

COVER SHEET

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SEC Registration Number

C O S C O C A P I T A L , I N C .

(Company's Full Name)

N O . 9 0 0 R O M U A L D E Z S T . , P A C O ,
M A N I L A

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

PATRICIA NICOLE B. HIZON

09178612459

(Company Telephone Number)

1 2 3 1
Month Day

I-ACGR
(Form Type)

0 5 1 5
Month Day

(Secondary License Type, If Applicable)

Dept. Requiring this Doc.

Amended Articles Number/Section

Total No. of Stockholders

Total Amount of Borrowing
Domestic Foreign

SEC Personnel concerned

File Number

LCU

Document ID

Cashier

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SEC FORM – I-ACGR

INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

1. For the fiscal year ended **DECEMBER 31, 2025**
2. SEC Identification Number **147669** 3. BIR Tax Identification No. **000-432-378-000**
4. Exact name of issuer as specified in its charter **COSCO CAPITAL, INC.**
5. **MANILA, PHILIPPINES**
Province, Country or other jurisdiction of
incorporation or organization
6. (SEC Use Only)
Industry Classification Code:
7. **NO. 900 ROMUALDEZ ST., PACO, MANILA**
Address of principal office
- 1007**
Postal Code
8. **+63917-8612459**
Issuer's telephone number, including area code
9. **NOT APPLICABLE**
Former name, former address, and former fiscal year, if changed since last report.

INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT				
		COMPLIANT/ NON- COMPLIANT	ADDITIONAL INFORMATION	EXPLANATION
The Board’s Governance Responsibilities				
Principle 1: The company should be headed by a competent, working board to foster the long- term success of the corporation, and to sustain its competitiveness and profitability in a manner consistent with its corporate objectives and the long- term best interests of its shareholders and other stakeholders.				
Recommendation 1.1				
1. Board is composed of directors with collective working knowledge, experience or expertise that is relevant to the company’s industry/sector.	Compliant	Provide information or link/reference to a document containing information on the following: 1. Academic qualifications, industry knowledge, professional experience, expertise and relevant trainings of directors 2. Qualification standards for directors to facilitate the selection of potential nominees and to serve as benchmark for the evaluation of its performance Reference Materials: - Manual on Corporate Governance, page 1 (Annex “A”) 2025 Annual Report, page 23 (Annex “B”) - Business Profile of Directors and Key Officers (Annex “C”) - Company By-Laws, page 5 (Annex “F”)		
2. Board has an appropriate mix of competence and expertise.				
3. Directors remain qualified for their positions individually and collectively to enable them to fulfill their roles and responsibilities and respond to the needs of the organization.				
Recommendation 1.2				
1. Board is composed of a majority of non-executive directors.	Non-Compliant	Identify or provide link/reference to a document identifying the directors and the type of their directorships	The board of directors have nine (9) members. Five (5) of them are executive directors; one (1) is non-executive director; and three (3) are independent directors.	
Recommendation 1.3				

1. Company provides in its Board Charter and Manual on Corporate Governance a policy on training of directors.	Compliant	Provide link or reference to the company's Board Charter and Manual on Corporate Governance relating to its policy on training of directors. <u>Reference Materials:</u> • Manual on Corporate Governance, page 1 (Annex "A") • 2025 Annual Report, pages 26-28 (Annex "B")	
2. Company has an orientation program for first time directors.	Compliant	Provide information or link/reference to a document containing information on the orientation program and trainings of directors for the previous year, including the number of hours attended and topics covered. <u>Reference Materials:</u> • Manual on Corporate Governance, page 1 (Annex "A") • 2025 Annual Report, page 26-28 (Annex "B") • Certificate of Attendance of each Director to the 2025 Corporate Governance Seminar (Annex "D" to series") <u>Additional Information:</u> a.) <u>On first time directors:</u> The Chairman and the President of the meet with the first-time director/s to orient and/or acquaint them with the overall business and organization of the Company. b.) <u>On Annual Continuing Training for all directors:</u> On 13 October 2025, the Company conducted its 2025 Annual Corporate Governance Seminar for all its directors and key officers, which was hosted by the Center for Global Best Practices (CGBP).	
3. Company has relevant annual continuing training for all directors.			

Recommendation 1.4			
1. Board has a policy on board diversity.	Compliant	Provide information on or link/reference to a document containing information on the company's board diversity policy. Indicate gender composition of the board. Reference Materials: • Manual on Corporate Governance, page 1 (Annex "A") • 2025 Annual Report, page 23 (Annex "B") Gender composition of the Board of Directors: Three (3) females; five (6) males	
Optional: Recommendation 1.4			
1. Company has a policy on and discloses measurable objectives for implementing its board diversity and reports on progress in achieving its objectives.	-	Provide information on or link/reference to a document containing the company's policy and measurable objectives for implementing board diversity. Provide link or reference to a progress report in achieving its objectives.	
Recommendation 1.5			
1. Board is assisted by a Corporate Secretary.	Compliant	Provide information on or link/reference to a document containing information on the Corporate Secretary, including his/her name, qualifications, duties and functions.	
2. Corporate Secretary is a separate individual from the Compliance Officer.			
3. Corporate Secretary is not a member of the Board of Directors.		Provide information or link/reference to a document containing information on the corporate governance training attended, including number of hours and topics covered Reference Materials: • Manual on Corporate Governance, page 1 (Annex "A")	
4. Corporate Secretary attends training/s on corporate governance.			

		• 2025 Annual Report, pages 23 (Annex “B”) • Certificate of Attendance of Directors and Key Officers to Corp. Gov. Seminar (Annex “D”) • Company By-Laws – Sec. 8, Article V, page 10 (Annex “F”) <u>Additional Information:</u> a) Topics covered during the 2025 Annual Corporate Governance Seminar as conducted by Center for Global Best Practices (CGBP): • Corporate Governance Best Practices: Board Directors’ Guide for Audit Committee (2 hours) • Executive Briefing on Practical Risk Management (1 hour) • The Next Level in ESG & Sustainability: Going BEYOND Compliance and Reporting (1 hour)	
Optional: Recommendation 1.5			
1. Corporate Secretary distributes materials for board meetings at least five business days before scheduled meeting.	-	Provide proof that corporate secretary distributed board meeting materials at least five business days before scheduled meeting	
1. Board is assisted by a Compliance Officer.	Compliant	Provide information on or link/reference to a document containing information on the Compliance Officer, including his/her name, position, qualifications, duties and functions. Provide information on or link/reference to a document containing information on the corporate governance training attended, including number of hours and topics covered <u>Reference Materials:</u> • Manual on Corporate Governance, page 1 (Annex “A”)	
2. Compliance Officer has a rank of Senior Vice President or an equivalent position with adequate stature and authority in the corporation.	Non-Compliant		The Compliance Officer assumes a managerial position.
3. Compliance Officer is not a member of the board.	Compliant		
4. Compliance Officer attends training/s on corporate governance.	Compliant		

		• 2025 General Information Sheet (Annex “E”) • Certificate of Attendance of Directors and Corp. Gov. Seminar (Annex “D”) <u>Additional Information:</u> Topics covered during the 2025 Annual Corporate Governance Seminar as conducted by Center for Global Best Practices (CGBP): • Corporate Governance Best Practices: Board Directors’ Guide for Audit Committee (2 hours) • Executive Briefing on Practical Risk Management (1 hour) • The Next Level in ESG & Sustainability: Going BEYOND Compliance and Reporting (1 hour)	
Principle 2: The fiduciary roles, responsibilities and accountabilities of the Board as provided under the law, the company’s articles and by-laws, and other legal pronouncements and guidelines should be clearly made known to all directors as well as to stockholders and other stakeholders.			
Recommendation 2.1			
1. Directors act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the company.	Compliant	Provide information or reference to a document containing information on how the directors performed their duties (can include board resolutions, minutes of meeting) Reference Materials: • Manual on Corporate Governance, page 1 (Annex “A”) • 2025 Annual Report, pages 29 to 30 (Annex “B”)	
1. Board oversees the development, review and approval of the company’s business objectives and strategy.	Compliant	Provide information or link/reference to a document containing information on how the directors performed this function (can include board resolutions, minutes of meeting)	

2. Board oversees and monitors the implementation of the company's business objectives and strategy.		Indicate frequency of review of business objectives and strategy <u>Additional Information:</u> • Every year, the Board approves the annual budget as well as the annual business plans/goals, as presented to them by the Management's financial, and operations team. • The management (financial and operational) likewise presents their respective operation and financial updates to the Board on a quarterly basis. <u>Reference Material:</u> • 2025 Annual Report, pages 29 to 30 (Annex "B")	
Supplement to Recommendation 2.2			
1. Board has a clearly defined and updated vision, mission and core values.	Compliant	Indicate or provide link/reference to a document containing the company's vision, mission and core values. Indicate frequency of review of the vision, mission and core values. <u>Reference Material:</u> • Manual on Corporate Governance, page 1 (Annex "A")	
2. Board has a strategy execution process that facilitates effective management performance and is attuned to the company's business environment, and culture.	Compliant	Provide information on or link/reference to a document containing information on the strategy execution process. <u>Reference Materials:</u> • Manual on Corporate Governance, page 1 (Annex "A")	

		• 2025 Annual Report, pages 29 to 30 (Annex “B”)	
Recommendation 2.3			
1. Board is headed by a competent and qualified Chairperson.	Compliant	Provide information or reference to a document containing information on the Chairperson, including his/her name and qualifications Reference Materials: • 2025 Annual Report, pages 22-23, 27 (Annex “B”) • Business Profile of Directors and Key Officers (Annex “C”)	
Recommendation 2.4			
1. Board ensures and adopts an effective succession planning program for directors, key officers and management.	Compliant	<u>Additional Information:</u> • The Company follows a hierarchy or employee ranks, which depends on the employees’ respective training and experience.	
2. Board adopts a policy on the retirement for directors and key officers.	Non-Compliant	Disclose and provide information or link/reference to a document containing information on the company’s succession planning policies and programs and its implementation	The Company currently has no retirement policy specifically for its directors. However, the Corporate Governance Committee and the Board of Directors has already authorized the management to proceed with the drafting of a retirement plan for all its employees, consistent with the retirement benefits under the Labor Code of the Philippines
Recommendation 2.5			
1. Board aligns the remuneration of key officers and board members with long-term interests of the company.	Compliant	Provide information on or link/reference to a document containing information on the company’s remuneration policy and its implementation, including the relationship between remuneration and performance. <u>Reference Material:</u> • 2025 Annual Report, page 24-25 (Annex “B”)	
2. Board adopts a policy specifying the relationship between remuneration and performance.			
3. Directors do not participate in discussions or deliberations involving his/her own remuneration.			

