





**SEC FORM – I-ACGR**

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

1. For the fiscal year ended **December 31, 2025**
2. SEC Identification Number **A200117595**
3. BIR Tax Identification No. **214-815-715-000**
4. Exact name of issuer as specified in its charter **EMPERADOR INC.**
5. **Metro Manila**  
Province, Country or other jurisdiction of  
incorporation or organization
6.  (SEC Use Only)  
Industry Classification Code:
7. **7<sup>th</sup> Floor, 1880 Eastwood Avenue, Eastwood City CyberPark**  
**188 E. Rodriguez, Jr. Avenue, Bagumbayan**  
**Quezon City, Metro Manila, Philippines** **1110**  
Address of principal office Postal Code
8. **(632) 8709-2038 to 41**  
Issuer's telephone number, including area code
9. **N/A**  
Former name, former address, and former fiscal year, if changed since last report.

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

	COMPLIANT/ NON- COMPLIANT	ADDITIONAL INFORMATION	EXPLANATION
<b>The Board's Governance Responsibilities</b>			
<p><b>Principle 1:</b> 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.</p>			
<b>Recommendation 1.1</b>			
<p>1. Board is composed of directors with collective working knowledge, experience or expertise that is relevant to the company's industry/sector.</p>	Compliant	<p>The Board is composed of directors who possess the necessary qualifications to effectively participate and help secure objective, independent judgment on corporate affairs and to substantiate proper checks and balances.</p>	
<p>2. Board has an appropriate mix of competence and expertise.</p>	Compliant	<ul style="list-style-type: none"> <li>• 2025 Annual Report p. 90-94 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> </ul>	
<p>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.</p>	Compliant	<ul style="list-style-type: none"> <li>• 2025 Information Statement p. 9-14 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf</a></li> <li>• Revised Manual on Corporate Governance p. 4-12 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	

Recommendation 1.2			
1. Board is composed of a majority of non-executive directors.	Compliant	<ul style="list-style-type: none"> <li>2025 Annual Report p. 89 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> <li>2025 Second Amended General Information Sheet, p. 4 <a href="https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc.-2025-Second-Amended-General-Information-Sheet-22-October-2025-E.pdf">https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc.-2025-Second-Amended-General-Information-Sheet-22-October-2025-E.pdf</a></li> </ul>	
Recommendation 1.3			
1. Company provides in its Board Charter and Manual on Corporate Governance a policy on training of directors.	Compliant	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 9 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Board Charter p. 12 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul>	
2. Company has an orientation program for first time directors.	Compliant	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 3, p. 9 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Board Charter p. 12 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul>	

3. Company has relevant annual continuing training for all directors.	Compliant	<ul style="list-style-type: none"> <li>• Disclosure on the Annual Corporate Governance Training <a href="https://emperadorinc.com/certificate-of-attendance-in-corporate-governance-seminar/">https://emperadorinc.com/certificate-of-attendance-in-corporate-governance-seminar/</a></li> </ul>	
<b>Recommendation 1.4</b>			
1. Board has a policy on board diversity.	Compliant	<ul style="list-style-type: none"> <li>• Board Charter p. 2 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul> <p>As of December 31, 2025, the Board is composed of the following:</p> <ul style="list-style-type: none"> <li>• Winston S. Co - Chairman</li> <li>• Glenn D. Manlapaz - Director</li> <li>• Kendrick Andrew L. Tan – Executive Director</li> <li>• Kevin Andrew L. Tan - Director</li> <li>• Jesli A. Lopus – Independent Director</li> <li>• Ho Poh Wah - Independent Director</li> <li>• Jose Rene Gregory D. Almendras - Independent Director</li> </ul>	
<b>Optional: Recommendation 1.4</b>			
1. Company has a policy on and discloses measurable objectives for implementing its board diversity and reports on progress in achieving its objectives.	Compliant	<ul style="list-style-type: none"> <li>• Board Diversity Policy, <a href="https://emperadorinc.com/wp-content/uploads/2025/05/EMI-Board-Diversity-Policy.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/EMI-Board-Diversity-Policy.pdf</a></li> </ul>	
<b>Recommendation 1.5</b>			

1. Board is assisted by a Corporate Secretary.	Compliant	<ul style="list-style-type: none"> <li>• 2025 Annual Report, p. 95-96 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> <li>• 2025 Information Statement p. 15 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc. SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc. SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf</a></li> <li>• 2025 Second Amended General Information Sheet, p. 4 <a href="https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc. 2025-Second-Amended-General-Information-Sheet_22-October-2025-E.pdf">https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc. 2025-Second-Amended-General-Information-Sheet_22-October-2025-E.pdf</a></li> </ul>	
2. Corporate Secretary is a separate individual from the Compliance Officer.	Compliant	<ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p. 21-22 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
3. Corporate Secretary is not a member of the Board of Directors.	Compliant		

4. Corporate Secretary attends training/s on corporate governance.	Compliant	<ul style="list-style-type: none"> <li>• Disclosure on the Corporate Governance Training <a href="https://emperadorinc.com/certificate-of-attendance-in-corporate-governance-seminar/">https://emperadorinc.com/certificate-of-attendance-in-corporate-governance-seminar/</a></li> <li>• Revised Manual on Corporate Governance p. 21 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
<b>Optional: Recommendation 1.5</b>			
1. Corporate Secretary distributes materials for board meetings at least five business days before scheduled meeting.	Compliant	To promote transparency, collaboration, and effective decision-making, the directors have implemented a guideline requiring all relevant meeting materials to be disseminated to the relevant attendees no later than five business days before the scheduled meeting date. This timeframe will allow each attendee ample opportunity to thoroughly review the documentation, ensuring informed discussions and well-considered decisions during the meetings.	
<b>Recommendation 1.6</b>			
1. Board is assisted by a Compliance Officer.	Compliant	<ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p. 3 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>• 2025 Second Amended General Information Sheet, p. 4 <a href="https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc.-2025-Second-Amended-General-Information-Sheet-22-October-2025-E.pdf">https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc.-2025-Second-Amended-General-Information-Sheet-22-October-2025-E.pdf</a></li> </ul>	
2. Compliance Officer has a rank of Senior Vice President or an equivalent position with adequate stature and authority in the corporation.	Compliant		

3. Compliance Officer is not a member of the board.	Compliant	<ul style="list-style-type: none"> <li>2025 Annual Report p. 94-95 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> </ul>	
4. Compliance Officer attends training/s on corporate governance.	Compliant	<ul style="list-style-type: none"> <li>Disclosure on Corporate Governance Training <a href="https://emperadorinc.com/certificate-of-attendance-in-corporate-governance-seminar/">https://emperadorinc.com/certificate-of-attendance-in-corporate-governance-seminar/</a></li> </ul>	

**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	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance, p. 8 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
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**Recommendation 2.2**

1. Board oversees the development, review and approval of the company's business objectives and strategy.	Compliant	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance, p. 8, p. 29 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
2. Board oversees and monitors the implementation of the company's business objectives and strategy.	Compliant	<ul style="list-style-type: none"> <li>Board Charter p. 11 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul>	

<b>Supplement to Recommendation 2.2</b>			
1. Board has a clearly defined and updated vision, mission and core values.	Compliant	<ul style="list-style-type: none"> <li>• Corporate website <a href="https://emperadorinc.com/our-company/">https://emperadorinc.com/our-company/</a></li> <li>• Revised Manual on Corporate Governance p. 8 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
2. Board has a strategy execution process that facilitates effective management performance and is attuned to the company's business environment, and culture.	Compliant	<ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p. 8 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
<b>Recommendation 2.3</b>			
1. Board is headed by a competent and qualified Chairperson.	Compliant	<ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p.19-21 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>• 2025 Annual Report p. 91 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> </ul>	
<b>Recommendation 2.4</b>			
1. Board ensures and adopts an effective succession planning program for directors, key officers and management.	Compliant	<ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance, p. 9 and 13 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	

2. Board adopts a policy on the retirement for directors and key officers.	Compliant	<ul style="list-style-type: none"> <li>• Board Charter p. 14 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> <li>• Succession Planning Policy for the Board and Senior Management, <a href="https://emperadorinc.com/company-policies/">https://emperadorinc.com/company-policies/</a></li> </ul>	
<b>Recommendation 2.5</b>			
1. Board aligns the remuneration of key officers and board members with long-term interests of the company.	Compliant	<ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance, p. 12-14 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
2. Board adopts a policy specifying the relationship between remuneration and performance.	Compliant	<ul style="list-style-type: none"> <li>• Board Charter p. 14 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul>	
3. Directors do not participate in discussions or deliberations involving his/her own remuneration.	Compliant		

Optional: Recommendation 2.5			
<p>1. Board approves the remuneration of senior executives.</p>	<p>Compliant</p>	<p>The Board, through the Corporate Governance Committee, establishes a formal and transparent procedure to develop a policy for determining the remuneration of directors and officers that is consistent with the Company's culture and strategy, as well as the business environment in which it operates.</p> <ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance, p. 14 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
<p>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.</p>	<p>Compliant</p>	<p>The levels of remuneration of the Corporation should be sufficient to be able to attract and retain the services of qualified and competent directors and officers. A portion of the remuneration of executive directors may be structured or be based on corporate and individual performance. The Board should align the remuneration of key officers and board members with the long-term interests of the Corporation.</p> <ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance, p. 12 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	

<b>Recommendation 2.6</b>			
1. Board has a formal and transparent board nomination and election policy.	Compliant	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 9, p. 14-15. <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
2. Board nomination and election policy is disclosed in the company's Manual on Corporate Governance.	Compliant	<ul style="list-style-type: none"> <li>2025 Information Statement p. 16-17 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc.-SEC-Form-20-IS-Definitive-Information-Statement-07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc.-SEC-Form-20-IS-Definitive-Information-Statement-07-May-2025_redacted.pdf</a></li> </ul>	
3. Board nomination and election policy includes how the company accepted nominations from minority shareholders.	Compliant	<ul style="list-style-type: none"> <li>Amended By-Laws p. 9-12 <a href="https://emperadorinc.com/articles-of-incorporation-and-by-laws/">https://emperadorinc.com/articles-of-incorporation-and-by-laws/</a></li> </ul>	
4. Board nomination and election policy includes how the board shortlists candidates.	Compliant	<ul style="list-style-type: none"> <li>Board Charter p. 6 and 11 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul>	
5. Board nomination and election policy includes an assessment of the effectiveness of the Board's processes in the nomination, election or replacement of a director.	Compliant		
6. Board has a process for identifying the quality of directors that is aligned with the strategic direction of the company.	Compliant		
<b>Optional: Recommendation to 2.6</b>			
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.	Compliant	In October 2025, the Company sought membership with the Institute of Corporate Directors to enhance its corporate governance initiatives and to serve as a resource for identifying potential candidates of future independent directorship, as the need may arise.	

