Planning Advisory**

Provision of legal, financial, and accounting advisory to help clients transfer assets to their heirs in a tax-efficient manner

### **Personal Management Trust**

A living trust created to ensure that funds and assets are managed for future use and benefit of the client's chosen beneficiaries

### ■ **Bespoke and Special Needs Trust**

An irrevocable trust especially created for individuals with a significant or persistent disability or illness to take care of themselves financially

### ■ **Irrevocable Trust**

An agreement where the grantor completely transfers all ownership and rights of the covered assets to their beneficiaries; this cannot be modified, amended, or terminated without a court order or permission from the grantor's beneficiaries

### **Investment Management**

Management of various investment securities/assets to meet investors' specified investment goals

### ■ **Directional**

The investment decision is determined by the investor and is acted upon by the bank

### ■ **Discretionary Mandate**

The investment decision is delegated to dedicated managers/wealth advisors, taking into account clients' risk tolerance, time horizon, and specific needs

## CORPORATE SERVICES

### **Investment and Asset Management**

Help clients to increase wealth over time by acquiring and maintaining investments towards reaching a set of financial objectives

### **Philanthropy and Charities**

Assist clients to implement strategic, long-term participation in charitable causes, advocacy work, and volunteering

### **Holistic Estate and Succession Planning**

The creation of a legacy plan tailor-fit to the client's family dynamics and assets in the event of illness, incapacity, or death

### **Legal, Accounting, Property Management Referral Service**

Refer qualified professionals or companies to handle the administration of the client's real property or assets

## SAFE DEPOSIT BOXES

A secure service to protect specific physical assets offered to valued clients

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# Awards and Recognition

## **Best Wealth Management Bank in the Philippines**

(2008–2023)

*Alpha Southeast Asia 16th Annual  
Private Wealth Awards 2023*

## **Best Digital Private Bank in the Philippines**

(2022–2023)

*Asiamoney Private Banking Awards 2023*

## **Best for Family Office Services in the Philippines**

*Asiamoney Private Banking Awards 2023*

## **Best for Discretionary Portfolio Management in the Philippines**

*Asiamoney Private Banking Awards 2023*

## **Private Bank of the Year, Philippines**

*Asian Banking & Finance*

*Retail Banking Awards 2023*

## **Best Private Bank, Philippines**

*Citywire ASEAN Awards 2022/2023*

## **Best Private Bank, Philippines**

(2010–2023)