Optional: Recommendation 2.5			
1. Board approves the remuneration of senior executives.	-	Provide proof of board approval	
2. Company has measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interest, such as claw back provision and deferred bonuses.	-	Provide information on or link/reference to a document containing measurable standards to align performance-based remuneration with the long-term interest of the company.	
Recommendation 2.6			
1. Board has a formal and transparent board nomination and election policy.	Compliant	Provide information or reference to a document containing information on the company's nomination and election policy and process and its implementation, including the criteria used in selecting new directors, how the shortlisted candidates and how it encourages nominations from shareholders. Provide proof if minority shareholders have a right to nominate candidates to the board Provide information if there was an assessment of the effectiveness of the Board's processes in the nomination, election or replacement of a director. <u>Reference Material/s:</u> • Manual on Corporate Governance, page 2 (Annex "A") • Corporate Governance Committee Charter, page 2 (Annex "M")	The Offices of the Chairman and the President initially screens the respective qualifications of candidates and make sure that these are aligned with the interests and values of the Company before endorsing them to the Corporate Governance Committee and the Board of Directors The Corporate Governance Committee then again screens the qualifications of the candidates for the election of Board of Directors, and finally endorses it to the Board for its approval. The Company's Manual on Corporate Governance incorporated that the functions that were formally assigned to the Nomination and Remuneration Committee are now lodged to the Corporate Governance Committee.
2. Board nomination and election policy is disclosed in the company's Manual on Corporate Governance.			
3. Board nomination and election policy includes how the company accepted nominations from minority shareholders.			
4. Board nomination and election policy includes how the board shortlists candidates.			
5. Board nomination and election policy includes an assessment of the effectiveness of the Board's processes in the nomination, election or replacement of a director.			
6. Board has a process for identifying the quality of directors that is aligned			

with the strategic direction of the company.			
Optional: Recommendation to 2.6			
1. Company uses professional search firms or other external sources of candidates (such as director databases set up by director or shareholder bodies) when searching for candidates to the board of directors.	-	Identify the professional search firm used or other external sources of candidates	
Recommendation 2.7			
1. Board has overall responsibility in ensuring that there is a group-wide policy and system governing related party transactions (RPTs) and other unusual or infrequently occurring transactions.	Compliant	Provide information on or reference to a document containing the company's policy on related party transaction, including policy on review and approval of significant RPTs Identify transactions that were approved pursuant to the policy. <u>Reference Material:</u> Material Related Party Transactions Policy (Annex "H") <u>Additional Information:</u> All of the Company's material related party transactions, which consideration reach ten percent (10%) of the company's total assets, whether in a single transaction or a series of transaction within a calendar year ("Material RPTs") are initially approved by the Audit Committee and endorsed to the Board's approval. Every quarter, the finance team reports to the Audit Committee, for its initial approval and its endorsement to the Board of Directors, every related party transaction the Corporation enters into, if any, regardless if the consideration of	
2. RPT policy includes appropriate review and approval of material RPTs, which guarantee fairness and transparency of the transactions.			
3. RPT policy encompasses all entities within the group, taking into account their size, structure, risk profile and complexity of operations.			

		which has not reached the ten percent (10%) threshold.	
Supplement to Recommendations 2.7			
1. Board clearly defines the threshold for disclosure and approval of RPTs and categorizes such transactions according to those that are considered <i>de minimis</i> or transactions that need not be reported or announced, those that need to be disclosed, and those that need prior shareholder approval. The aggregate amount of RPTs within any twelve (12) month period should be considered for purposes of applying the thresholds for disclosure and approval.	Compliant	Provide information on a materiality threshold for RPT disclosure and approval, if any. Provide information on RPT categories <u>Reference Material:</u> Material Related Party Transactions Policy (Annex “H”)	
2. Board establishes a voting system whereby a majority of non-related party shareholders approve specific types of related party transactions during shareholders’ meetings.	Non-Compliant	Provide information on voting system, if any.	Except for material related party transactions that, by provision of relevant laws require the assent of the stockholders, the Board of Directors approves related party transactions in accordance with the Material Related Party Transactions Policy of the Company.
Recommendation 2.8			
1. Board is primarily responsible for approving the selection of Management led by the Chief Executive Officer (CEO) and the heads of the other control functions (Chief Risk Officer, Chief Compliance Officer and Chief Audit Executive).	Compliant	Provide information on or reference to a document containing the Board’s policy and responsibility for approving the selection of management. Identify the Management team appointed <u>Reference Materials:</u> Company By-Laws – Article V pages 9 to 10 (Annex “F”) Manual on Corporate Governance, page 2 (Annex “A”) 2025 Results of Organizational Meeting (Annex “I”)	
2. Board is primarily responsible for assessing the performance of Management led by the Chief Executive Officer (CEO) and the heads of the other control functions (Chief Risk Officer, Chief			

Compliance Officer and Chief Audit Executive).			
Recommendation 2.9			
1. Board establishes an effective performance management framework that ensures that Management’s performance is at par with the standards set by the Board and Senior Management.	Compliant	Provide information on or link/reference to a document containing the Board’s performance management framework for management and personnel. <u>Reference Materials:</u> • Company By-Laws – Article IV (Annex “F”) • Manual on Corporate Governance, page 2 (Annex “A”) • 2025 Annual Report, pages 29 to 30 (Annex “B”)	
2. Board establishes an effective performance management framework that ensures that personnel’s performance is at par with the standards set by the Board and Senior Management.			
Recommendation 2.10			
1. Board oversees that an appropriate internal control system is in place.	Compliant	Provide information on or link/reference to a document showing the Board’s responsibility for overseeing that an appropriate internal control system is in place and what is included in the internal control system <u>Reference Materials:</u> • Manual on Corporate Governance, pages 2 and 6 (Annex “A”) • Audit Committee Charter (Annex “J”) • Internal Audit Charter (Annex “K”)	
2. The internal control system includes a mechanism for monitoring and managing potential conflict of interest of the Management, members and shareholders.			
3. Board approves the Internal Audit Charter.		Provide reference or link to the company’s Internal Audit Charter <u>Reference Material:</u> • Internal Audit Charter (Annex “K”)	
Recommendation 2.11			
1. Board oversees that the company has in place a sound enterprise risk management (ERM) framework to	Compliant	Provide information on or link/reference to a document showing the Board’s oversight responsibility on the establishment of a sound	

effectively identify, monitor, assess and manage key business risks.		enterprise risk management framework and how the board was guided by the framework.	
2. The risk management framework guides the board in identifying units/business lines and enterprise-level risk exposures, as well as the effectiveness of risk management strategies.		Provide proof of effectiveness of risk management strategies, if any. <u>Reference Material:</u> Company’s Environmental, Social, and Governance (ESG) Policies – Enterprise Risk Management, page 16 to 19 (Annex “L”)	
Recommendation 2.12			
1. Board has a Board Charter that formalizes and clearly states its roles, responsibilities and accountabilities in carrying out its fiduciary role.	Non-compliant	Provide link to the company’s website where the Board Charter is disclosed.	The Company currently has no Board Charter. However, the Board of Directors’ roles, responsibilities, and accountabilities in carrying out its fiduciary role, are set out in the Company’s By-Laws (Article IV), and in the Manual on Corporate Governance. The same documents likewise serve as the Board’s guide in the performance of their functions.
2. Board Charter serves as a guide to the directors in the performance of their functions.			
3. Board Charter is publicly available and posted on the company’s website.			
Additional Recommendation to Principle 2			
1. Board has a clear insider trading policy.	Compliant	Provide information on or link/reference to a document showing company’s insider trading policy. Reference Materials: Company’s Environmental, Social, and Governance (ESG) Policies – Insider Trading Policy, page 8 (Annex “L”) Manual on Corporate Governance, page 4 (Annex “A”)	
1. Company has a policy on granting loans to directors, either forbidding the practice or ensuring that the	-	Provide information on or link/reference to a document showing company’s policy on granting loans to directors, if any.	

transaction is conducted at arm's length basis and at market rates.			
2. Company discloses the types of decision requiring board of directors' approval.	-	Indicate the types of decision requiring board of directors' approval and where there are disclosed.	
Principle 3: Board committees should be set up to the extent possible to support the effective performance of the Board's functions, particularly with respect to audit, risk management, related party transactions, and other key corporate governance concerns, such as nomination and remuneration. The composition, functions and responsibilities of all committees established should be contained in a publicly available Committee Charter.			
Recommendation 3.1			
1. Board establishes board committees that focus on specific board functions to aid in the optimal performance of its roles and responsibilities.	Compliant	Provide information or link/reference to a document containing information on all the board committees established by the company. Reference Materials: • Manual on Corporate Governance, page 2 (Annex "A") • 2025 Results of Organizational Meeting (Annex "I") • Corporate Governance Committee Charter (Annex "M") • Audit Committee Charter (Annex "J") • Company By-Laws, Article VII, page 11 (Annex "F")	
1. Board establishes an Audit Committee to enhance its oversight capability over the company's financial reporting, internal control system, internal and external audit processes, and compliance with applicable laws and regulations.	Compliant	Provide information or link/reference to a document containing information on the Audit Committee, including its functions. Indicate if it is the Audit Committee's responsibility to recommend the appointment and removal of the company's external auditor. Reference Materials: • Audit Committee Charter (Annex "J") • Manual on Corporate Governance, page 2 (Annex "A")	