<b>Recommendation 2.7</b>			
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	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 8-10, p. 12, p. 18-19 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
2. RPT policy includes appropriate review and approval of material RPTs, which guarantee fairness and transparency of the transactions.	Compliant	<ul style="list-style-type: none"> <li>Board Charter p. 11-13 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> <li>Related Party Transaction Policy, as amended <a href="https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf</a></li> </ul>	
3. RPT policy encompasses all entities within the group, taking into account their size, structure, risk profile and complexity of operations.	Compliant		
<b>Supplement to Recommendations 2.7</b>			
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	<ul style="list-style-type: none"> <li>Related Party Transaction Policy, as amended p. 2 and 8 <a href="https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf</a></li> <li>The material RPTs approved are discussed in Note 23 of the Consolidated Financial Statements for the year ended 31 December 2025, p. 56-60. <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> </ul>	

<p>2. Board establishes a voting system whereby a majority of non-related party shareholders approve specific types of related party transactions during shareholders' meetings.</p>	<p>Compliant</p>	<p>Per the Company's Revised Manual on Corporate Governance, the Board has the responsibility to establish a voting system whereby a majority of non-related party shareholders approve specific types of related party transactions during shareholders' meetings.</p> <p>Per the MRPT policy – "In case that majority of the independent directors' vote is not secured, the Material RPT may be ratified by the vote of the stockholders representing at least two-thirds (2/3) of the outstanding capital stock."</p> <p>Following the Company's secondary listing in the Singapore Exchange Securities Trading Ltd. ("SGX-ST"), the Company is required to obtain shareholder approval for any interested person transaction of a value equal to, or more than:</p> <ul style="list-style-type: none"> <li>(a) 5% of the group's latest audited net tangible assets; or</li> <li>(b) 5% of the group's latest audited net tangible assets, when aggregated with other transactions entered into with the same interested person during the same financial year. However, a transaction which has been approved by shareholders, or is the subject of aggregation with another transaction that has been approved by shareholders, need not be included in any subsequent aggregation.</li> </ul> <p>In a meeting to obtain shareholder approval, the interested person and any associate of the interested person must not vote on the resolution, nor accept appointments as proxies unless specific instructions as to voting are given.</p> <p>The Company states the related party transactions in its Annual Report, Audited Financial Statements, and Definitive Information Statement, which are presented to all the stockholders for approval during the annual meeting.</p>	<p style="text-align: right;">Emperador Inc. Integrated ACGR for 2025 Page 13 of 77</p>
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**Recommendation 2.8**

<p>1. Board is primarily responsible for approving the selection of Management led by the Chief Executive Officer (CEO) and the heads of the other control functions (Chief Risk Officer, Chief Compliance Officer and Chief Audit Executive).</p>	<p>Compliant</p>	<p>The Company's Revised Manual on Corporate Governance p. 9, found at <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a>, contains the Board's policy and responsibility for approving the selection of management.</p> <p>The Management team appointed are the ff:</p> <p>Glenn D. Manlapaz – President and Chief Executive Officer Katherine L. Tan – Treasurer Kendrick Andrew L. Tan – Executive Director Dina D.R. Inting – Chief Financial Officer, Compliance Officer and Corporate Information Officer Anna Michelle T. Llovido – Corporate Secretary Marydale C. Manato-Zoleta – Asst. Corporate Secretary* Mary Grace P. Maralit – Chief Audit Officer and Chief Risk Officer Kenneth V. Nerecina – Investor Relations Officer</p> <p><i>*Resigned effective 15 April 2026</i></p>	
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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).	Compliant	The Company's Revised Manual on Corporate Governance p. 8, p.12-13 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a> , contains the Board's policy and responsibility for assessing the performance of management.	
<b>Recommendation 2.9</b>			
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	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 8-9 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Board Charter p. 16 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul>	
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.	Compliant		
<b>Recommendation 2.10</b>			
1. Board oversees that an appropriate internal control system is in place.	Compliant	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 2, 9-12, 17 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
2. The internal control system includes a mechanism for monitoring and managing potential conflict of interest of the Management, members and shareholders.	Compliant	<ul style="list-style-type: none"> <li>2025 Annual Report p. 69 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> </ul>	

3. Board approves the Internal Audit Charter.	Compliant	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 17 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul> <p>Per the Revised Manual on Corporate Governance p.17, the Audit Committee shall recommend the approval of the Internal Audit Charter. While there is no formal Internal Audit Charter yet, the Company's Internal Audit Group provides systematic and disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes of the Company. The Chief Audit Executive reports internal audit plan to the Audit Committee.</p>	
<b>Recommendation 2.11</b>			
1. Board oversees that the company has in place a sound enterprise risk management (ERM) framework to effectively identify, monitor, assess and manage key business risks.	Compliant	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 2, 9-12, 15-16 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
2. The risk management framework guides the board in identifying units/business lines and enterprise-level risk exposures, as well as the effectiveness of risk management strategies.	Compliant	<ul style="list-style-type: none"> <li>Board Charter p. 12 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> <li>Corporate website <a href="https://emperadorinc.com/enterprise-risk-management/">https://emperadorinc.com/enterprise-risk-management/</a></li> <li>2025 Annual Report, p. 103 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> </ul>	

<b>Recommendation 2.12</b>			
1. Board has a Board Charter that formalizes and clearly states its roles, responsibilities and accountabilities in carrying out its fiduciary role.	Compliant	<ul style="list-style-type: none"> <li>Board charter <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul>	
2. Board Charter serves as a guide to the directors in the performance of their functions.	Compliant		
3. Board Charter is publicly available and posted on the company's website.	Compliant		
<b>Additional Recommendation to Principle 2</b>			
1. Board has a clear insider trading policy.	Compliant	<p>The company's policy on insider trading policy/ respect for trade secrets and/or use of non-public information can be found at the following:</p> <ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 8, 11 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Board Charter p. 15-16 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> <li>Insider Trading Policy/ respect for trade secrets and/or use of non-public information <a href="https://emperadorinc.com/company-policies/">https://emperadorinc.com/company-policies/</a></li> </ul>	

Optional: Principle 2			
1. Company has a policy on granting loans to directors, either forbidding the practice or ensuring that the transaction is conducted at arm's length basis and at market rates.	Compliant	<ul style="list-style-type: none"> <li>The Company does not practice granting of loans to its directors. In case loans are granted, these are considered a related party transaction covered by the Company's Related Party Transactions Policy.</li> </ul> <a href="https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf</a>	
2. Company discloses the types of decision requiring board of directors' approval.	Compliant	<ul style="list-style-type: none"> <li>Company Disclosures Company Website - <a href="https://emperadorinc.com/disclosures/">https://emperadorinc.com/disclosures/;</a></li> <li>PSE Edge - <a href="https://edge.pse.com.ph/companyDisclosures/form.do?cmpy_id=632">https://edge.pse.com.ph/companyDisclosures/form.do?cmpy_id=632</a></li> </ul>	

**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.

<b>Recommendation 3.1</b>			
1. Board establishes board committees that focus on specific board functions to aid in the optimal performance of its roles and responsibilities.	Compliant	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p.13-19 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Board Charter p. 13 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> <li>Board Committees, Functions and Members <a href="https://emperadorinc.com/board-committees/">https://emperadorinc.com/board-committees/</a></li> </ul>	
<b>Recommendation 3.2</b>			
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	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 16-18 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Board Committees, Functions and Members <a href="https://emperadorinc.com/board-committees/">https://emperadorinc.com/board-committees/</a></li> <li>Audit Committee Charter <a href="https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf</a></li> </ul>	

<p>2. Audit Committee is composed of at least three appropriately qualified non-executive directors, the majority of whom, including the Chairman is independent.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 16-18 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Board Committees, Functions and Members <a href="https://emperadorinc.com/board-committees/">https://emperadorinc.com/board-committees/</a></li> </ul>	
<p>3. All the members of the committee have relevant background, knowledge, skills, and/or experience in the areas of accounting, auditing and finance.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>2025 Annual Report p. 92-94 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> <li>2025 Information Statement p. 12-13, 17 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc.-SEC-Form-20-IS-Definitive-Information-Statement-07-May-2025-redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc.-SEC-Form-20-IS-Definitive-Information-Statement-07-May-2025-redacted.pdf</a></li> </ul>	
<p>4. The Chairman of the Audit Committee is not the Chairman of the Board or of any other committee.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Board Committees, Functions and Members <a href="https://emperadorinc.com/board-committees/">https://emperadorinc.com/board-committees/</a></li> </ul> <p>The Chairman of the Audit Committee, <b>Dr. Jesli A. Lapus</b>, is not the Chairman of the Board nor of any other committee of the Company.</p>	

**Supplement to Recommendation 3.2**

<p>1. Audit Committee approves all non-audit services conducted by the external auditor.</p>	<p>Compliant</p>	<ul style="list-style-type: none"><li>• Revised Manual on Corporate Governance, p. 17 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li><li>• 2025 Annual Report p. 89 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li><li>• Audit Committee Charter <a href="https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf</a></li><li>• Amended By-Laws p.16 <a href="https://emperadorinc.com/articles-of-incorporation-and-by-laws/">https://emperadorinc.com/articles-of-incorporation-and-by-laws/</a></li></ul>	
<p>2. Audit Committee conducts regular meetings and dialogues with the external audit team without anyone from management present.</p>	<p>Compliant</p>	<ul style="list-style-type: none"><li>• Audit Committee Charter, p. 2 <a href="https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf</a></li></ul>	