*The Asset Triple A*

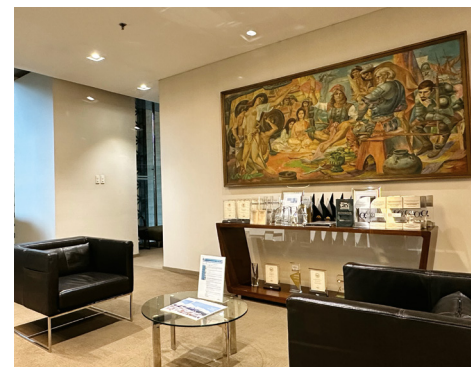
*Private Capital Awards 2023*

## **Best Private Bank in the Philippines**

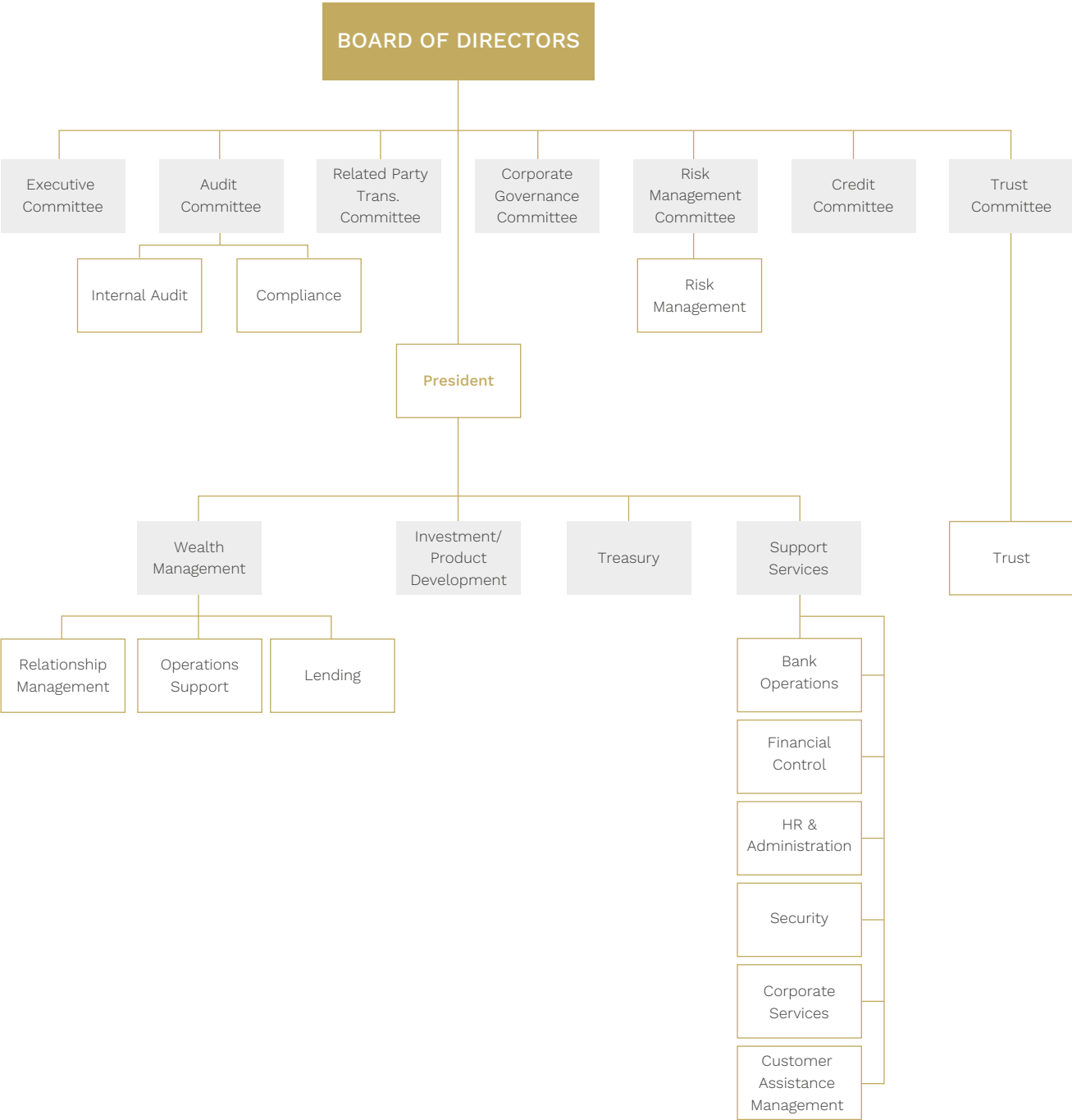
(2015–2023)

*Global Finance*

*Best Private Banks 2023*



# Organizational Structure



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# Management Directory

As of December 31, 2023

## **President and Director**

Albert S. Yeo

## **TREASURY**

### **Senior Vice President/ Treasurer**

Gerardo Clemente C. Rivera

### **Vice President**

Christopher Mari M. Topacio

## **WEALTH MANAGEMENT**

### **Executive Vice President**

Stella L. Cabalatangan

### **Senior Vice Presidents**

Cheryll B. Gaviño

Juan Sabino P. Lizares

Francis Jay F. Nacino

Jose Eduardo A. Quimpo II

Sharon Mae S. Vicente

### **First Vice Presidents**

Marie Francesca C. Diaz

Christopher S. Lao

Christy K. Ortega

Yolanda A. Pilapil

Edlyn L. Quiroz

Avery U. Yu

Beatriz Y. Zalazar

### **Vice Presidents**

Gina Camille G. Barrica

Rosanna C. Chan

Catherine S. Choa

Roanna Joy Y. Chua

Marie Cherise P. Coronel

Anna Patricia A. Dee

Joy Kerwin U. Dela Cruz

Candy U. Dy

Patricia Ann F. Gonzalez

Christopher John S. Jorge

Michele Y. Lao

Selene Bernice L. Lim

Jonalyn T. See

Belinda Rose S. Yap

Marie Noelle U. Ynares

### **Senior Assistant**

#### **Vice Presidents**

Hazel Lyra P. Cabrera

Tania Marie G. Cotoco

Jonathan D. Cruz

Vicente Paolo L. Henson III

Joyce Mae J. Señoren

Pinky Marissa Y. Tan

Donna Marie C. Uy

Elyn D.C. Woo

### **Assistant Vice Presidents**

Uzziel B. Agapay

Aileen Geraldine A. Coscolluela

Ma. Carolina D. Domingo

Jorge F. Del Rosario, Jr.