		• Definitive Information Statement, page 16-17 (Annex “G”) Additional Information: • Pursuant to the Company’s Audit Committee Charter, one of the Audit Committee’s core functions is to recommend to the Board of Directors the appointment of an Independent Auditor and the fixing of its remuneration, among others.	
2. Audit Committee is composed of at least three appropriately qualified non-executive directors, the majority of whom, including the Chairman is independent.	Compliant	Provide information or link/reference to a document containing information on the members of the Audit Committee, including their qualifications and type of directorship. Reference Materials: • Manual on Corporate Governance, page 2 (Annex “A”) • 2025 Results of Organizational Meeting (Annex “I”) • Business Profile of Directors and Key Officers (Annex “C”) • 2025 Annual Report, page 28 (Annex “B”)	
3. All the members of the committee have relevant background, knowledge, skills, and/or experience in the areas of accounting, auditing and finance.	Compliant	Provide information or link/reference to a document containing information on the background, knowledge, skills, and/or experience of the members of the Audit Committee. Reference Materials: • Manual on Corporate Governance, page 2 (Annex “A”) • 2025 Results of Organizational Meeting (Annex “I”) • Business Profile of Directors and Key Officers (Annex “C”)	

4. The Chairman of the Audit Committee is not the Chairman of the Board or of any other committee.	Compliant	Provide information or link/reference to a document containing information on the Chairman of the Audit Committee • 2025 Annual Report, page 28 (Annex “B”) • Business Profile of Directors and Key Officers (Annex “C”) • Manual on Corporate Governance, page 2 (Annex “A”)	
Supplement to Recommendation 3.2			
1. Audit Committee approves all non-audit services conducted by the external auditor.	Compliant	Provide proof that the Audit Committee approved all non-audit services conducted by the external auditor. Reference Materials: • Audit Committee Charter (Annex “J”) • Definitive Information Statement, page 16 to 17 (Annex “G”)	
2. Audit Committee conducts regular meetings and dialogues with the external audit team without anyone from management present.		Provide proof that the Audit Committee conducted regular meetings and dialogues with the external audit team without anyone from management present. <u>Additional Information:</u> • After the presentation to and approval by the Audit Committee of the Company’s Audited Financial Statement, the independent directors convene and have dialogues with the external auditor.	
Optional: Recommendation 3.2			
1. Audit Committee meet at least four times during the year.	Compliant	Indicate the number of Audit Committee meetings during the year and provide proof <u>Reference Material:</u> • 2025 Annual Report, page 28 (Annex “B”)	

		<u>Additional Information:</u> In 2025, the Audit Committee held four (4) meetings.	
2. Audit Committee approves the appointment and removal of the internal auditor.	Compliant	Provide proof that the Audit Committee approved the appointment and removal of the internal auditor. <u>Reference Materials:</u> Definitive Information Statement (Annex “G”)	
Recommendation 3.3			
1. Board establishes a Corporate Governance Committee tasked to assist the Board in the performance of its corporate governance responsibilities, including the functions that were formerly assigned to a Nomination and Remuneration Committee.	Compliant	Provide information or reference to a document containing information on the Corporate Governance Committee, including its functions Indicate if the Committee undertook the process of identifying the quality of directors aligned with the company’s strategic direction, if applicable. <u>Reference Materials:</u> Manual on Corporate Governance, page 2 (Annex “A”) 2025 Annual Report, pages 26 to 28 (Annex “B”) Corporate Governance Committee Charter (Annex “M”)	
2. Corporate Governance Committee is composed of at least three members, all of whom should be independent directors.	Non-Compliant	Provide information or link/reference to a document containing information on the members of the Corporate Governance Committee, including their qualifications and type of directorship.	The Corporate Governance Committee is composed of five (5) members. Two (2) of whom are regular directors, while the three (3) other members are all independent directors, including the Committee Chairman.
3. Chairman of the Corporate Governance Committee is an independent director.	Compliant	Provide information or link/reference to a document containing information on the Chairman of the Corporate Governance Committee.	

		<u>Reference Materials:</u> • Manual on Corporate Governance, page 2 (Annex “A”) • 2025 Results of Organizational Meeting (Annex “I”) • 2025 Annual Report, page 28 (Annex “B”)	
Optional: Recommendation 3.3.			
1. Corporate Governance Committee meet at least twice during the year.	Compliant	Indicate the number of Corporate Governance Committee meetings held during the year and provide proof thereof. <u>Additional Information:</u> • The Corporate Governance Committee held two (2) meetings for the year 2025 <u>Reference Material:</u> • 2025 Annual Report, page 28 (Annex “B”)	
1. Board establishes a separate Board Risk Oversight Committee (BROC) that should be responsible for the oversight of a company’s Enterprise Risk Management system to ensure its functionality and effectiveness.	Compliant	Provide information or link/reference to a document containing information on the Board Risk Oversight Committee (BROC), including its functions <u>Additional Information:</u> • The functions of the Board Risk Oversight Committee are being performed by the company’s Audit Committee • The Audit Committee is comprised of five (5) members; three (3) members, or majority of the members thereof are independent directors, including the chairman. • All members of the Audit Committee have relevant knowledge and experience on risk and risk management <u>Reference Materials:</u>	
2. BROC is composed of at least three members, the majority of whom should be independent directors, including the Chairman.			
3. The Chairman of the BROC is not the Chairman of the Board or of any other committee.			
4. At least one member of the BROC has relevant thorough knowledge and experience on risk and risk management.			

		• Audit Committee Charter (Annex “J”) • 2025 Results of Organizational Meeting (Annex “I”) • Business Profile of Directors and Key Officers (Annex “C”)	
Recommendation 3.5			
1. Board establishes a Related Party Transactions (RPT) Committee, which is tasked with reviewing all material related party transactions of the company.	Compliant	Provide information or link/reference to a document containing information on the Related Party Transactions (RPT) Committee, including its functions.	
2. RPT Committee is composed of at least three non-executive directors, two of whom should be independent, including the Chairman.		<u>Additional Information:</u> • The functions of the Related Party Transactions Committee are being performed by the company’s Audit Committee • The Audit Committee is comprised of five (5) members; three (3) members, or majority of the members thereof are independent directors, including the chairman. • All members of the Audit Committee have relevant knowledge and experience on risk and risk management <u>Reference Materials:</u> • Material Related Party Transactions Policy (Annex “H”) • 2025 Results of Organizational Meeting (Annex “I”)	
Recommendation 3.6			
1. All established committees have a Committee Charter stating in plain terms their respective purposes, memberships, structures, operations, reporting process, resources and other relevant information.	Compliant	Provide information on or link/reference to the company’s committee charters, containing all the required information, particularly the functions of the Committee that is necessary for performance evaluation purposes.	

		Provide link to company’s website where the Committee Charters are disclosed.	
2. Committee Charters provide standards for evaluating the performance of the Committees.		<u>Reference Materials:</u> • Manual on Corporate Governance, page 2 (Annex “A”) • Corporate Governance Committee Charter http://coscocalpitalbeta.webtogo.com.ph/images/items/uploads/Corporate_Governance_Committee_Charter.pdf • Audit Committee Charter http://coscocalpitalbeta.webtogo.com.ph/images/items/uploads/Audit_Committee_Charter February 13, 2013. pdf	
3. Committee Charters were fully disclosed on the company’s website.			
Principle 4: To show full commitment to the company, the directors should devote the time and attention necessary to properly and effectively perform their duties and responsibilities, including sufficient time to be familiar with the corporation’s business.			
Recommendation 4.1			
1. The Directors attend and actively participate in all meetings of the Board, Committees and shareholders in person or through tele-/videoconferencing conducted in accordance with the rules and regulations of the Commission.	Compliant	Provide information or link/reference to a document containing information on the process and procedure for tele/videoconferencing board and/or committee meetings. <u>Reference Materials:</u> • Manual on Corporate Governance, page 3 (Annex “A”) <u>Additional Information:</u> • The Members of the Board are provided with the soft copies of the meeting materials several days before the scheduled meeting; on the day of the meeting itself, hard copies of these materials are handed over to them.	
2. The directors review meeting materials for all Board and Committee meetings.			
3. The directors ask the necessary questions or seek clarifications and explanations during the Board and Committee meetings.			

		• The Members of the Board are proactive in participating and asking questions to the management relevant to what were reported to them during the meeting proper. • Should the Regular/Special Board of Directors Meetings or Board-Level Committees be conducted via tele/videoconferencing or otherwise via remote communication, the Assistant Corporate Secretary disseminates the Meeting Room ID, Notice/s, Agenda/s of the meeting, together with the pertinent agenda materials (i.e. Management reports for discussion) to the Board members/Board-level committee members' respective email addresses and phone numbers	
Recommendation 4.2			
1. Non-executive directors concurrently serve in a maximum of five publicly-listed companies to ensure that they have sufficient time to fully prepare for minutes, challenge Management's proposals/views, and oversee the long-term strategy of the company.	Compliant	Disclose if the company has a policy setting the limit of board seats that a non-executive director can hold simultaneously. Provide information or reference to a document containing information on the directorships of the company's directors in both listed and non-listed companies Reference Materials: • Manual on Corporate Governance, page 3 (Annex "A") • Business Profile of the Directors and Key Officers (Annex "C")	
Recommendation 4.3			
1. The directors notify the company's board before accepting a directorship in another company.	Compliant	Provide copy of written notification to the board or minutes of board meeting wherein the matter was discussed.	

		Reference Material: Manual on Corporate Governance, page 3 (Annex “A”)	
Optional: Principle 4			
1. Company does not have any executive directors who serve in more than two boards of listed companies outside of the group.	-		
2. Company schedules board of directors’ meetings before the start of the financial year.	Compliant	Additional Information: - The Company schedules the board of directors’ meetings before the start of the financial year - The Company starts plotting the schedule of the following year set of meetings as early as November of current year. - The same planning and scheduling apply for the board-level committee meetings	
3. Board of directors meet at least six times during the year.	Compliant	Indicate the number of board meetings during the year and provide proof Additional Information: - In 2025, the Board of Directors held six (6) regular/special board meetings. Reference Material: 2025 Annual Report, page 27 (Annex “B”)	
4. Company requires as minimum quorum of at least 2/3 for board decisions.	Compliant	Reference Material: Company By-Laws, Article IV, page 8 (Annex “F”)	
Principle 5: The board should endeavor to exercise an objective and independent judgment on all corporate affairs			
Recommendation 5.1			

1. The Board has at least 3 independent directors or such number as to constitute one-third of the board, whichever is higher.	Compliant	Provide information or link/reference to a document containing information on the number of independent directors in the board Reference Materials: • 2025 Annual Report, page 23 (Annex “B”) • 2025 Results of Organizational Meeting (Annex “I”)	
Recommendation 5.2			
1. The independent directors possess all the qualifications and none of the disqualifications to hold the positions.	Compliant	Provide information or link/reference to a document containing information on the qualifications of the independent directors. Reference Materials: • Manual on Corporate Governance, page 3 (Annex “A”) • 2025 Annual Report, page 23 (Annex “B”) • Business Profile of Directors and Key Officers (Annex “C”)	
Supplement to Recommendation 5.2			
1. Company has no shareholder agreements, by-laws provisions, or other arrangements that constrain the directors’ ability to vote independently.	Compliant	Provide link/reference to a document containing information that directors are not constrained to vote independently. Reference Material: • Manual on Corporate Governance, page 3 (Annex “A”) • Definitive Information Statement, page 15 (Annex “G”)	
Recommendation 5.3			
1. The independent directors serve for a cumulative term of nine years (reckoned from 2012).	Compliant	Provide information or link/reference to a document showing the years IDs have served as such.	