**Optional: Recommendation 3.2**

<p>1. Audit Committee meet at least four times during the year.</p>	<p>Compliant</p>	<p>The Audit Committee met nine (9) times during the year 2025.</p> <ul style="list-style-type: none"><li>• Audit Committee Charter, p. 1 <a href="https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf</a></li><li>• Audit Committee Meeting Attendance <a href="https://emperadorinc.com/board-committee-meetings-and-attendance/">https://emperadorinc.com/board-committee-meetings-and-attendance/</a></li><li>• 2025 Annual Report, p. 97 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li></ul>	
<p>2. Audit Committee approves the appointment and removal of the internal auditor.</p>	<p>Compliant</p>	<ul style="list-style-type: none"><li>• Audit Committee Charter, p. 3-4 <a href="https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf</a></li></ul>	

Recommendation 3.3			
<p>1. Board establishes a Corporate Governance Committee tasked to assist the Board in the performance of its corporate governance responsibilities, including the functions that were formerly assigned to a Nomination and Remuneration Committee.</p>	Compliant	<ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p.13-15 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>• Board Charter p. 6 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> <li>• Corporate Governance Committee Charter <a href="https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Corporate-Governance-Committee-Charter-.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Corporate-Governance-Committee-Charter-.pdf</a></li> </ul>	
<p>2. Corporate Governance Committee is composed of at least three members, all of whom should be independent directors.</p>	Compliant	<ul style="list-style-type: none"> <li>• Board Committees, Functions and Members <a href="https://emperadorinc.com/board-committees/">https://emperadorinc.com/board-committees/</a></li> </ul> <p>The members of the Corporate Governance Committee are as follows:</p> <ol style="list-style-type: none"> <li>I. Ho Poh Wah (Independent Director) – Chairman</li> <li>II. Jesli A. Lopus (Independent Director)</li> <li>III. Jose Rene Gregory D. Almendras (Independent Director)</li> </ol>	

3. Chairman of the Corporate Governance Committee is an independent director.	Compliant	<ul style="list-style-type: none"> <li>Board Committees, Functions and Members <a href="https://emperadorinc.com/board-committees/">https://emperadorinc.com/board-committees/</a></li> </ul> <p>The Chairman of the Corporate Governance Committee, <b>Mr. Ho Poh Wah</b>, is an Independent Director.</p>	
<b>Optional: Recommendation 3.3.</b>			
1. Corporate Governance Committee meet at least twice during the year.	Compliant	<p>The Corporate Governance Committee met twice during the year 2025.</p> <ul style="list-style-type: none"> <li>2025 Annual Report, p. 98 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> </ul>	
<b>Recommendation 3.4</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	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p.15-16 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Board Risk Oversight Committee Charter <a href="https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Board-Risk-Oversight-Committee-Charter_final-for-upload-1.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Board-Risk-Oversight-Committee-Charter_final-for-upload-1.pdf</a></li> </ul>	
2. BROC is composed of at least three members, the majority of whom should be independent directors, including the Chairman.	Compliant	<ul style="list-style-type: none"> <li>The BROC is composed of three members,</li> </ul>	

3. The Chairman of the BROCC is not the Chairman of the Board or of any other committee.	Compliant	two of whom, including the Chairman, are independent directors.	
4. At least one member of the BROCC has relevant thorough knowledge and experience on risk and risk management.	Compliant	<ul style="list-style-type: none"> <li>• The Chairman of the BROCC, Mr. Jose Rene Gregory D. Almendras, is not a Chairman of any other committee.</li> <li>• Board Committees, Functions and Members</li> </ul> <a href="https://emperadorinc.com/board-committees/">https://emperadorinc.com/board-committees/</a>	
<b>Recommendation 3.5</b>			
1. Board establishes a Related Party Transactions (RPT) Committee, which is tasked with reviewing all material related party transactions of the company.	Compliant	<ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p.18-19</li> </ul> <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a> <ul style="list-style-type: none"> <li>• Board Committees, Functions and Members</li> </ul> <a href="https://emperadorinc.com/board-committees/">https://emperadorinc.com/board-committees/</a> <ul style="list-style-type: none"> <li>• The RPT Committee is composed entirely of Independent Directors</li> <li>• Related Party Transactions Committee Charter</li> </ul>	
2. RPT Committee is composed of at least three non-executive directors, two of whom should be independent, including the Chairman.	Compliant	<a href="https://emperadorinc.com/wp-content/uploads/2022/10/EMP-RPT-Charter-final_for-upload.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/EMP-RPT-Charter-final_for-upload.pdf</a>	
<b>Recommendation 3.6</b>			
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	<ul style="list-style-type: none"> <li>• Committee Charters</li> </ul> <a href="https://emperadorinc.com/board-committees/">https://emperadorinc.com/board-committees/</a>	

2. Committee Charters provide standards for evaluating the performance of the Committees.	Compliant		
3. Committee Charters were fully disclosed on the company's website.	Compliant	<ul style="list-style-type: none"> <li>• Committee Charters <a href="https://emperadorinc.com/board-committees/">https://emperadorinc.com/board-committees/</a></li> </ul>	

**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	<ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p. 11, p.12 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>• Board Charter p. 8, p. 14 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul>	
2. The directors review meeting materials for all Board and Committee meetings.	Compliant	<ul style="list-style-type: none"> <li>• Disclosure on the Attendance of the Board in the 2025 meetings <a href="https://emperadorinc.com/wp-content/uploads/2026/02/Emperador-Inc.-Letter-on-Attendance-to-2025-Board-Meetings.pdf">https://emperadorinc.com/wp-content/uploads/2026/02/Emperador-Inc.-Letter-on-Attendance-to-2025-Board-Meetings.pdf</a></li> </ul>	
3. The directors ask the necessary questions or seek clarifications and explanations during the Board and Committee meetings.	Compliant		

<b>Recommendation 4.2</b>			
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	<ul style="list-style-type: none"> <li>• Board Charter p. 7 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> <li>• Revised Manual on Corporate Governance p. 6 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>• 2025 Annual Report p. 90-94 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> <li>• 2025 Information Statement p.9-17 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf</a></li> </ul>	
<b>Recommendation 4.3</b>			
1. The directors notify the company's board before accepting a directorship in another company.	Compliant	<ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance, p. 21 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
<b>Optional: Principle 4</b>			
1. Company does not have any executive directors who serve in more than two boards of listed companies outside of the group.	Compliant	<ul style="list-style-type: none"> <li>• 2025 Annual Report p. 90-94 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> </ul>	
2. Company schedules board of directors' meetings before the start of the financial year.			

3. Board of directors meet at least six times during the year.	Compliant	<ul style="list-style-type: none"> <li>Disclosure on the Attendance of the Board in the 2025 meetings</li> </ul> <a href="https://edge.pse.com.ph/openDiscViewer.do?edge_no=cb058f724c0bbb9164d70b69f0a3140b">https://edge.pse.com.ph/openDiscViewer.do?edge_no=cb058f724c0bbb9164d70b69f0a3140b</a>	
4. Company requires as minimum quorum of at least 2/3 for board decisions.	Compliant	<p>As shown by the Director's perfect attendance at meetings, the minimum quorum of at least 2/3 has been achieved in the 2025 Board Meetings.</p> <ul style="list-style-type: none"> <li>2025 Annual Report, p. 97</li> </ul> <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a>	

**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	<p>The Board has three (3) Independent Directors.</p> <ul style="list-style-type: none"> <li>2025 Second Amended General Information Sheet, p. 4</li> </ul> <a href="https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc.-2025-Second-Amended-General-Information-Sheet-22-October-2025-E.pdf">https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc.-2025-Second-Amended-General-Information-Sheet-22-October-2025-E.pdf</a> <ul style="list-style-type: none"> <li>Board of Directors</li> </ul> <a href="https://emperadorinc.com/our-leadership/">https://emperadorinc.com/our-leadership/</a>	
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Recommendation 5.2			
<p>1. The independent directors possess all the qualifications and none of the disqualifications to hold the positions.</p>	Compliant	<ul style="list-style-type: none"> <li>• 2025 Information Statement p. 12-13, 17  <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf</a></li> <li>• 2025 Annual Report p. 92-94  <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> </ul>	
Supplement to Recommendation 5.2			
<p>1. Company has no shareholder agreements, by-laws provisions, or other arrangements that constrain the directors' ability to vote independently.</p>	Compliant	<ul style="list-style-type: none"> <li>• Per Company's Policies found at <a href="https://emperadorinc.com/company-policies/">https://emperadorinc.com/company-policies/</a>, a director should not use his position to profit or gain some benefit or advantage for himself and/or his related interest. If an actual or potential conflict of interest may arise on the part of a director, he should fully and immediately disclose it and should not participate in the decision-making process.</li> </ul> <p>In view of the above, the Company has no shareholder agreements, by-laws provisions or other arrangements that constrain the directors' ability to vote independently.</p>	

<b>Recommendation 5.3</b>			
1. The independent directors serve for a cumulative term of nine years (reckoned from 2012).	Compliant	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 4 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
2. The company bars an independent director from serving in such capacity after the term limit of nine years.	Compliant	<ul style="list-style-type: none"> <li>Board Charter p. 7 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul>	
3. In the instance that the company retains an independent director in the same capacity after nine years, the board provides meritorious justification and seeks shareholders' approval during the annual shareholders' meeting.	Compliant	No Independent Director exceeded the cumulative term of nine years, reckoned from 2012, during the period.	
<b>Recommendation 5.4</b>			
1. The positions of Chairman of the Board and Chief Executive Officer are held by separate individuals.	Compliant	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 19 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>2025 Second Amended General Information Sheet <a href="https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc.-2025-Second-Amended-General-Information-Sheet-22-October-2025-E.pdf">https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc.-2025-Second-Amended-General-Information-Sheet-22-October-2025-E.pdf</a></li> <li>The company's Chairman Emeritus is Dr. Andrew L. Tan. The company's Chairman of the Board is Mr. Winston S. Co while the President and Chief Executive Officer is Mr. Glenn D. Manlapaz.</li> </ul>	