Theresita G. Herrera

Kristal Jo G. Jimoga-on

Geraldine T. Lao

María Carmela Therese P. Lao

Monina D. Santos

Reginald Angelo H. Santiago

Kennesie T. Umali

## **INVESTMENT/PRODUCT DEVELOPMENT**

### **Senior Vice President**

Richard Emil R. Grau

### **First Vice President**

Pauline L. Clarin

### **Vice President**

Julian Raphael B. Favila

### **Senior Assistant Vice Presidents**

Martin Antonio L. Español

Akino Jose S. Ungson

### **Assistant Vice Presidents**

Francis Anthony M. Ang

Anita L. Panaligan

Marco S. Tarog

Walter Francis A. Yap

## **TRUST**

### **First Vice Presidents**

Aires Michaela A. Yacat/  
Trust Officer

Pollyanna B. Diokno

Evelyn K. Sy

### **Vice Presidents**

Norberto Robert S. Cabañero

Andrei Ian D. Chua

Lyn L. De Guzman

Michael Geronimo G. Martin

Francis Rhed M. Santiago

## **Senior Assistant**

### **Vice Presidents**

Ma. Ricci Madge Y. Cangsuay

Christine Rose J. Fernandez

Jose Lis L. Leagogo

### **Assistant Vice Presidents**

Karen Rose T. Tan

Ma. Franchesca E. Tiu

## **OPERATIONS**

### **Vice Presidents**

Rowena Remedios I. Estrella

Anthony V. Cabuyadao

### **Assistant Vice President**

Christopher John B. Patawaran

## **FINANCIAL CONTROL**

### **Assistant Vice Presidents**

Neil O. Pagkatipunan

Rosalía G. Bautista

## **COMPLIANCE**

### **First Vice President**

María Judith L. Castillo / Chief  
Compliance Officer

### **Assistant Vice President**

María Arleli Rose B. Malonzo

## **RISK MANAGEMENT**

### **First Vice President**

Ryan B. Butalid / Chief  
Risk Officer

## **CUSTOMER ASSISTANCE MANAGEMENT**

### **Assistant Vice President**

Rochelle O. Roman

## **CORPORATE SERVICES**

### **Assistant Vice President**

Rochelle O. Roman

## **HUMAN RESOURCES & ADMINISTRATION**

### **Assistant Vice President**

Annaliza G. Valmonte

## Corporate Information

### HEAD OFFICE

BDO Equitable Tower  
8751 Paseo de Roxas  
Makati City 1226  
Philippines  
Telephone: +63 (2) 8848-6300  
Facsimile: +63 (2) 8478-3233  
Website: [www.bdo.com.ph/privatebank](http://www.bdo.com.ph/privatebank)

### WEALTH CENTERS

For the complete list of BDO Private Bank wealth centers, please refer to the wealth center directory on the Bank's official website, [www.bdo.com.ph/privatebank](http://www.bdo.com.ph/privatebank).

To make an appointment, please contact the Customer Assistance Management at +63 (2) 8588-9800 or [BDOPrivateBank-CustomerService@pb.bdo.com.ph](mailto:BDOPrivateBank-CustomerService@pb.bdo.com.ph).



The 2023 Annual Report and the Financial Supplements can be viewed and downloaded online at [www.bdo.com.ph/private-bank/financial-highlights](http://www.bdo.com.ph/private-bank/financial-highlights).

BDO Private Bank, Inc. is regulated by the Bangko Sentral ng Pilipinas (BSP). For concerns and feedback, you may contact BDO Private Bank's Customer Assistance Management at +63 (2) 8588-9800 or email [BDOPrivateBank-CustomerService@pb.bdo.com.ph](mailto:BDOPrivateBank-CustomerService@pb.bdo.com.ph); or the BSP Consumer Assistance Desk at +63 (2) 8708-7087 or email [consumeraffairs@bsp.gov.ph](mailto:consumeraffairs@bsp.gov.ph), with webchat at [www.bsp.gov.ph](http://www.bsp.gov.ph).

**BDO** Private Bank