2. The company bars an independent director from serving in such capacity after the term limit of nine years.		Provide information or link/reference to a document containing information on the Reference Materials:	
3. In the instance that the company retains an independent director in the same capacity after nine years, the board provides meritorious justification and seeks shareholders' approval during the annual shareholders' meeting.		• Manual on Corporate Governance, page 3 (Annex "A") • Definitive Information Statement - Independent Directors' respective Certification of Independent Director(*), pages 34 to 36 (Annex "G") (*) The Independent Directors' respective Certification of Independent Directors are attached as Annexes "C", "D", and "E" and made as integral parts of the Definitive Information Statement which is hereto referenced as Annex "G"	
Recommendation 5.4			
1. The positions of Chairman of the Board and Chief Executive Officer are held by separate individuals.	Compliant	Identify the company's Chairman of the Board and Chief Executive Officer Reference Materials: • Manual on Corporate Governance, page 3 (Annex "A") • Company By-Laws – Article V, page 9 (Annex "F") • 2025 Results of Organizational Meeting (Annex "I") Additional Information: • The functions and responsibilities of a Chief Executive Officer are lodged to the Office of the President • The President and the Chairman of the Company are not related whether by consanguinity or affinity	
2. The Chairman of the Board and Chief Executive Officer have clearly defined responsibilities.	Compliant	Provide information or link/reference to a document containing information on the roles and	

		responsibilities of the Chairman of the Board and Chief Executive Officer. Identify the relationship of Chairman and CEO. Reference Materials: • Manual on Corporate Governance, page 3 (Annex “A”) • Company By-Laws – Article V, pages 9 (Annex “F”) Additional Information: • The President and the Chairman of the Company are not related whether by consanguinity or affinity	
Recommendation 5.5			
1. If the Chairman of the Board is not an independent director, the board designates a lead director among the independent directors.	Compliant	Provide information or link/reference to a document containing information on a lead independent director and his roles and responsibilities, if any. Indicate if Chairman is independent. Additional Information: • The Chairman of the Board is not an independent director but an executive director • In 2025, the Company’s Lead Independent Director was Mr. Ramon Jesus Paje Reference Materials: • Manual on Corporate Governance, page 3 (Annex “A”) • 2025 Results of Organizational Meeting (Annex “I”)	
Recommendation 5.6			

1. Directors with material interest in a transaction affecting the corporation abstain from taking part in the deliberations on the transaction.	Compliant	Provide proof of abstention, if this was the case Reference Materials: • Manual on Corporate Governance, page 3 (Annex “A”) • Material Related Party Transactions Policy (Annex “H”)	
Recommendation 5.7			
1. The non-executive directors (NEDs) have separate periodic meetings with the external auditor and heads of the internal audit, compliance and risk functions, without any executive present.	Non-Compliant	Provide proof and details of said meeting, if any. Provide information on the frequency and attendees of meetings.	The Non-Executive Directors of the company have separate periodic meetings with external auditors only. However, during the board and board-level committee meetings, the Non-Executive Directors can freely discuss any matter and/or raise questions to the internal auditor and compliance officer.
2. The meetings are chaired by the lead independent director.			
Optional: Principle 5			
1. None of the directors is a former CEO of the company in the past 2 years.	-	Provide name/s of company CEO for the past 2 years	
Principle 6: The best measure of the Board’s effectiveness is through an assessment process. The Board should regularly carry out evaluations to appraise its performance as a body, and assess whether it possesses the right mix of backgrounds and competencies.			
Recommendation 6.1			
1. Board conducts an annual self-assessment of its performance as a whole.	Non-Compliant	Provide proof of self-assessments conducted for the whole board, the individual members, the Chairman and the Committees Identify the external facilitator and provide proof of use of an external facilitator.	The Company has not yet established assessment procedures and criteria for the individual and collective performance of the Board.
2. The Chairman conducts a self-assessment of his performance.			
3. The individual members conduct a self-assessment of their performance.			
4. Each committee conducts a self-assessment of its performance.			

5. Every three years, the assessments are supported by an external facilitator.			
Recommendation 6.2			
1. Board has in place a system that provides, at the minimum, criteria and process to determine the performance of the Board, individual directors and committees.	Non-Compliant	Provide information or link/reference to a document containing information on the system of the company to evaluate the performance of the board, individual directors and committees, including a feedback mechanism from shareholders	The Company has not yet established assessment procedures and criteria for the individual and collective performance of the Board.
2. The system allows for a feedback mechanism from the shareholders.	Compliant	Additional Information: The shareholders may contact the company's Investor Relations and Sustainability Officer for any feedback or inquiry: Mr. John Marson T. Hao john.hao@coscocalpital.com	
Principle 7: Members of the Board are duty-bound to apply high ethical standards, taking into account the interests of all stakeholders.			
Recommendation 7.1			
1. Board adopts a Code of Business Conduct and Ethics, which provide standards for professional and ethical behavior, as well as articulate acceptable and unacceptable conduct and practices in internal and external dealings of the company.	Compliant	Provide information on or link/reference to the company's Code of Business Conduct and Ethics. Reference Material: Company's Environmental, Social, and Governance (ESG) Policies – Code of Business Conduct and Ethics, pages 3 to 10 (Annex "L")	
2. The Code is properly disseminated to the Board, senior management and employees.	Compliant	Provide information on or discuss how the company disseminated the Code to its Board, senior management and employees.	
3. The Code is disclosed and made available to the public through the company website.		Provide a link to the company's website where the Code of Business Conduct and Ethics is posted/ disclosed.	

		<u>Additional Information:</u> The Company’s Environmental, Social, and Governance (ESG) Policies, which include the Code of Business Conduct and Ethics are uploaded to the Company’s website and may be accessed through this link: The Company’s Code of Business Conducts and Ethics and other policies are posted on the Company’s website and can be accessed through this link: Company Website link to the Code of Business Conduct and Ethics: http://coscocalpitalbeta.webtogo.com.ph/images/it-ems/uploads/Code of Business Conduct and Ethics.pdf Company Website to the Company’s Environmental, Social, and Governance (“ESG”) Policies: http://coscocalpitalbeta.webtogo.com.ph/images/it-ems/uploads/Company Environment, Social, Governance Policies (1).pdf	
Supplement to Recommendation 7.1			
1. Company has clear and stringent policies and procedures on curbing and penalizing company involvement in offering, paying and receiving bribes.	Compliant	Provide information on or link/reference to a document containing information on the company’s policy and procedure on curbing and penalizing bribery Reference Materials: • Company’s Environmental, Social, and Governance (ESG) Policies – Anti-Bribery and Anti-Corruption Policy pages 12 to 13 (Annex “L”) • Manual on Corporate Governance, page 4 (Annex “A”)	

Recommendation 7.2				
1. Board ensures the proper and efficient implementation and monitoring of compliance with the Code of Business Conduct and Ethics.	Compliant	Provide proof of implementation and monitoring of compliance with the Code of Business Conduct and Ethics and internal policies. Indicate who are required to comply with the Code of Business Conduct and Ethics and any findings on non-compliance. Additional Information: <u>Implementation and Monitoring of Compliance:</u> Pursuant to the Company's Code of Business Conduct and Ethics, the Directors, Officers, and Employees may report in writing to the Compliance Officer any known violations of the Code. The Compliance Officer shall receive all written reports of any known violations and shall ensure that a confidential information is immediately undertaken to verify the veracity of report/s received. He/She will work hand-in-hand with the appropriate business departments, including the Human Resources, in recommending appropriate administrative sanctions, and whether or not institution of legal suit/s is necessary. In 2025, no known violation of the Code was reported to the Compliance Officer. <u>Applicability of the provisions of the Code:</u> The Code of Business Conduct and Ethics applies to the Company's directors, officers, employees, and business units. Suppliers, vendors, contractors, business partners, customers, and shareholders should also align with the Code their respective dealings with the Company.		
2. Board ensures the proper and efficient implementation and monitoring of compliance with company internal policies.				