<p>2. The Chairman of the Board and Chief Executive Officer have clearly defined responsibilities.</p>	<p>Compliant</p>	<p>The Chairman of the Board and Chief Executive Officer have clearly defined responsibilities. These specific responsibilities are enumerated in the Company's Revised Manual on Corporate Governance.</p> <p>The Chairman's responsibilities, among others, include making certain that the meeting agenda focuses on strategic matters, including the overall risk appetite of the Company. The Chairman likewise ensures that the Board receives accurate, timely, relevant, insightful, concise and clear information from Management to make sound decisions, and that the Board sufficiently challenges and inquires on reports submitted and representations made by Management.</p> <p>As for the President/Chief Executive Officer, it is among his duties and responsibilities to: (i) determine the Company's strategic direction and formulate and implementation of its strategic plan on the direction of the business; (ii) communicate and implement the Company's vision, mission, values and overall strategy; (iii) oversee the operations of the Company and manage human and financial resources in accordance with the strategic plan; and (iv) serve as the link between internal operations and external stakeholders</p> <ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p. 19-21 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
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**Recommendation 5.5**

<p>1. If the Chairman of the Board is not an independent director, the board designates a lead director among the independent directors.</p>	<p>Compliant</p>	<p>The Board designates a lead director among the independent directors if the Chairman of the Board is not independent, including if the positions of the Chairman of the Board and Chief Executive Officer are held by one person.</p> <p>Mr. Jesli A. Lapus is the current Lead Independent Director of the Board.</p> <ul style="list-style-type: none"><li>• Revised Manual on Corporate Governance p. 20 &amp; 21 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li><li>• 2025 Second Amended General Information Sheet, p. 4 <a href="https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc._2025-Second-Amended-General-Information-Sheet_22-October-2025-E.pdf">https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc._2025-Second-Amended-General-Information-Sheet_22-October-2025-E.pdf</a></li></ul>	
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<b>Recommendation 5.6</b>			
<p>1. Directors with material interest in a transaction affecting the corporation abstain from taking part in the deliberations on the transaction.</p>	Compliant	<p>If an actual or potential conflict of interest may arise on the part of a director, he should fully and immediately disclose it and should not participate in the decision-making process.</p> <ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 10 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Board Charter p. 14 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> <li>Related Party Transaction Policy, as amended <a href="https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf</a></li> </ul>	
<b>Recommendation 5.7</b>			
<p>1. The non-executive directors (NEDs) have separate periodic meetings with the external auditor and heads of the internal audit, compliance and risk functions, without any executive present.</p>	Compliant	<p>The non-executive directors who are mostly Independent Directors are part of the Board Committees and have had the required meetings under this provision.</p>	
<p>2. The meetings are chaired by the lead independent director.</p>	Compliant	<p>Except for the Executive Committee, all other Board Committees are chaired by Independent Directors.</p>	
<b>Optional: Principle 5</b>			
<p>1. None of the directors is a former CEO of the company in the past 2 years.</p>			

**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.	Compliant	The Board conducts an annual self-assessment to evaluate its performance as a governing unit, as well as the performance of the Board Committees, individual directors, and Management. This self-assessment involves completing an evaluation and assessment questionnaire, through which each of the directors provide their ratings and opinions on areas such as Board Composition, Board Responsibilities, Board Committees, Individual Board Members, and Management Relationship. Additionally, the questionnaire includes a section where directors can provide their comments, if any.	
2. The Chairman conducts a self-assessment of his performance.	Compliant		
3. The individual members conduct a self-assessment of their performance.	Compliant		
4. Each committee conducts a self-assessment of its performance.	Compliant		<ul style="list-style-type: none"> <li>• Board Performance <a href="https://emperadorinc.com/board-performance/">https://emperadorinc.com/board-performance/</a></li> <li>• Revised Manual on Corporate Governance p. 8 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>• Board Charter p. 16 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul>

<p>5. Every three years, the assessments are supported by an external facilitator.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>• Board Charter p. 16 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul> <p>The Board, through the Corporate Governance Committee, mandates that an external facilitator will conduct an independent assessment of the effectiveness of the Board, Board Committees, and Chairman of the Board in accordance with the requirements of the SEC, particularly the Code of Corporate Governance for Publicly Listed Companies.</p>	
<p><b>Recommendation 6.2</b></p>			
<p>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.</p>	<p>Compliant</p>	<p>The Board conducts an annual self-assessment to evaluate its performance as a governing unit, as well as the performance of the Board Committees, individual directors, and Management.</p> <ul style="list-style-type: none"> <li>• Board Performance <a href="https://emperadorinc.com/board-performance/">https://emperadorinc.com/board-performance/</a></li> <li>• Revised Manual on Corporate Governance p. 8-13 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>• Board Charter p. 16</li> </ul>	

2. The system allows for a feedback mechanism from the shareholders.	Compliant	<a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a>  Some of the feedback mechanisms already in place by the Company are the following: <ol style="list-style-type: none"> <li>1. Open Forum during the Annual Stockholders' Meetings</li> <li>2. Investor Relations office where the contact information of the Investor Relations Officer is indicated in the website</li> <li>3. Office of the Corporate Secretary</li> <li>4. Analysts' Briefings</li> </ol>	
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**Principle 7:** Members of the Board are duty-bound to apply high ethical standards, taking into account the interests of all stakeholders.

**Recommendation 7.1**

1. Board adopts a Code of Business Conduct and Ethics, which provide standards for professional and ethical behavior, as well as articulate acceptable and unacceptable conduct and practices in internal and external dealings of the company.	Compliant	The Board adopts a Code of Business Conduct and Ethics, which can be found at its corporate website, <a href="https://emperadorinc.com/code-of-business-conduct-and-ethics/">https://emperadorinc.com/code-of-business-conduct-and-ethics/</a>  The norms of conduct adopted by the Board is also contained in the Revised Manual on Corporate Governance p. 10-11 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a> and the Board Charter p. 13-16 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a>	
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2. The Code is properly disseminated to the Board, senior management and employees.	Compliant	Copies of the Code of Business Conduct and Ethics are disseminated to the Board, all senior management and employees thru the Company's Compliance Officer and by posting in its corporate website. <a href="https://emperadorinc.com/code-of-business-conduct-and-ethics/">https://emperadorinc.com/code-of-business-conduct-and-ethics/</a>	
3. The Code is disclosed and made available to the public through the company website.	Compliant	<ul style="list-style-type: none"> <li>Corporate website <a href="https://emperadorinc.com/code-of-business-conduct-and-ethics/">https://emperadorinc.com/code-of-business-conduct-and-ethics/</a></li> </ul>	
<b>Supplement to Recommendation 7.1</b>			
1. Company has clear and stringent policies and procedures on curbing and penalizing company involvement in offering, paying and receiving bribes.	Compliant	The Company's policy and procedure on curbing and penalizing bribery is indicated in its corporate website, <a href="https://emperadorinc.com/code-of-business-conduct-and-ethics/">https://emperadorinc.com/code-of-business-conduct-and-ethics/</a>	
<b>Recommendation 7.2</b>			
1. Board ensures the proper and efficient implementation and monitoring of compliance with the Code of Business Conduct and Ethics.	Compliant	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p.11-12 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
2. Board ensures the proper and efficient implementation and monitoring of compliance with company internal policies.	Compliant	<ul style="list-style-type: none"> <li>Board Charter p. 13-16 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul> <p>The Directors, Senior Management, and employees of the Company are required to comply with the Code of Business Conduct and Ethics.</p>	
<b>Disclosure and Transparency</b>			

**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**

<p>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.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 28-29  <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul> <p>All reports and disclosures are made available to its shareholders and stakeholders thru comprehensive, accurate, reliable and timely disclosures through the PSE's EDGE website and corporate website postings. The Company holds analysts' briefing quarterly and annually, and gives presentations on the Company's financial condition, results and business operations before (thru the Information Statement), during (thru presentations made by its Investor Relations Officer) the Annual Stockholders' Meetings.</p>	
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**Supplement to Recommendations 8.1**

<p>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.</p>	<p>Compliant</p>	<p>SEC Form 17-A and 17-Q are available on the corporate website,  <a href="https://emperadorinc.com/financial-reports/">https://emperadorinc.com/financial-reports/</a> and the Philippine Stock Exchange,  <a href="https://edge.pse.com.ph/companyDisclosures/form.do?cmpy_id=632">https://edge.pse.com.ph/companyDisclosures/form.do?cmpy_id=632</a>.</p> <p>For the period covered, the reports were submitted with the SEC and disclosed with the PSE as follows:          First Quarter Report – May 14, 2025          Second Quarter Report – August 08, 2025          Third Quarter Report – October 30, 2025</p>	<p>The SEC Form 17-A for the year ended 31 December 2025 was submitted to the SEC and PSE on May 14, 2026, within the allowable period per the relevant SEC issuances.</p>
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<p>2. Company discloses in its annual report the principal risks associated with the identity of the company's controlling shareholders; the degree of ownership concentration; cross-holdings among company affiliates; and any imbalances between the controlling shareholders' voting power and overall equity position in the company.</p>	<p>Compliant</p>	<p>The risks associated with the business are disclosed in the 2025 Annual Report, p. 65-69.</p> <p>The degree of ownership concentration, particularly the security ownership of certain beneficial owners and management, and principal stockholders are disclosed in the 2024 Annual Report p. 72 (Top 20 stockholders), p. 101-102 (Security Ownership).</p> <p><a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></p>	
<b>Recommendation 8.2</b>			
<p>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.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 28</li> </ul> <p><a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></p>	
<p>2. Company has a policy requiring all officers to disclose/report to the company any dealings in the company's shares within three business days.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Related Party Transaction Policy, as amended</li> </ul> <p><a href="https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf</a></p>	