Disclosure and Transparency			
Principle 8: The company should establish corporate disclosure policies and procedures that are practical and in accordance with best practices and regulatory expectations.			
Recommendation 8.1			
1. Board establishes corporate disclosure policies and procedures to ensure a comprehensive, accurate, reliable and timely report to shareholders and other stakeholders that gives a fair and complete picture of a company's financial condition, results and business operations.	Compliant	Provide information on or link/reference to the company's disclosure policies and procedures including reports distributed/made available to shareholders and other stockholders Reference Materials: • Manual on Corporate Governance, page 4 (Annex "A") • All material transactions and/or periodic reports issued by the Company are disclosed to the Philippine Stock Exchange – Edge System (PSE Edge), and to its corporate website. These may be accessed through the following links: https://edge.pse.com.ph/companyDisclosures/form.do?cmpy_id=50 https://www.coscocapital.com/disclosures.do?group_id=324	
Supplement to Recommendations 8.1			
1. Company distributes or makes available annual and quarterly consolidated reports, cash flow statements, and special audit revisions. Consolidated financial statements are published within ninety (90) days from the end of the fiscal year, while interim reports are published within forty-five (45) days from the end of the reporting period.	Compliant	Indicate the number of days within which the consolidated and interim reports were published, distributed or made available from the end of the fiscal year and end of the reporting period, respectively. <u>Additional Information:</u> • Quarterly/Interim Reports – these are published within forty-five (45) days from the end of the reporting period; • Consolidated Financial Statements – these are published within one hundred	

		five (105) days from the end of the fiscal year which is within the SEC’s prescribed timeline.	
2. Company discloses in its annual report the principal risks associated with the identity of the company’s controlling shareholders; the degree of ownership concentration; cross-holdings among company affiliates; and any imbalances between the controlling shareholders’ voting power and overall equity position in the company.	Compliant	Provide link or reference to the company’s annual report where the following are disclosed: 1. principal risks to minority shareholders associated with the identity of the company’s controlling shareholders; 2. cross-holdings among company affiliates; and 3. any imbalances between the controlling shareholders’ voting power and overall equity position in the company. Reference Material: • 2025 Annual Report, pages 13 to 14 (Annex “B”)	
Recommendation 8.2			
1. Company has a policy requiring all directors to disclose/report to the company any dealings in the company’s shares within three business days.	Compliant	Provide information on or link/reference to the company’s policy requiring directors and officers to disclose their dealings in the company’s share. Indicate actual dealings of directors involving the corporation’s shares including their nature, number/percentage and date of transaction. Reference Materials: • Manual on Corporate Governance, page 4 (Annex “A”)	
2. Company has a policy requiring all officers to disclose/report to the company any dealings in the company’s shares within three business days.			
Supplement to Recommendation 8.2			
1. Company discloses the trading of the corporation’s shares by directors, officers (or persons performing similar functions) and controlling shareholders. This includes the disclosure of the company's purchase of its shares from the market (e.g. share buy-back program).	Compliant	Provide information on or link/reference to the shareholdings of directors, management and top 100 shareholders. Provide link or reference to the company’s Conglomerate Map. Reference Materials:	

		• Manual on Corporate Governance (Annex “A”) • 2025 Annual Report, page 5, 26 (Annex “B”) • For the list of Top 100 stockholders, please refer to the Top 100 Reports (for various quarters) posted on the Company’s website which can be accessed through this link https://www.coscocalpital.com/disclosures.do?category_id=18922	
Recommendation 8.3			
1. Board fully discloses all relevant and material information on individual board members to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.	Compliant	Provide link or reference to the directors’ academic qualifications, share ownership in the company, membership in other boards, other executive positions, professional experiences, expertise and relevant trainings attended.	
2. Board fully discloses all relevant and material information on key executives to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.		Provide link or reference to the key officers’ academic qualifications, share ownership in the company, membership in other boards, other executive positions, professional experiences, expertise and relevant trainings attended.	
		Reference Materials: • Manual on Corporate Governance, page 4 (Annex “A”) • 2025 Annual Report, page 27 (Annex “B”) • Business Profile of Directors and Key Officers (Annex “C”)	
Recommendation 8.4			
1. Company provides a clear disclosure of its policies and procedure for setting Board remuneration, including the level and mix of the same.	Compliant	Disclose or provide link/reference to the company policy and practice for setting board remuneration	

2. Company provides a clear disclosure of its policies and procedure for setting executive remuneration, including the level and mix of the same.		Disclose or provide link/reference to the company policy and practice for determining executive remuneration Provide breakdown of director remuneration and executive compensation, particularly the remuneration of the CEO.	
3. Company discloses the remuneration on an individual basis, including termination and retirement provisions.		Reference Material: • 2025 Annual Report, page 24 (Annex “B”)	
Recommendation 8.5			
1. Company discloses its policies governing Related Party Transactions (RPTs) and other unusual or infrequently occurring transactions in their Manual on Corporate Governance.	Compliant	Disclose or provide reference/link to company’s RPT policies Indicate if the director with conflict of interest abstained from the board discussion on that particular transaction. Reference Materials: • Material Related Party Transactions Policy (Annex “H”)	
2. Company discloses material or significant RPTs reviewed and approved during the year.	Compliant	Provide information on all RPTs for the previous year or reference to a document containing the following information on all RPTs: • name of the related counterparty; • relationship with the party; • transaction date; • type/nature of transaction; • amount or contract price; • terms of the transaction; • rationale for entering into the transaction; • the required approval (i.e., names of the board of directors approving, names and percentage of shareholders who	

		approved) based on the company's policy; and • other terms and conditions Reference Materials: • Manual on Corporate Governance, pages 2 and 5 (Annex "A") • Material Related Party Transactions Policy (Annex "H") • 2025 Annual Report, pages 70 to 72(*) (*) Please refer to Note 1 entitled "Reporting Entity" of the Notes to the Consolidated Financial Statements forming part of the 2025 Consolidated Audited Financial Statements of the Company which is attached as Annex "B" to the 2025 Annual Report	
Supplement to Recommendation 8.5			
1. Company requires directors to disclose their interests in transactions or any other conflict of interests.	Compliant	Indicate where and when directors disclose their interests in transactions or any other conflict of interests. Reference Materials: • Company's Environmental, Social, and Governance (ESG) Policies – Code of Business Conduct and Ethics, Conflict of Interest, pages 4 to 6 (Annex "L") • Material Related Party Transactions Policy (Annex "H")	
Optional : Recommendation 8.5			
1. Company discloses that RPTs are conducted in such a way to ensure that they are fair and at arms' length.	Compliant	Provide link or reference where this is disclosed, if any Reference Materials: • Material Related Party Transaction (Annex "H")	
Recommendation 8.6			

1. Company makes a full, fair, accurate and timely disclosure to the public of every material fact or event that occur, particularly on the acquisition or disposal of significant assets, which could adversely affect the viability or the interest of its shareholders and other stakeholders.	Compliant	Provide link or reference where this is disclosed Additional Information: All material information and/or transactions that the Company get into are disclosed to the PSE Edge System and are likewise uploaded to the corporate website, which may be accessed through the links below: https://www.coscocapital.com/disclosures.do?category_id=18922 https://edge.pse.com.ph/companyDisclosures/form.do?cmpy_id=50 Reference Materials: • Manual on Corporate Governance, page 5 (Annex “A”) • Material Related Party Transactions Policy (Annex “H”)	
2. Board appoints an independent party to evaluate the fairness of the transaction price on the acquisition or disposal of assets.	Compliant	Identify independent party appointed to evaluate the fairness of the transaction price Disclose the rules and procedures for evaluating the fairness of the transaction price, if any. Reference Materials: • Manual on Corporate Governance, pages 4 to 5 (Annex “A”) • Material Related Party Transactions Policy (Annex “H”)	
Supplement to Recommendation 8.6			
1. Company discloses the existence, justification and details on shareholder agreements, voting trust agreements, confidentiality agreements, and such other agreements that may impact on the	Compliant	Provide link or reference where these are disclosed. Reference Material: • 2025 Annual Report, pages 28 (Annex “B”)	

control, ownership, and strategic direction of the company.			
Recommendation 8.7			
1. Company’s corporate governance policies, programs and procedures are contained in its Manual on Corporate Governance (MCG).	Compliant	Provide link to the company’s website where the Manual on Corporate Governance is posted. Reference Materials: • Manual on Corporate Governance (Annex “A”) • Corporate Website: http://coscocapitalbeta.webtogo.com.ph/images/items/uploads/COSCO MANUAL ON CORPORATE GOVERNANCE.pdf	
2. Company’s MCG is submitted to the SEC and PSE.			
3. Company’s MCG is posted on its company website.			
Supplement to Recommendation 8.7			
1. Company submits to the SEC and PSE an updated MCG to disclose any changes in its corporate governance practices.	Compliant	Provide proof of submission. Additional Information: • The Company has not yet updated its Manual on Corporate Governance	
Optional: Principle 8			
1. Does the company’s Annual Report disclose the following information:	Compliant	Provide link or reference to the company’s Annual Report containing the said information. Reference Material: • 2025 Annual Report, pages 21 - 22-24 - 27 (Annex “B”) • 2025 Annual Report - 2025 Consolidated Audited Financial Statements*, (Annex “B”) • Business Profile of Directors and Key Officers** (Annex “C”) (*) – The Company’s 2025 Consolidated Audited Financial Statement is attached to	
a. Corporate Objectives			
b. Financial performance indicators			
c. Non-financial performance indicators			
d. Dividend Policy			
e. Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and other			

directorships in listed companies) of all directors		and made as an integral part of the 2025 Annual Report, marked thereat as Annex “B”	
f. Attendance details of each director in all directors meetings held during the year		(**) – The Business Profile of Directors and Key Officers which is referred to in this I-ACGR as “Annex C” is likewise attached to and made as integral part of the 2025 Annual Report, marked thereat as Annex “D”	
g. Total remuneration of each member of the board of directors			
2. The Annual Report contains a statement confirming the company’s full compliance with the Code of Corporate Governance and where there is non-compliance, identifies and explains reason for each such issue.			
3. The Annual Report/Annual CG Report discloses that the board of directors conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems.	-	Provide link or reference to where this is contained in the Annual Report	
4. The Annual Report/Annual CG Report contains a statement from the board of directors or Audit Committee commenting on the adequacy of the company's internal controls/risk management systems.	-	Provide link or reference to where this is contained in the Annual Report	
5. The company discloses in the Annual Report the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic).	Compliant	Provide link or reference to where these are contained in the Annual Report Reference Material: • 2025 Annual Report, pages 13 to 15 (Annex “B”)	
Principle 9: The company should establish standards for the appropriate selection of an external auditor, and exercise effective oversight of the same to strengthen the external auditor’s independence and enhance audit quality.			