Supplement to Recommendation 8.2			
<p>1. Company discloses the trading of the corporation's shares by directors, officers (or persons performing similar functions) and controlling shareholders. This includes the disclosure of the company's purchase of its shares from the market (e.g. share buy-back program).</p>	<p>Compliant</p>	<p>A summary of the trading of the company's directors and officers is disclosed in the company website  <a href="https://emperadorinc.com/summary-of-trading-in-company-shares-by-directors-and-key-officers/">https://emperadorinc.com/summary-of-trading-in-company-shares-by-directors-and-key-officers/</a></p> <p>The dealings of directors, Management, and top 100 shareholders involving the corporation's shares including their nature, number/percentage and date of transaction, as well as the disclosures on the share buy-back transactions of the company, are disclosed with the Philippine Stock Exchange at <a href="https://edge.pse.com.ph/companyDisclosures/form.do?cmpy_id=632">https://edge.pse.com.ph/companyDisclosures/form.do?cmpy_id=632</a> and on the corporate website, <a href="https://emperadorinc.com/disclosures/">https://emperadorinc.com/disclosures/</a></p>	
Recommendation 8.3			

<p>1. Board fully discloses all relevant and material information on individual board members to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.</p>	<p>Compliant</p>	<p>The directors' academic qualifications, membership in other boards, other executive positions, professional experiences, and expertise, and share ownership in the company are disclosed in the following reports:</p> <ul style="list-style-type: none"> <li>• 2025 Annual Report, p. 90-94 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> <li>• 2025 Information Statement p. 9-17 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf</a></li> </ul>	
<p>2. Board fully discloses all relevant and material information on key executives to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.</p>	<p>Compliant</p>	<p>The key officers' academic qualifications, membership in other boards, other executive positions, professional experiences, and expertise, are disclosed in the following reports:</p> <ul style="list-style-type: none"> <li>• 2025 Annual Report, p. 94-96 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> <li>• 2025 Information Statement p. 9-17 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf</a></li> </ul>	

**Recommendation 8.4**

<p>1. Company provides a clear disclosure of its policies and procedure for setting Board remuneration, including the level and mix of the same.</p>	<p>Compliant</p>	<p>The amount of per diem paid to the directors is disclosed in the Annual Report and Definitive Information Statement.</p> <ul style="list-style-type: none"><li>• Revised Manual on Corporate Governance p.12, 14 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li><li>• 2025 Annual Report, p. 99 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li></ul>	
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<p>2. Company provides a clear disclosure of its policies and procedure for setting executive remuneration, including the level and mix of the same.</p>	<p>Compliant</p>	<p>The Company's By-Laws stipulates that, except for reasonable per diem, directors, as such, are entitled to receive only such compensation as may be granted to them upon the recommendation of the Corporate Governance Committee and subsequent approval by vote of stockholders representing at least a majority of outstanding capital stock at a regular or special meeting of stockholders. In no case shall the total yearly compensation of directors, as such, exceed 10% of the net income before tax of the Corporation for the preceding year. In the last two completed years, directors received per diem only from the Company.</p> <ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p.12, 14 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>• Board Charter p. 14 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> <li>• 2025 Annual Report, p. 99 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> </ul>	
<p>3. Company discloses the remuneration on an individual basis, including termination and retirement provisions.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>• 2025 Information Statement p. 19 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc.-SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc.-SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf</a></li> </ul>	

Recommendation 8.5			
<p>1. Company discloses its policies governing Related Party Transactions (RPTs) and other unusual or infrequently occurring transactions in their Manual on Corporate Governance.</p>	<p>Compliant</p>	<p>The Board thru its Related Party Transaction Committee, is tasked with reviewing all material related party transactions of the Corporation, as indicated in the Revised Manual on Corporate Governance, p. 18-19.</p> <p><a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></p> <ul style="list-style-type: none"> <li>• Related Party Transaction Policy, as amended</li> </ul> <p><a href="https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf</a></p>	
<p>2. Company discloses material or significant RPTs reviewed and approved during the year.</p>	<p>Compliant</p>	<p>All material RPTs for the previous year are disclosed in Note 23 to Consolidated Financial Statements for the year ended 31 December 2025, p. 56-60</p> <p><a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></p>	
Supplement to Recommendation 8.5			

<p>1. Company requires directors to disclose their interests in transactions or any other conflict of interests.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p.10 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Related Party Transaction Policy, as amended <a href="https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf</a></li> </ul>	
<b>Optional : Recommendation 8.5</b>			
<p>1. Company discloses that RPTs are conducted in such a way to ensure that they are fair and at arms' length.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Related Party Transaction Policy, as amended <a href="https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/Emperador-Inc.-Amended-Material-Related-Party-Transaction-Policy_14Sept2020.pdf</a></li> </ul> <p>All RPTs for the previous year are disclosed in the Note 23 to Consolidated Financial Statements for the year ended 31 December 2025, p. 56-60 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></p>	
<b>Recommendation 8.6</b>			

<p>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.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 28-29 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul> <p>All 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 are disclosed with the Philippine Stock Exchange and posted on the company website.</p>	
<p>2. Board appoints an independent party to evaluate the fairness of the transaction price on the acquisition or disposal of assets.</p>	<p>Compliant</p>	<p>For Whyte and Mackay and Fundador acquisition, the Company hired a financial consultant in valuating the property. For some other transactions, the Company hires a 3rd party real estate valuator and Purchase Price Study. It is in very rare cases that the Company does the valuation internally, but this is always based on market standards.</p>	
<p><b>Supplement to Recommendation 8.6</b></p>			
<p>1. Company discloses the existence, justification and details on shareholder agreements, voting trust agreements, confidentiality agreements, and such other agreements that may impact on the control, ownership, and strategic direction of the company.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>2025 Annual Report, p. 102 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> </ul> <p>The Company is not aware of the existence of persons holding more than five percent (5%) of the Company's common shares under a voting trust or similar agreement.</p>	
<p><b>Recommendation 8.7</b></p>			

1. Company's corporate governance policies, programs and procedures are contained in its Manual on Corporate Governance (MCG).	Compliant	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance</li> </ul> <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a>	
2. Company's MCG is submitted to the SEC and PSE.	Compliant	<a href="https://edge.pse.com.ph/openDiscViewer.do?edge_no=64f752449eee982e3318251c9257320d">https://edge.pse.com.ph/openDiscViewer.do?edge_no=64f752449eee982e3318251c9257320d</a>	
3. Company's MCG is posted on its company website.	Compliant		
<b>Supplement to Recommendation 8.7</b>			
1. Company submits to the SEC and PSE an updated MCG to disclose any changes in its corporate governance practices.	Compliant	<p>The Company submitted its Revised Manual on Corporate Governance to the PSE on 31 May 2017.</p> <p><a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a>;</p> <p><a href="https://edge.pse.com.ph/openDiscViewer.do?edge_no=64f752449eee982e3318251c9257320d">https://edge.pse.com.ph/openDiscViewer.do?edge_no=64f752449eee982e3318251c9257320d</a></p> <p>There have been no recent changes in the MCG.</p>	
<b>Optional: Principle 8</b>			
1. Does the company's Annual Report disclose the following information:		<ul style="list-style-type: none"> <li>2025 Annual Report</li> </ul>	
a. Corporate Objectives	Compliant	<a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a>	
b. Financial performance indicators	Compliant		
c. Non-financial performance indicators	Compliant		
d. Dividend Policy	Compliant		

e. Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and other directorships in listed companies) of all directors	Compliant		
f. Attendance details of each director in all directors meetings held during the year	Compliant		
g. Total remuneration of each member of the board of directors	Compliant		
2. The Annual Report contains a statement confirming the company's full compliance with the Code of Corporate Governance and where there is non-compliance, identifies and explains reason for each such issue.	Compliant	<ul style="list-style-type: none"> <li>2025 Annual Report, page 103</li> </ul> <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a>	
3. The Annual Report/Annual CG Report discloses that the board of directors conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems.	Compliant	<ul style="list-style-type: none"> <li>2025 Annual Report, page 69</li> </ul> <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a>	
4. The Annual Report/Annual CG Report contains a statement from the board of directors or Audit Committee commenting on the adequacy of the company's internal controls/risk management systems.	Compliant	<ul style="list-style-type: none"> <li>2025 Annual Report, page 69</li> </ul> <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a>	

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	<ul style="list-style-type: none"> <li>• 2025 Annual Report <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> </ul>	
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**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	<ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p. 16 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>• Audit Committee Charter <a href="https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf</a></li> <li>• Amended By-Laws <a href="https://emperadorinc.com/articles-of-incorporation-and-by-laws/">https://emperadorinc.com/articles-of-incorporation-and-by-laws/</a></li> </ul>	
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2. The appointment, reappointment, removal, and fees of the external auditor is recommended by the Audit Committee, approved by the Board and ratified by the shareholders.	Compliant	<ul style="list-style-type: none"> <li>• Audit Committee Charter <a href="https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf</a></li> <li>• Minutes of the 2025 Annual Stockholders' Meeting <a href="https://emperadorinc.com/wp-content/uploads/2025/07/EMI-Draft-Minutes-09June2025-ASM.pdf">https://emperadorinc.com/wp-content/uploads/2025/07/EMI-Draft-Minutes-09June2025-ASM.pdf</a></li> </ul>	
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<p>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.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 16 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Audit Committee Charter <a href="https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf</a></li> </ul>	
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**Supplement to Recommendation 9.1**

<p>1. Company has a policy of rotating the lead audit partner every five years.</p>	<p>Compliant</p>	<p>The external auditor should be rotated or changed every five (5) years or earlier, or the signing partner of the external auditing firm assigned to the Company, should be changed with the same frequency.</p> <ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 23 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
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**Recommendation 9.2**

<p>1. Audit Committee Charter includes the Audit Committee's responsibility on:</p> <p>i. assessing the integrity and independence of external auditors;</p> <p>ii. exercising effective oversight to review and monitor the external auditor's independence and objectivity; and</p> <p>iii. exercising effective oversight to review and monitor the effectiveness of the audit process, taking into consideration relevant Philippine professional and regulatory requirements.</p>	Compliant	<ul style="list-style-type: none"> <li>Audit Committee Charter <a href="https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf</a></li> </ul>	
<p>2. Audit Committee Charter contains the Committee's responsibility on reviewing and monitoring the external auditor's suitability and effectiveness on an annual basis.</p>	Compliant		
<b>Supplement to Recommendations 9.2</b>			
<p>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.</p>	Compliant	<ul style="list-style-type: none"> <li>Audit Committee Charter <a href="https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf</a></li> </ul>	
<p>2. Audit Committee ensures that the external auditor has adequate quality control procedures.</p>	Compliant		
<b>Recommendation 9.3</b>			