Recommendation 9.1			
1. Audit Committee has a robust process for approving and recommending the appointment, reappointment, removal, and fees of the external auditors.	Compliant	Provide information or link/reference to a document containing information on the process for approving and recommending the appointment, reappointment, removal and fees of the company’s external auditor.	
2. The appointment, reappointment, removal, and fees of the external auditor is recommended by the Audit Committee, approved by the Board and ratified by the shareholders.		Indicate the percentage of shareholders that ratified the appointment, reappointment, removal and fees of the external auditor.	
3. For removal of the external auditor, the reasons for removal or change are disclosed to the regulators and the public through the company website and required disclosures.		Reference Materials: • Audit Committee Charter (Annex “J”) • Definitive Information Statement, pages 16-17 (Annex “G”) • Minutes of the 2025 Annual Stockholders’ Meeting (Annex ”O”)	
Supplement to Recommendation 9.1			
1. Company has a policy of rotating the lead audit partner every five years.	Compliant	Provide information on or link/reference to a document containing the policy of rotating the lead audit partner every five years.	
		Reference Materials: • Definitive Information Statement, page 16 (Annex “G”)	
Recommendation 9.2			
1. Audit Committee Charter includes the Audit Committee’s responsibility on: i. assessing the integrity and independence of external auditors; ii. exercising effective oversight to review and monitor the external auditor’s independence and objectivity; and	Compliant	Provide link/reference to the company’s Audit Committee Charter	
		Reference Material: • Audit Committee Charter (Annex “J”)	

iii.	exercising effective oversight to review and monitor the effectiveness of the audit process, taking into consideration relevant Philippine professional and regulatory requirements.			
2.	Audit Committee Charter contains the Committee’s responsibility on reviewing and monitoring the external auditor’s suitability and effectiveness on an annual basis.			
Supplement to Recommendations 9.2				
1.	Audit Committee ensures that the external auditor is credible, competent and has the ability to understand complex related party transactions, its counterparties, and valuations of such transactions.	Compliant	Provide link/reference to the company’s Audit Committee Charter Reference Materials: • Manual on Corporate Governance, pages 2 (Annex “A”) • Audit Committee Charter (Annex “J”)	
2.	Audit Committee ensures that the external auditor has adequate quality control procedures.			
Recommendation 9.3				
1.	Company discloses the nature of non-audit services performed by its external auditor in the Annual Report to deal with the potential conflict of interest.	Compliant	Disclose the nature of non-audit services performed by the external auditor, if any. Provide link or reference to guidelines or policies on non-audit services Reference Materials: • Manual on Corporate Governance, page 5 (Annex “A”) • Audit Committee Charter (Annex “J”)	
2.	Audit Committee stays alert for any potential conflict of interest situations, given the guidelines or policies on non-audit services, which			

could be viewed as impairing the external auditor's objectivity.		• Definitive Information Statement pages 16 (Annex "G")	
Supplement to Recommendation 9.3			
1. Fees paid for non-audit services do not outweigh the fees paid for audit services.	Compliant	Provide information on audit and non-audit fees paid. Reference Materials: • Manual on Corporate Governance, page 5 (Annex "A") • Audit Committee Charter (Annex "J") • Definitive Information Statement pages 16 (Annex "G")	
Additional Recommendation to Principle 9			
1. Company's external auditor is duly accredited by the SEC under Group A category.	Compliant	Provide information on company's external auditor, such as: 1. Name of the audit engagement partner; 2. Accreditation number; 3. Date Accredited; 4. Expiry date of accreditation; and 5. Name, address, contact number of the audit firm. Additional Information: Ms. Myra Liza S. Sto. Tomas Partner CPA License No. 0118513 118513-SEC, Group A, July 10, 2023 valid until 2027 Tax Identification No. 249-271-374 The KPMG Center, 9/F 6787 Ayala Avenue, Makati City Philippines +63 (2) 885 7000	
2. Company's external auditor agreed to be subjected to the SEC Oversight Assurance Review (SOAR)	Compliant	Provide information on the following: 1. Date it was subjected to SOAR inspection, if subjected;	

Inspection Program conducted by the SEC’s Office of the General Accountant (OGA).		2. Name of the Audit firm; and 3. Members of the engagement team inspected by the SEC. In 2025, the Company’s External Auditor, R.G. Manabat & Co. (KPMG Philippines) was not subjected to the SEC Oversight Assurance Review (SOAR) Inspection Program conducted by the SEC’s Office of the General Accountant (OGA). However they always agree should the SEC direct them to be subjected to such review.	
	Principle 10: The company should ensure that the material and reportable non-financial and sustainability issues are disclosed.		
Recommendation 10.1			
1. Board has a clear and focused policy on the disclosure of non-financial information, with emphasis on the management of economic, environmental, social and governance (EESG) issues of its business, which underpin sustainability.	Compliant	Disclose or provide link on the company’s policies and practices on the disclosure of non-financial information, including EESG issues. Provide link to Sustainability Report, if any. Disclose the standards used. Reference Materials: - Manual on Corporate Governance, pages 5 and 7 (Annex “A”) 2025 Sustainability Report (Annex “B”) (*) The Company’s Sustainability Report is attached and made as an integral part of the Company’s 2025 Annual Report and marked thereat as Annex “C”.	
2. Company adopts a globally recognized standard/framework in reporting sustainability and non-financial issues.			
	Principle 11: The company should maintain a comprehensive and cost-efficient communication channel for disseminating relevant information. This channel is crucial for informed decision-making by investors, stakeholders and other interested users.		
Recommendation 11.1			

1. Company has media and analysts' briefings as channels of communication to ensure the timely and accurate dissemination of public, material and relevant information to its shareholders and other investors.	Compliant	Disclose and identify the communication channels used by the company (i.e., website, Analyst's briefing, Media briefings /press conferences, Quarterly reporting, Current reporting, etc.). Provide links, if any. Reference Materials: • Manual on Corporate Governance, page 5 (Annex "A") • All analysts' and investors' briefing presentation materials, press releases, and the details thereof, quarterly and current reports, are disclosed in the PSE Edge System which can be accessed through this link: https://edge.pse.com.ph/companyDisclosures/form.do?cmpr_id=50	
Supplemental to Principle 11			
1. Company has a website disclosing up-to-date information on the following:	Compliant	Provide link to company website The Cosco Capital, Inc. company website: https://www.coscocapital.com/	
a. Financial statements/reports (latest quarterly)			
b. Materials provided in briefings to analysts and media			
c. Downloadable annual report			
d. Notice of ASM and/or SSM			
e. Minutes of ASM and/or SSM			

f. Company's Articles of Incorporation and By-Laws			
Additional Recommendation to Principle 11			
1. Company complies with SEC-prescribed website template.	Compliant	The Cosco Capital, Inc. company website: https://www.coscocalpital.com/	
Internal Control System and Risk Management Framework			
Principle 12: To ensure the integrity, transparency and proper governance in the conduct of its affairs, the company should have a strong and effective internal control system and enterprise risk management framework.			
Recommendation 12.1			
1. Company has an adequate and effective internal control system in the conduct of its business.	Compliant	List quality service programs for the internal audit functions. Indicate frequency of review of the internal control system Reference Materials: • Manual on Corporate Governance, page 6 (Annex "A") • Internal Audit Charter (Annex "K")	
2. Company has an adequate and effective enterprise risk management framework in the conduct of its business.	Compliant	Identify international framework used for Enterprise Risk Management Provide information or reference to a document containing information on: 1. Company's risk management procedures and processes 2. Key risks the company is currently facing 3. How the company manages the key risks	

		Indicate frequency of review of the enterprise risk management framework. Additional Information: - The Company's Audit Committee likewise performs the functions of the Risk Management Committee Reference Materials: Manual on Corporate Governance, page 6 (Annex "A") Audit Committee Charter (Annex "J") Internal Audit Charter (Annex "K") Company's Environmental, Social, and Governance (ESG) Policies – Enterprise Risk Management, pages 17 to 20 (Annex "L")	
Supplement to Recommendations 12.1			
1. Company has a formal comprehensive enterprise-wide compliance program covering compliance with laws and relevant regulations that is annually reviewed. The program includes appropriate training and awareness initiatives to facilitate understanding, acceptance and compliance with the said issuances.	Compliant	Provide information on or link/ reference to a document containing the company's compliance program covering compliance with laws and relevant regulations. Indicate frequency of review. Reference Materials: Manual on Corporate Governance, page 6 (Annex "A") Audit Committee Charter (Annex "J") Internal Audit Charter (Annex "K") Company's Environmental, Social, and Governance (ESG) Policies – Enterprise Risk Management, pages 17 to 20 (Annex "L")	
Optional: Recommendation 12.1			
1. Company has a governance process on IT issues including disruption,	-	Provide information on IT governance process	

cyber security, and disaster recovery, to ensure that all key risks are identified, managed and reported to the board.			
Recommendation 12.2			
1. Company has in place an independent internal audit function that provides an independent and objective assurance, and consulting services designed to add value and improve the company's operations.	Compliant	Disclose if the internal audit is in-house or outsourced. If outsourced, identify external firm. Additional Information: The Company has an in-house Internal Audit team.	
Recommendation 12.3			
1. Company has a qualified Chief Audit Executive (CAE) appointed by the Board.	Compliant	Identify the company's Chief Audit Executive (CAE) and provide information on or reference to a document containing his/her responsibilities. <u>Reference Materials:</u> • Manual on Corporate Governance, page 6 (Annex "A") • 2025 Annual Report, page 23 (Annex "B") • 2025 Results of Organizational Meeting (Annex "I")	
2. CAE oversees and is responsible for the internal audit activity of the organization, including that portion that is outsourced to a third party service provider.	Compliant	Reference Materials: • Manual on Corporate Governance, page 6 (Annex "A") • Audit Committee Charter (Annex "J") • Internal Audit Charter (Annex "K")	
3. In case of a fully outsourced internal audit activity, a qualified independent executive or senior management personnel is assigned the responsibility for managing the fully outsourced internal audit activity.	Compliant	Identify qualified independent executive or senior management personnel, if applicable. Reference Materials: • Manual on Corporate Governance, page 6 (Annex "A")	

		• Audit Committee Charter (Annex “J”) • Internal Audit Charter (Annex “K”) • 2025 Results of Organizational Meeting (Annex “I”)	
Recommendation 12.4			
1. Company has a separate risk management function to identify, assess and monitor key risk exposures.	Compliant	Provide information on company’s risk management function. Additional Information: • Each business unit manages risks in consultation with the Chairman and President of the Company • The Internal Auditor is appointed as the Company’s Risk Officer	
Supplement to Recommendation 12.4			
1. Company seeks external technical support in risk management when such competence is not available internally.	Compliant	Identify source of external technical support, if any. Reference Materials: • Manual on Corporate Governance, page 6 (Annex “A”) • Internal Audit Charter (Annex “K”)	
Recommendation 12.5			
1. In managing the company’s Risk Management System, the company has a Chief Risk Officer (CRO), who is the ultimate champion of Enterprise Risk Management (ERM).	Compliant	Identify the company’s Chief Risk Officer (CRO) and provide information on or reference to a document containing his/her responsibilities and qualifications/background. Additional Information: • Each business unit manages risks in consultation with the Chairman and President of the Company • The Internal Auditor is appointed as the Company’s Risk Officer	
2. CRO has adequate authority, stature, resources and support to fulfill his/her responsibilities.			