<p>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.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 16-17 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>2025 Annual Report, p. 88-89 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> <li>2025 Information Statement p. 21 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf</a></li> </ul>	
<p>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.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 16-17 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Audit Committee Charter, p. 4 <a href="https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf">https://emperadorinc.com/wp-content/uploads/2022/10/EMP_Audit-Committee-Charter_final-for-upload.pdf</a></li> </ul>	
<b>Supplement to Recommendation 9.3</b>			
<p>1. Fees paid for non-audit services do not outweigh the fees paid for audit services.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>2025 Annual Report, p. 88-89 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2024-1.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2024-1.pdf</a></li> <li>2025 Information Statement p. 21 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf</a></li> </ul>	

<b>Additional Recommendation to Principle 9</b>			
1. Company's external auditor is duly accredited by the SEC under Group A category.	Compliant	<p>Name of Audit Engagement Partner <b>Ramilito L. Nañola</b> <b>SEC Group A Accreditation No. 90741-SEC valid until financial period 2025</b></p> <p>Name of Firm - <b>Punongbayan &amp; Araullo</b> <b>Member Firm of Grant Thornton International Ltd.</b> <b>SEC Group A Accreditation No. 0002 valid until financial period 2024</b> <b>20<sup>th</sup> Floor Tower 1, The Enterprise Center</b> <b>6766 Ayala Avenue 1200 Makati City Philippines</b> <b>Tel No. +632 988-2288</b></p>	
2. Company's external auditor agreed to be subjected to the SEC Oversight Assurance Review (SOAR) Inspection Program conducted by the SEC's Office of the General Accountant (OGA).	Compliant	In 2025, the members of Punongbayan and Araullo's Audit Engagement Team agreed to be subjected to the SOAR Inspection Program.	
<b>Principle 10: The company should ensure that the material and reportable non-financial and sustainability issues are disclosed.</b>			
<b>Recommendation 10.1</b>			
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	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 29 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Board Charter p. 14 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul>	

<p>2. Company adopts a globally recognized standard/framework in reporting sustainability and non-financial issues.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>• Board Charter p. 12 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul> <p>For 2023, Emperador Inc. conducted a materiality review to validate the economic, environmental, and social topics that are material to the group and its stakeholders. The group reassessed topics that were material in 2022 as well as Sustainability Accounting Standards Board (SASB) standards in the alcoholic beverage industry. Furthermore, the group also looked into trends and issues related to sustainability in the industry. To align with the GRI Standards, Emperador formulated a list of both positive and negative impacts to the economy, environment, and society related to each of the group's material topics. Positive and negative impacts also included both potential or actual impacts.</p> <ul style="list-style-type: none"> <li>• 2025 Sustainability Report, and under page 215 of the Annual Report <a href="https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf</a></li> </ul>	
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**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	The communication channels used by the company are the following: 1. PSE disclosures - <a href="https://edge.pse.com.ph/companyDisclosures/form.do?cmpy_id=632">https://edge.pse.com.ph/companyDisclosures/form.do?cmpy_id=632</a> 2. Website - <a href="https://emperadorinc.com/landing/">https://emperadorinc.com/landing/</a> 3. Analyst's briefing and Media briefings 4. Press conferences 5. Office of the Investor Relations 6. Office of the Corporate Secretary 7. Annual Stockholders' Meetings	
<b>Supplemental to Principle 11</b>			
1. Company has a website disclosing up-to-date information on the following:	Compliant	<ul style="list-style-type: none"> <li>Corporate website <a href="https://emperadorinc.com/landing/">https://emperadorinc.com/landing/</a></li> </ul>	
a. Financial statements/reports (latest quarterly)	Compliant		
b. Materials provided in briefings to analysts and media	Compliant		
c. Downloadable annual report	Compliant		
d. Notice of ASM and/or SSM	Compliant		
e. Minutes of ASM and/or SSM	Compliant		
f. Company's Articles of Incorporation and By-Laws	Compliant		
<b>Additional Recommendation to Principle 11</b>			
1. Company complies with SEC-prescribed website template.	Compliant	<ul style="list-style-type: none"> <li>Corporate website <a href="https://emperadorinc.com/landing/">https://emperadorinc.com/landing/</a></li> </ul>	

### 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	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 12 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
2. Company has an adequate and effective enterprise risk management framework in the conduct of its business.	Compliant	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p.12, 15 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Board Charter p. 12 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul> <p>The risk management system is reviewed annually.</p>	

#### 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	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p.12, 15 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul> <p>The review on the effectiveness of the internal control system shall be done annually.</p>	
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#### Optional: Recommendation 12.1

<p>1. Company has a governance process on IT issues including disruption, cyber security, and disaster recovery, to ensure that all key risks are identified, managed and reported to the board.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>2025 Sustainability Report (P. 43-44)  <a href="https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf</a> </li> </ul>	
<p><b>Recommendation 12.2</b></p>			
<p>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.</p>	<p>Compliant</p>	<p>While Internal Audit is in-house, internal auditors are given independence to carry out their work freely and objectively</p>	
<p><b>Recommendation 12.3</b></p>			
<p>1. Company has a qualified Chief Audit Executive (CAE) appointed by the Board.</p>	<p>Compliant</p>	<p>Mary Grace P. Maralit was appointed by the Board of Directors as the Chief Audit Officer and Chief Risk Officer.</p>	
<p>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.</p>		<ul style="list-style-type: none"> <li>2025 Second Amended General Information Sheet, p. 4  <a href="https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc.-2025-Second-Amended-General-Information-Sheet-22-October-2025-E.pdf">https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc.-2025-Second-Amended-General-Information-Sheet-22-October-2025-E.pdf</a> </li> </ul>	
<p>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.</p>		<ul style="list-style-type: none"> <li>Results of 2025 Organizational Meeting  <a href="https://edge.pse.com.ph/openDiscViewer.do?edge_no=5b4ed25166b2297eec6e1601ccee8f59">https://edge.pse.com.ph/openDiscViewer.do?edge_no=5b4ed25166b2297eec6e1601ccee8f59</a> </li> </ul>	
<p><b>Recommendation 12.4</b></p>			

1. Company has a separate risk management function to identify, assess and monitor key risk exposures.	Compliant	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p.15-16 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Board Charter p. 12 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul>	
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**Supplement to Recommendation 12.4**

1. Company seeks external technical support in risk management when such competence is not available internally.	Compliant.	The Board may seek external professional or technical opinion or advice as it deems necessary in connection with any matter which is pending before the Board, and which opinion or advice the members may consider in their individual assessment and evaluation of the issues.	
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**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	Mary Grace P. Maralit was appointed by the Board of Directors as the Chief Audit Officer and Chief Risk Officer. <ul style="list-style-type: none"> <li>2025 Second Amended General Information Sheet <a href="https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc.-2025-Second-Amended-General-Information-Sheet-22-October-2025-E.pdf">https://emperadorinc.com/wp-content/uploads/2025/10/Emperador-Inc.-2025-Second-Amended-General-Information-Sheet-22-October-2025-E.pdf</a></li> <li>Results of 2025 Organizational Meeting <a href="https://edge.pse.com.ph/openDiscViewer.do?e_dge_no=5b4ed25166b2297eec6e1601ccee8f59">https://edge.pse.com.ph/openDiscViewer.do?e_dge_no=5b4ed25166b2297eec6e1601ccee8f59</a></li> </ul>	
2. CRO has adequate authority, stature, resources and support to fulfill his/her responsibilities.			

**Additional Recommendation to Principle 12**

<p>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.</p>	<p>Compliant</p>	<p>The Attestation of Internal Audit, Control, and Compliance for the year ended December 31, 2025 is attested by the (i) President and Chief Executive Officer, (ii) Chief Audit Executive and (iii) Chief Financial Officer, Compliance Officer &amp; Corporate Information Officer. The Attestation provides the overall assessment on the adequacy and effectiveness of the Company's internal audit, controls, and compliance.</p> <p><a href="https://emperadorinc.com/internal-audit-control-and-compliance-systems/">https://emperadorinc.com/internal-audit-control-and-compliance-systems/</a></p>	
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**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**

<p>1. Board ensures that basic shareholder rights are disclosed in the Manual on Corporate Governance.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 25-28</li> </ul> <p><a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></p>	
<p>2. Board ensures that basic shareholder rights are disclosed on the company's website.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Corporate website</li> </ul> <p><a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></p>	

**Supplement to Recommendation 13.1**

<p>1. Company's common share has one vote for one share.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>2025 Information Statement p. 25</li> </ul> <p><a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc.-SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc.-SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf</a></p>	
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<p>2. Board ensures that all shareholders of the same class are treated equally with respect to voting rights, subscription rights and transfer rights.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 25 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
<p>3. Board has an effective, secure, and efficient voting system.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>2025 Information Statement, Annex A p. 107-109 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc.-SEC-Form-20-IS-Definitive-Information-Statement-07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc.-SEC-Form-20-IS-Definitive-Information-Statement-07-May-2025_redacted.pdf</a></li> <li>Revised Manual on Corporate Governance p. 25 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a> <ul style="list-style-type: none"> <li>Amended By-Laws, p. 7-8 <a href="https://emperadorinc.com/articles-of-incorporation-and-by-laws/">https://emperadorinc.com/articles-of-incorporation-and-by-laws/</a></li> </ul> </li> </ul>	

<p>4. Board has an effective shareholder voting mechanisms such as supermajority or "majority of minority" requirements to protect minority shareholders against actions of controlling shareholders.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 25 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul> <p>While there is a risk that the controlling shareholders' voting power may be restrictive or authorize preferences, the Board is committed to respect the rights of the shareholders as provided for in the Revised Corporation Code. These include the right to vote on all matters that require their consent or approval, such that a director shall not be removed without cause if it will deny minority shareholders representation in the Board.</p>	
<p>5. Board allows shareholders to call a special shareholders' meeting and submit a proposal for consideration or agenda item at the AGM or special meeting.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 26 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
<p>6. Board clearly articulates and enforces policies with respect to treatment of minority shareholders.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 25-28 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	<p>T</p>