Additional Recommendation to Principle 12			
1. Company’s Chief Executive Officer and Chief Audit Executive attest in writing, at least annually, that a sound internal audit, control and compliance system is in place and working effectively.	Compliant	Provide link to CEO and CAE’s attestation Reference Material/s: Attestation of the Internal Auditor and the President (Annex “N”)	
Cultivating a Synergic Relationship with Shareholders			
Principle 13: The company should treat all shareholders fairly and equitably, and also recognize, protect and facilitate the exercise of their rights.			
Recommendation 13.1			
1. Board ensures that basic shareholder rights are disclosed in the Manual on Corporate Governance.	Compliant	Provide link or reference to the company’s Manual on Corporate Governance where shareholders’ rights are disclosed.	
2. Board ensures that basic shareholder rights are disclosed on the company’s website.		Provide link to company’s website Reference Materials: Manual on Corporate Governance, page 6 (Annex “A”) Company Website: http://coscocalpitalbeta.webtogo.com.ph/images/items/uploads/COSCO MANUAL ON CORPORATE GOVERNANCE.pdf	
Supplement to Recommendation 13.1			
1. Company’s common share has one vote for one share.	Compliant	Provide information on all classes of shares, including their voting rights if any.	
2. Board ensures that all shareholders of the same class are treated equally with respect to voting rights, subscription rights and transfer rights.		Provide link to voting procedure. Indicate if voting is by poll or show of hands.	
3. Board has an effective, secure, and efficient voting system.		Provide information on shareholder voting mechanisms such as supermajority or “majority of minority”, if any.	
4. Board has an effective shareholder voting mechanisms such as			

supermajority or “majority of minority” requirements to protect minority shareholders against actions of controlling shareholders.		Provide information on how this was allowed by board (i.e., minutes of meeting, board resolution)	
5. Board allows shareholders to call a special shareholders’ meeting and submit a proposal for consideration or agenda item at the AGM or special meeting.		Reference Materials: • 2025 General Information Sheet, page 3 (Annex “E”) • Company By-Laws, page 3-6 (Annex “F”) • Manual on Corporate Governance, page 6 (Annex “A”) • 2025 Definitive Information Statement, page 31 (Annex “G”) • Minutes of the 2025 Annual Stockholders Meeting (Annex “O”) Additional Information: The minority stockholders are not precluded from calling a stockholders’ meeting and submit an agenda item. The company has an Investor Relations and Sustainability Officer who handles stockholders’ concerns, which include requests for stockholders’ meeting	
6. Board clearly articulates and enforces policies with respect to treatment of minority shareholders.	Compliant	Provide information or link/reference to the policies on treatment of minority shareholders Reference Material: • Manual on Corporate Governance, page 6 (Annex “A”)	
7. Company has a transparent and specific dividend policy.	Compliant	Provide information on or link/reference to the company’s dividend Policy. Indicate if company declared dividends. If yes, indicate the number of days within	

		which the dividends were paid after declaration. In case the company has offered scrip-dividends, indicate if the company paid the dividends within 60 days from declaration Reference Material: • 2025 Annual Report, page 21 (Annex “B”) Additional Information: • The Company distributes dividends for a period of not more than eighteen (18) trading days from the record date set by the Board of Directors • The Record date is set to a period of not less than ten (10) days nor more than thirty (30) days from declaration	
Optional: Recommendation 13.1			
1. Company appoints an independent party to count and/or validate the votes at the Annual Shareholders’ Meeting.	-	Identify the independent party that counted/validated the votes at the ASM, if any.	
Recommendation 13.2			
1. Board encourages active shareholder participation by sending the Notice of Annual and Special Shareholders’ Meeting with sufficient and relevant information at least 28 days before the meeting.	Compliant	Indicate the number of days before the annual stockholders’ meeting or special stockholders’ meeting when the notice and agenda were sent out Indicate whether shareholders’ approval of remuneration or any changes therein were included in the agenda of the meeting.	

		Provide link to the Agenda included in the company’s Information Statement (SEC Form 20-IS) Reference Materials: • Company By-Laws, page 5 (Annex “F”) • Manual on Corporate Governance, page 6 (Annex “A”) • Definitive Information Statement, pages 2-4, (Annex “G”)	
Supplemental to Recommendation 13.2			
1. Company’s Notice of Annual Stockholders’ Meeting contains the following information:	Compliant	Provide link or reference to the company’s notice of Annual Shareholders’ Meeting Reference Materials: • Definitive Information Statement, pages 2-4 (Annex “G”)	
a. The profiles of directors (i.e., age, academic qualifications, date of first appointment, experience, and directorships in other listed companies)			
b. Auditors seeking appointment/re-appointment			
c. Proxy documents			
Optional: Recommendation 13.2			
1. Company provides rationale for the agenda items for the annual stockholders meeting	Compliant	Provide link or reference to the rationale for the agenda items Reference Material: • Definitive Information Statement page 3 (Annex “G”)	
Recommendation 13.3			
1. Board encourages active shareholder participation by making the result of the votes taken during the most	Compliant	Provide information or reference to a document containing information on all relevant questions raised and answers during	

recent Annual or Special Shareholders' Meeting publicly available the next working day.		the ASM and special meeting and the results of the vote taken during the most recent ASM/SSM.	
2. Minutes of the Annual and Special Shareholders' Meetings were available on the company website within five business days from the end of the meeting.		Provide link to minutes of meeting in the company website. Indicate voting results for all agenda items, including the approving, dissenting and abstaining votes. Indicate also if the voting on resolutions was by poll. Include whether there was opportunity to ask question and the answers given, if any Reference Materials: Minutes of the 2025 Annual Stockholders Meeting http://coscocapitalbeta.webtogo.com.ph/images/items/uploads/Minutes_of_the_Annual_Stockholders'_Meeting_of_Cosco_Capital_Inc._(1).pdf Additional Information: Stockholders had the opportunity to ask question/s in the 2025 Annual Stockholders Meeting, but no question was raised.	
Supplement to Recommendation 13.3			
1. Board ensures the attendance of the external auditor and other relevant individuals to answer shareholders questions during the ASM and SSM.	Compliant	Indicate if the external auditor and other relevant individuals were present during the ASM and/or special meeting Reference Materials: Minutes of the 2025 Annual Stockholders Meeting (Annex "O")	

Recommendation 13.4			
1. Board makes available, at the option of a shareholder, an alternative dispute mechanism to resolve intra-corporate disputes in an amicable and effective manner.	Non-Compliant	Provide details of the alternative dispute resolution made available to resolve intra-corporate disputes Provide link/reference to where it is found in the Manual on Corporate Governance	The company has not yet established an alternative dispute mechanism to resolve intra-corporate dispute.
2. The alternative dispute mechanism is included in the company’s Manual on Corporate Governance.			
Recommendation 13.5			
1. Board establishes an Investor Relations Office (IRO) to ensure constant engagement with its shareholders.	Compliant	Disclose the contact details of the officer/office responsible for investor relations, such as: 1. Name of the person 2. Telephone number 3. Fax number 4. E-mail address Mr. John Marson T. Hao Investor Relations and Sustainability Officer 09178612459 john.hao@coscocapital.com	
2. IRO is present at every shareholder’s meeting.	Compliant	Indicate if the IRO was present during the ASM. Reference Materials: Minutes of the 2025 Annual Stockholders Meeting (Annex “O”)	
Supplemental Recommendations to Principle 13			
1. Board avoids anti-takeover measures or similar devices that may entrench ineffective management or the existing controlling shareholder group	Compliant	Additional Information: The Board avoids anti-takeover measures or similar devices that may entrench ineffective management or the existing controlling shareholder group	

2. Company has at least thirty percent (30%) public float to increase liquidity in the market.	Non-Compliant		As of December 31, 2025, the company's public is 21.25%
Optional: Principle 13			
1. Company has policies and practices to encourage shareholders to engage with the company beyond the Annual Stockholders' Meeting	-	Disclose or provide link/reference to policies and practices to encourage shareholders' participation beyond ASM	
2. Company practices secure electronic voting in absentia at the Annual Shareholders' Meeting.	Compliant	Disclose the process and procedure for secure electronic voting in absentia, if any. Reference Material: • Definitive Information Statement, page 2 (Annex "G")	
Duties to Stakeholders			
Principle 14: The rights of stakeholders established by law, by contractual relations and through voluntary commitments must be respected. Where stakeholders' rights and/or interests are at stake, stakeholders should have the opportunity to obtain prompt effective redress for the violation of their rights.			
Recommendation 14.1			
1. Board identifies the company's various stakeholders and promotes cooperation between them and the company in creating wealth, growth and sustainability.	Compliant	Identify the company's shareholder and provide information or reference to a document containing information on the company's policies and programs for its stakeholders. Reference Materials: • Manual on Corporate Governance, pages 6 to 7 (Annex "A") • 2025 Sustainability Report (Annex "B") (*) The Company's Sustainability Report is attached and made as an integral part of the Company's 2025 Annual Report and marked thereat as Annex "C".	
Recommendation 14.2			

1. Board establishes clear policies and programs to provide a mechanism on the fair treatment and protection of stakeholders.	Compliant	Identify policies and programs for the protection and fair treatment of company's stakeholders Reference Materials: • Manual on Corporate Governance, pages 6 to 7 (Annex "A") • 2025 Sustainability Report (Annex "B") (*) The Company's Sustainability Report is attached and made as an integral part of the Company's 2025 Annual Report and marked thereat as Annex "C".	
Recommendation 14.3			
1. Board adopts a transparent framework and process that allow stakeholders to communicate with the company and to obtain redress for the violation of their rights.	Compliant	Provide the contact details (i.e., name of contact person, dedicated phone number or e-mail address, etc.) which stakeholders can use to voice their concerns and/or complaints for possible violation of their rights. Provide information on whistleblowing policy, practices and procedures for stakeholders Reference Material: • Manual on Corporate Governance, page 7 (Annex "A") • Company's Environmental, Social, and Governance (ESG) Policies - Code of Business Conduct and Ethics, Whistleblowing Policy, page 9 (Annex "L") Additional Information: Stockholders may contact the company's Investor Relations and Sustainability Officer – Mr. John Marson T. Hao	