<p>7. Company has a transparent and specific dividend policy.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>• 2025 Information Statement p. 104 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc.-SEC-Form-20-IS-Definitive-Information-Statement-07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc.-SEC-Form-20-IS-Definitive-Information-Statement-07-May-2025_redacted.pdf</a></li> <li>• 2025 Annual Report, p. 72-73 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> <li>• Disclosures on Cash Dividend Declaration <a href="https://emperadorinc.com/dividends/">https://emperadorinc.com/dividends/</a></li> </ul>	
<p><b>Optional: Recommendation 13.1</b></p>			
<p>1. Company appoints an independent party to count and/or validate the votes at the Annual Shareholders' Meeting.</p>	<p>Compliant</p>	<p>BDO Trust and Investments Group, the Company's stock transfer agent, handles the counting and validation of votes.</p>	
<p><b>Recommendation 13.2</b></p>			
<p>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.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>• The 2025 Information Statement (IS) containing the Notice and Agenda of the 2025 ASM was posted on the Company website and disclosed on PSE Edge on May 08 2025, or at least 28 days before the ASM on June 09, 2025. <a href="https://edge.pse.com.ph/openDiscViewer.do?edge_no=278aa31fe59a4b42ec6e1601ccee8f59">https://edge.pse.com.ph/openDiscViewer.do?edge_no=278aa31fe59a4b42ec6e1601ccee8f59</a></li> </ul>	

<b>Supplemental to Recommendation 13.2</b>			
1. Company's Notice of Annual Stockholders' Meeting contains the following information:			
a. The profiles of directors (i.e., age, academic qualifications, date of first appointment, experience, and directorships in other listed companies)	Compliant	<ul style="list-style-type: none"> <li>• 2025 Information Statement p. 9-17 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf</a></li> </ul>	
b. Auditors seeking appointment/re-appointment	Compliant	<ul style="list-style-type: none"> <li>• 2025 Information Statement p. 21 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf</a></li> </ul>	
c. Proxy documents	Compliant	<ul style="list-style-type: none"> <li>• 2025 Information Statement p. 4 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf</a></li> <li>• ASM website <a href="https://emperadorinc.com/asm2025/">https://emperadorinc.com/asm2025/</a></li> </ul>	
<b>Optional: Recommendation 13.2</b>			
1. Company provides rationale for the agenda items for the annual stockholders meeting	Compliant	<ul style="list-style-type: none"> <li>• 2025 Information Statement p. 2-3 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf</a></li> </ul>	
<b>Recommendation 13.3</b>			

1. Board encourages active shareholder participation by making the result of the votes taken during the most recent Annual or Special Shareholders' Meeting publicly available the next working day.	Compliant	<p>The Minutes of the last ASM, which is uploaded in the Company's website, contains all the relevant questions raised and answers during the ASM.  <a href="https://emperadorinc.com/minutes-of-annual-special-stockholders-meetings/">https://emperadorinc.com/minutes-of-annual-special-stockholders-meetings/</a></p> <ul style="list-style-type: none"> <li>• The voting on resolutions was through electronic voting in absentia or by proxy.</li> <li>• Duly registered stockholders sent their questions prior to the Meeting through email at <a href="mailto:corporatesecretary@emperadorinc.com">corporatesecretary@emperadorinc.com</a> and answers were given during the Meeting.</li> </ul>	
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.	Compliant		
<b>Supplement to Recommendation 13.3</b>			
1. Board ensures the attendance of the external auditor and other relevant individuals to answer shareholders questions during the ASM and SSM.	Compliant	<p>The external auditor, Chief Financial Officer, Investor Relations Officer, and Corporate Secretary were present during the ASM.</p> <p><a href="https://emperadorinc.com/wp-content/uploads/2025/07/EMI-Draft-Minutes-09June2025-ASM.pdf">https://emperadorinc.com/wp-content/uploads/2025/07/EMI-Draft-Minutes-09June2025-ASM.pdf</a></p>	
<b>Recommendation 13.4</b>			
1. Board makes available, at the option of a shareholder, an alternative dispute mechanism to resolve intra-corporate disputes in an amicable and effective manner.	Compliant	<ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p. 27-28  <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>• Board Charter p. 13  <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul>	

2. The alternative dispute mechanism is included in the company's Manual on Corporate Governance.	Compliant	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p.10, 28  <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
<b>Recommendation 13.5</b>			
1. Board establishes an Investor Relations Office (IRO) to ensure constant engagement with its shareholders.	Compliant	<ol style="list-style-type: none"> <li>Name of Investor Relations Officer - Mr. Kenneth V. Nerecina</li> <li>Tel. No.: 8709-2222</li> <li>Fax number: 8709-1966</li> <li>Email: <a href="mailto:knerecina@emperadordistillers.com">knerecina@emperadordistillers.com</a></li> <li>Website:</li> </ol>	
2. IRO is present at every shareholder's meeting.	Compliant	<p>The IRO was present during the ASM and gave a presentation on the updates and financial highlights of the Company.  <a href="https://emperadorinc.com/wp-content/uploads/2025/07/EMI-Draft-Minutes-09June2025-ASM.pdf">https://emperadorinc.com/wp-content/uploads/2025/07/EMI-Draft-Minutes-09June2025-ASM.pdf</a></p>	
<b>Supplemental Recommendations to Principle 13</b>			

<p>1. Board avoids anti-takeover measures or similar devices that may entrench ineffective management or the existing controlling shareholder group</p>	<p>Compliant</p>	<p>As indicated in the Revised Manual on Corporate Governance p. 4-5 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a>, the presence of Independent Directors and the combination of executive and non-executive Directors is one measure that the Company adapted in order that no director, small group of directors, and controlling shareholder group can dominate the decision-making process.</p> <p>Page 26 of the Revised Manual on Corporate Governance also recognizes that Shareholders shall have appraisal right or the right to dissent and demand payment of the fair value of their shares in the manner provided for under Section 81 of the Revised Corporation Code of the Philippines, under any of the following circumstances:</p> <ol style="list-style-type: none"> <li>a. In case any amendment to the Articles of Incorporation has the effect of changing or restricting the rights of any stockholders or class of shares, or of authorizing preferences in any respect superior to those of outstanding shares of any class, or of extending or shortening the term of corporate existence;</li> <li>b. In case of sale, lease, exchange, transfer, mortgage, pledge or other disposition of all or substantially all of the corporate property and assets as provided in the Corporation Code; and;</li> <li>c. In case of merger or consolidation.</li> </ol>	
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2. Company has at least thirty percent (30%) public float to increase liquidity in the market.	Non-compliant		The Company's public float as of 31 December 2025 is 20.46% in compliance with the requirement of SEC and PSE on minimum public ownership - <a href="https://edge.pse.com.ph/openDiscViewer.do?edge_no=8b1da7d0ee53cace64d70b69f0a3140b">https://edge.pse.com.ph/openDiscViewer.do?edge_no=8b1da7d0ee53cace64d70b69f0a3140b</a>
<b>Optional: Principle 13</b>			
1. Company has policies and practices to encourage shareholders to engage with the company beyond the Annual Stockholders' Meeting.	Compliant	The communication channels used by the company are the following: 1. PSE disclosures - <a href="https://edge.pse.com.ph/companyDisclosures/form.do?cmpy_id=632">https://edge.pse.com.ph/companyDisclosures/form.do?cmpy_id=632</a> 2. Website - <a href="https://emperadorinc.com/landing/">https://emperadorinc.com/landing/</a> 3. Analyst's briefing and Media briefings 4. Press conferences 5. Office of the Investor Relations 6. Office of the Corporate Secretary	
2. Company practices secure electronic voting in absentia at the Annual Shareholders' Meeting.	Compliant	<ul style="list-style-type: none"> <li>• 2025 Information Statement p. 7, 107-109 <a href="https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf">https://emperadorinc.com/wp-content/uploads/2025/05/Emperador-Inc._SEC-Form-20-IS-Definitive-Information-Statement_07-May-2025_redacted.pdf</a></li> <li>• ASM website <a href="https://emperadorinc.com/asm2025/">https://emperadorinc.com/asm2025/</a></li> </ul>	

## 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

<p>1. Board identifies the company's various stakeholders and promotes cooperation between them and the company in creating wealth, growth and sustainability.</p>	<p>Compliant</p>	<p>Stakeholders are any individual, organization or society at large who can either affect and/or be affected by the company's strategies, policies, business decisions and operations, in general which includes, among others, customers, creditors, employees, suppliers, investors, as well as the government and community in which it operates</p> <ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p. 2, 8, 28-29 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>• 2025 Sustainability Report <a href="https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf</a></li> </ul>	
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### Recommendation 14.2

<p>1. Board establishes clear policies and programs to provide a mechanism on the fair treatment and protection of stakeholders.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p. 28-29 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
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### Recommendation 14.3

<p>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.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 28-29  <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul> <p>The stakeholders can voice their concerns and/or complaints for possible violation of their rights to the following:</p> <p>1. Mr. Kenneth V. Nerecina - Investor Relations Officer  +632 8709-2222  <a href="mailto:kvnerecina@emperadordistillers.com">kvnerecina@emperadordistillers.com</a></p> <p>2. Ms. Dina D.R. Inting – Compliance Officer  +632-8709-2038  <a href="mailto:dinainting@emperadorinc.com">dinainting@emperadorinc.com</a></p> <p>3. Atty. Anna Michelle T. Llovido – Corporate Secretary  +632-8709-1111  <a href="mailto:michellellovido@emperadordistillers.com">michellellovido@emperadordistillers.com</a>  <a href="mailto:corporatesecretary@emperadorinc.com">corporatesecretary@emperadorinc.com</a></p>	
<b>Supplement to Recommendation 14.3</b>			
<p>1. Company establishes an alternative dispute resolution system so that conflicts and differences with key stakeholders is settled in a fair and expeditious manner.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p.10, p.28  <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	

<b>Additional Recommendations to Principle 14</b>			
<p>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.</p>	Compliant	<p>Except for the Company's application with the SEC to be allowed to file the Definitive Information Statement (SEC Form 20- IS) without the 2025 First Quarter Interim Report, the Company has not sought any other exemption for the application of any law, rule or regulation especially when it refers to a corporate governance issue.</p> <p>Such request for exemptive relief was approved by the SEC, as the due date of filing the 2025 First Quarter Interim Report came after the date of submission of the SEC Form 20-IS, and duly disclosed, as follows:  <a href="https://edge.pse.com.ph/openDiscViewer.do?edge_no=6cc1df07c0ae98daec6e1601ccee8f59">https://edge.pse.com.ph/openDiscViewer.do?edge_no=6cc1df07c0ae98daec6e1601ccee8f59</a></p>	
<p>2. Company respects intellectual property rights.</p>	Compliant	<ul style="list-style-type: none"> <li>• 2025 Annual Report, p. 46-47  <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> </ul>	
<b>Optional: Principle 14</b>			
<p>1. Company discloses its policies and practices that address customers' welfare</p>	Compliant	<ul style="list-style-type: none"> <li>• Management's Approaches to Customer Management - 2025 Sustainability Report p. 41-42  <a href="https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf</a></li> </ul>	

2. Company discloses its policies and practices that address supplier/contractor selection procedures	Compliant	<ul style="list-style-type: none"> <li>Management's Approaches to Supply Chain Management - 2024 Sustainability Report, p. 38-39  <a href="https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf</a></li> </ul>	
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**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	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 29  <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> </ul>	
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**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	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 29  <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Employee Stock Option Plan found on the 2025 Annual Report p. 100 - 101  <a href="https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/Emperador-Inc-and-Subsidiaries-Annual-Report-2025.pdf</a></li> </ul>	
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<p>2. Company has policies and practices on health, safety and welfare of its employees.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 28-29 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Employee Management - 2025 Sustainability Report p. 30-35 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf</a></li> </ul>	
<p>3. Company has policies and practices on training and development of its employees.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 9 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Employee Management - 2025 Sustainability Report p. 30-35 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf</a></li> </ul>	

**Recommendation 15.2**

<p>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.</p>	<p>Compliant</p>	<p>Relative to senior management and employees, the Human Resources Department of each subsidiary and affiliate implements and monitors compliance with the code of ethics or conduct.</p> <ul style="list-style-type: none"><li>• Revised Manual on Corporate Governance p. 29 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li><li>• Board Charter p. 15-16 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li></ul>	
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<p>2. Board disseminates the policy and program to employees across the organization through trainings to embed them in the company's culture.</p>	<p>Compliant</p>	<p>Relative to senior management and employees, the Human Resources Department of each subsidiary and affiliate implements and monitors compliance with the code of ethics or conduct. The Company conducts orientation on its policies and programs to all its employees upon onboarding.</p> <ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p. 29 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>• Board Charter p. 15-16 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> <li>• Employee Management - 2025 Sustainability Report p. 30-35 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf</a></li> </ul>	
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<b>Supplement to Recommendation 15.2</b>			
1. Company has clear and stringent policies and procedures on curbing and penalizing employee involvement in offering, paying and receiving bribes.	Compliant	<ul style="list-style-type: none"> <li>• Policy on offering, paying and receiving bribes <a href="https://emperadorinc.com/code-of-business-conduct-and-ethics/">https://emperadorinc.com/code-of-business-conduct-and-ethics/</a></li> <li>• Board Charter p. 15-16 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> <li>• Management's Approaches to Anti-Corruption - 2025 Sustainability Report p. 18-19 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf</a></li> </ul>	
<b>Recommendation 15.3</b>			
1. Board establishes a suitable framework for whistleblowing that allows employees to freely communicate their concerns about illegal or unethical practices, without fear of retaliation	Compliant	<ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p. 29 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>• Board Charter p. 16 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> <li>• Policy on Whistleblowing, <a href="https://emperadorinc.com/company-policies/">https://emperadorinc.com/company-policies/</a></li> </ul>	

<p>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.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>• Revised Manual on Corporate Governance p. 29 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>• Board Charter p. 16 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> <li>• Policy on Whistleblowing, <a href="https://emperadorinc.com/company-policies/">https://emperadorinc.com/company-policies/</a></li> </ul>	
<p>3. Board supervises and ensures the enforcement of the whistleblowing framework.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>• Board Charter p. 16 <a href="https://emperadorinc.com/board-charter/">https://emperadorinc.com/board-charter/</a></li> </ul> <p>Reports of wrongdoing may be made directly to the Chairman for proper disposition to ensure confidentiality of information and protection of the identity of the whistle blower.</p> <ul style="list-style-type: none"> <li>• Code of Conduct: <a href="https://emperadorinc.com/code-of-business-conduct-and-ethics/">https://emperadorinc.com/code-of-business-conduct-and-ethics/</a></li> <li>• Policy on Whistleblowing, <a href="https://emperadorinc.com/company-policies/">https://emperadorinc.com/company-policies/</a></li> </ul>	


**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**

<p>1. Company recognizes and places importance on the interdependence between business and society, and promotes a mutually beneficial relationship that allows the company to grow its business, while contributing to the advancement of the society where it operates.</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Revised Manual on Corporate Governance p. 29 <a href="https://emperadorinc.com/manual-on-corporate-governance/">https://emperadorinc.com/manual-on-corporate-governance/</a></li> <li>Relationship with Community - 2025 Sustainability Report, p. 39-41 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf</a></li> </ul>	
<b>Optional: Principle 16</b>			
<p>1. Company ensures that its value chain is environmentally friendly or is consistent with promoting sustainable development</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Supply Chain Management - 2025 Sustainability Report, p. 38-39 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf</a></li> </ul>	
<p>2. Company exerts effort to interact positively with the communities in which it operates</p>	<p>Compliant</p>	<ul style="list-style-type: none"> <li>Relationship with Community - 2025 Sustainability Report, p. 39-41 <a href="https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf">https://emperadorinc.com/wp-content/uploads/2026/05/EMI-SEC17-A-Annex-A-2025_v2_0429.pdf</a></li> </ul>	

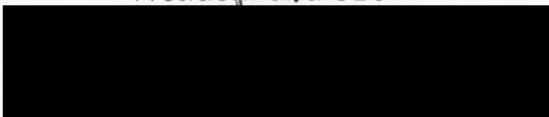
Pursuant to the requirement of the Securities and Exchange Commission, this Integrated Annual Corporate Governance Report for the year 2025 is signed on behalf of the registrant by the undersigned, thereunto duly authorized, in the City of MAKATI on 28 MAY 2026 2026.

**SIGNATURES**

  
**WINSTON S. CO**  
 Chairman of the Board

  
**GLENN D. MANLAPAZ**  
 President and CEO

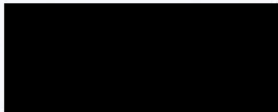





  
**JESLI A. LAPUS**  
 Independent Director

  
**JOSE RENE GREGORY D. ALMENDRAS**  
 Independent Director

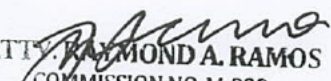
  
**DINA D.R. INTING**  
 Compliance Officer

  
**ANNA MICHELLE T. LLOVIDO**  
 Corporate Secretary

**SUBSCRIBED AND SWORN** to before me this 28 MAY 2026 day of 2026, affiant(s) exhibiting to me their Passport/SSS/TIN Nos., as follows:

NAME	PASSPORT/SSS/TIN NO.	DATE OF ISSUE	PLACE OF ISSUE
Winston S. Co			
Glenn D. Manlapaz			
Jesli A. Lapus			
Jose Rene Gregory D. Almendras			
Dina D.R. Inting			
Anna Michelle T. Llovido			

Doc No. 188 ;  
 Page No. 39 ;  
 Book No. 423 ;  
 Series of 2026.

  
**ATTY. RAYMOND A. RAMOS**  
 COMMISSION NO. M-229  
 NOTARY PUBLIC FOR MAKATI CITY  
 UNTIL DECEMBER 31, 2026  
 2364 ANGONO STREET  
 BARANGAY POBLACION 1210, MAKATI CITY  
 SC Roll No. 62179/04-26-2013  
 IBP NO. 536461/01-05-2026/Pasig City  
 PTR NO. MKT10764120/01-05-2026/Makati City  
 MCLE Compliance No. VIII-0012898/04-14-2028

**NOTARY PUBLIC**



Pursuant to the requirement of the Securities and Exchange Commission, this Integrated Annual Corporate Governance Report for the year 2025 is signed on behalf of the registrant by the undersigned, thereunto duly authorized, at the Philippine Embassy in Singapore on 22<sup>nd</sup> MAY, 2026.

**SIGNATURES**



**HO POH WAH**  
Independent Director

**SUBSCRIBED AND SWORN** to before me this 22<sup>nd</sup> day of MAY 2026, affiant(s) exhibiting to me their Passport/SSS/TIN Nos., as follows:

NAME	PASSPORT/SSS/TIN NO.	DATE OF ISSUE	PLACE OF ISSUE
Ho Poh Wah	 		

Doc No. \_\_\_\_\_;  
Page No. \_\_\_\_\_;  
Book No. \_\_\_\_\_;  
Series of 2026.

**NOTARY PUBLIC**





## CERTIFICATE OF ACKNOWLEDGMENT

EMBASSY OF THE PHILIPPINES )  
Consular Section ) S.S.  
Singapore )

**BEFORE ME JOY ANNE B. LAI, Consul** of the Republic of the Philippines in and for Singapore, duly commissioned and qualified, personally appeared

HO POH WAH \_\_\_\_\_

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\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

known to me and to me known as the same person(s) who executed the annexed instrument

**INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT**

and acknowledged before me that the same was done as a free act and voluntary deed.

This instrument, consisting of 82 pages, including this page on which this acknowledgment is written, has been signed on the left margin of each and every page thereof by the same person(s) and witnesses.

The Embassy assumes no responsibility over the contents of the annexed document.

**WITNESS MY HAND AND SEAL** at the Embassy of the Philippines in Singapore this day of 22 May 2026

Doc. No. : 6071  
Book No. : 1  
Series of : 2026  
O.R. No. : 1532542  
Fee Paid : \$37.50



  
**JOY ANNE B. LAI**  
Consul