		09178612459 john.hao@coscocapital.com	
Supplement to Recommendation 14.3			
1. Company establishes an alternative dispute resolution system so that conflicts and differences with key stakeholders is settled in a fair and expeditious manner.	Compliant	Provide information on the alternative dispute resolution system established by the company. Reference Material: Manual on Corporate Governance, page 7 (Annex “A”) Additional Information: Stockholders may contact the company’s Investor Relations and Sustainability Officer – Mr. John Marson T. Hao 09178612459 john.hao@coscocapital.com	
Additional Recommendations to Principle 14			
1. Company does not seek any exemption from the application of a law, rule or regulation especially when it refers to a corporate governance issue. If an exemption was sought, the company discloses the reason for such action, as well as presents the specific steps being taken to finally comply with the applicable law, rule or regulation.	Compliant	Disclose any requests for exemption by the company and the reason for the request. Additional Information: The Company has not made any request for exemption from the application of any law, rule, or regulation relating to corporate governance issues.	
2. Company respects intellectual property rights.	Compliant	Provide specific instances, if any. Reference Material: 2025 Annual Report, page 12 (Annex “B”)	
Optional: Principle 14			

1. Company discloses its policies and practices that address customers' welfare	Compliant	Identify policies, programs and practices that address customers' welfare or provide link/reference to a document containing the same. Reference Materials: Company's Environmental, Social, and Governance (ESG) Policies (Annex "L")	
2. Company discloses its policies and practices that address supplier/contractor selection procedures	Compliant	Identify policies, programs and practices that address supplier/contractor selection procedures or provide link/reference to a document containing the same. Reference Materials: Company's Environmental, Social, and Governance (ESG) Policies – Supplier Code of Conduct and Sustainability Supplier/Vendor Self-Assessment Questionnaire, pages 26 to 33 (Annex "L") 2025 Sustainability Report (Annex "B") (*) The Company's Sustainability Report is attached and made as an integral part of the Company's 2025 Annual Report and marked thereat as Annex "C".	
Principle 15: A mechanism for employee participation should be developed to create a symbiotic environment, realize the company's goals and participate in its corporate governance processes.			
Recommendation 15.1			
1. Board establishes policies, programs and procedures that encourage employees to actively participate in the realization of the company's goals and in its governance.	Compliant	Provide information on or link/reference to company policies, programs and procedures that encourage employee participation. Reference Material: 2025 Sustainability Report (Annex "B")	

		(*) The Company's Sustainability Report is attached and made as an integral part of the Company's 2025 Annual Report and marked thereat as Annex "C".	
Supplement to Recommendation 15.1			
1. Company has a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures.	Compliant	Disclose if company has in place a merit-based performance incentive mechanism such as an employee stock option plan (ESOP) or any such scheme that awards and incentivizes employees, at the same time aligns their interests with those of the shareholders. Additional Information: • The performance of each employee is reviewed once a year based from the Key Performance Indicator (KPI). Based also from the performance evaluation result, the merit increases from 5% to 15%. • Service Awards – employee's loyalty is recognized every year upon reaching 10th, 20th, and so on, with corresponding tokens of appreciation depending on awardees' tenure. • The company complies with the occupational health and safe standards of the Department of Labor and Employment. The company provides benefits to its employees pertaining to health and safety like health insurance benefits, group personal accident insurance, and supports for continuing Medical Assistance (medications).	

2. Company has policies and practices on health, safety and welfare of its employees.	Compliant	Disclose and provide information on policies and practices on health, safety and welfare of employees. Include statistics and data, if any.	
3. Company has policies and practices on training and development of its employees.		Disclose and provide information on policies and practices on training and development of employees. Include information on any training conducted or attended. Reference Materials: Company’s Environmental, Social, and Governance (ESG) Policies – Code of Business Conduct and Ethics, Health and Safety, Human Rights Policy, page 4; 24 to 25 (Annex “L”) Additional Information: - The company extends practical and best applicable programs of employee training and development, which promote maximum efficiency in the performance of functions, duties, and responsibilities, and improve employee morale - From entry to retention, training programs progressively address both operational and behavioral requirements of different positions in the company	
Recommendation 15.2			
1. Board sets the tone and makes a stand against corrupt practices by adopting an anti-corruption policy and program in its Code of Conduct.	Compliant	Identify or provide link/reference to the company’s policies, programs and practices on anti-corruption Reference Material: Company’s Environment, Social, and Governance (ESG) Policies –	

		Anti-Bribery and Anti-Corruption Policy, pages 12 to 13; 27 (Annex “L”)	
2. Board disseminates the policy and program to employees across the organization through trainings to embed them in the company’s culture.	Compliant	Identify how the board disseminated the policy and program to employees across the organization Additional Information: All new hires undergo New Employee Orientation Program, where all matters relating to code of discipline are made known to employees across the organization	
Supplement to Recommendation 15.2			
1. Company has clear and stringent policies and procedures on curbing and penalizing employee involvement in offering, paying and receiving bribes.	Compliant	Identify or provide link/reference to the company policy and procedures on penalizing employees involved in corrupt practices. Include any finding of violations of the company policy. Reference Material: Company’s Environment, Social, and Governance (ESG) Policies – Anti-Bribery and Anti-Corruption Policy, 12 to 13; 27 (Annex “L”) Additional Information: The Company has not encountered any cases relating to its employees’ involvement in bribery for the last five (5) years.	
Recommendation 15.3			
1. Board establishes a suitable framework for whistleblowing that allows employees to freely communicate their concerns about	Compliant	Disclose or provide link/reference to the company whistle-blowing policy and procedure for employees.	

illegal or unethical practices, without fear of retaliation		Indicate if the framework includes procedures to protect the employees from retaliation.	
2. Board establishes a suitable framework for whistleblowing that allows employees to have direct access to an independent member of the Board or a unit created to handle whistleblowing concerns.		Provide contact details to report any illegal or unethical behavior.	
3. Board supervises and ensures the enforcement of the whistleblowing framework.		Provide information on how the board supervised and ensured enforcement of the whistleblowing framework, including any incident of whistleblowing. Reference Materials: • Manual on Corporate Governance, page 7 (Annex “A”) • Company’s Environmental, Social, and Governance (ESG) Policies – Code of Business Conduct and Ethics, Whistleblowing Policy, page 9 (Annex “L”) Any known violation of the Company’s Code of Business Conduct and Ethics, which include violations of Whistleblowing Policy may be reported to the Office of the Compliance Officer Atty. Jewelyn A. Jumalon Asst. Corporate Secretary and Compliance Officer corporate.governance@coscocapital.com	
Principle 16: The company should be socially responsible in all its dealings with the communities where it operates. It should ensure that its interactions serve its environment and stakeholders in a positive and progressive manner that is fully supportive of its comprehensive and balanced development.			
Recommendation 16.1			
1. Company recognizes and places importance on the interdependence between business and society, and promotes a mutually beneficial	Compliant	Provide information or reference to a document containing information on the company’s community involvement and environment-related programs.	

relationship that allows the company to grow its business, while contributing to the advancement of the society where it operates.		Reference Materials: • Company’s Environmental, Social, and Governance (ESG) Policies - Environmental Policy, pages 21 to 22 (Annex “L”) • 2025 Sustainability Report (Annex “B”) (*) The Company’s Sustainability Report is attached and made as an integral part of the Company’s 2025 Annual Report and marked thereat as Annex “C”.	
Optional: Principle 16			
1. Company ensures that its value chain is environmentally friendly or is consistent with promoting sustainable development	Compliant	Identify or provide link/reference to policies, programs and practices to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development. Reference Materials: • Company’s Environmental, Social, and Governance (ESG) Policies - Environmental Policy, pages 21 to 22 (Annex “L”) • 2025 Sustainability Report (Annex “B”) (*) The Company’s Sustainability Report is attached and made as an integral part of the Company’s 2025 Annual Report and marked thereat as Annex “C”.	
2. Company exerts effort to interact positively with the communities in which it operates	Compliant	Identify or provide link/reference to policies, programs and practices to interact positively with the communities in which it operates. Reference Materials: • Company’s Environmental, Social, and Governance (ESG) Policies -	

		Environmental Policy, pages 21 to 22 (Annex “L”) • 2025 Sustainability Report (Annex “B”) (*) The Company’s Sustainability Report is attached and made as an integral part of the Company’s 2025 Annual Report and marked thereat as Annex “C”.	
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SIGNATURE PAGE

Pursuant to the requirement of the Securities and Exchange Commission, this **INTEGRATED ANNUAL CORPORATE GOVERNANCE report – 2025 (I-ACGR 2025)** is signed on behalf of **COSCO CAPITAL, INC.** by the undersigned, thereunto duly authorized, in the City of Manila this 29 MAY 2026.



LUCIO L. CO
Chairman

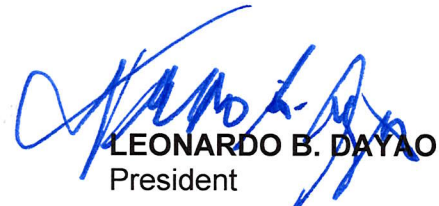


CECILIA C. BORROMEIO
Independent Director



ANTONIO S. ABACAN, JR.
Independent Director

JEWELYN A. JUMALON
Asst. Corporate Secretary
and Compliance Officer



LEONARDO B. DAYAO
President



RAMON JESUS P. PAJE
Independent Director

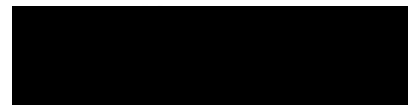


JOSE S. SANTOS, JR.
Corporate Secretary

SUBSCRIBED AND SWORN TO before me this 29 MAY 2026 in the City of Manila, affiants exhibited to me their competent evidence of identities:

Name
Lucio L. Co
Leonardo B. Dayao

Government Issued ID



Cecilia C. Borromeo
Ramon Jesus P. Paje
Antonio S. Abacan, Jr.
Jose S. Santos, Jr.
Jewelyn A. Jumalon



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Notary Public for the City of Manila
Commission No. 2025-086 until December 31, 2026
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