



SEC FORM M – I-ACGR

## INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

### GENERAL INSTRUCTIONS

#### A. Use of Form I-ACGR

This SEC Form shall be used as a tool to disclose Publicly-Listed Companies' compliance/non-compliance with the recommendations provided under the Code of Corporate Governance for Publicly-Listed Companies, which follows the "comply or explain" approach, and for harmonizing the corporate governance reportorial requirements of the SEC and the Philippine Stock Exchange (PSE).

#### B. Preparation of Report

These general instructions are not to be filed with the report. The report shall contain the numbers and captions of all items.

The I-ACGR has four columns, arranged as follows:

RECOMMENDED CG PRACTICE/POLICY	COMPLIANT/ NON-COMPLIANT	ADDITIONAL INFORMATION	EXPLANATION
<p>Contains CG Practices/ Policies, labelled as follows:</p> <p>(1) <b>"Recommendations"</b> – derived from the CG Code for PLCs;</p> <p>(2) <b>"Supplement to Recommendation"</b> – derived from the PSE CG Guidelines for Listed Companies;</p> <p>(3) <b>"Additional Recommendations"</b> – CG Practices not found in the CG Code for PLCs and PSE CG Guidelines but are expected already of PLCs; and</p> <p>(4) <b>"Optional Recommendation"</b> – practices taken from the ASEAN Corporate Governance Scorecard</p> <p><b>*Items under (1) – (3) must be answered/disclosed by the PLCs following the "comply or explain" approach. Answering of items under (4) are left to the discretion of PLCs.</b></p>	<p>The company shall <b>indicate compliance or non-compliance</b> with the recommended practice.</p>	<p>The company shall provide additional information to <b>support their compliance</b> with the recommended CG practice</p>	<p>The PLCs shall <b>provide the explanations for any non-compliance</b>, pursuant to the "comply or explain" approach.</p> <p>Please note that the explanation given should describe the non-compliance and include <b>how the overall Principle being recommended is still being achieved</b> by the company.</p> <p><b>*"Not Applicable" or "None" shall not be considered as sufficient explanation</b></p>

**C. Signature and Filing of the Report**

- a. Three (3) copies of a fully accomplished I-ACGR shall be filed with the Main Office of the Commission **on or before May 30 of the following year for every year that the company remains listed in the PSE:**
- b. At least one (1) complete copy of the I-ACGR shall be duly notarized and shall bear **original and manual** signatures
- c. The I-ACGR shall be signed under oath by: (1) Chairman of the Board; (2) Chief Executive Officer or President; (3) All Independent Directors; (4) Compliance Officer; and (5) Corporate Secretary.
- d. The I-ACGR shall cover all relevant information from January to December of the given year.
- e. All reports shall comply with the full disclosure requirements of the Securities Regulation Code.



## SEC FORM – I-ACGR

### INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

1. For the fiscal year ended: **March 31, 2020**
2. SEC Identification Number : **23022**
3. BIR Tax Identification No.: **000-099-692-000**
4. Exact name of issuer as specified in its charter: **PANASONIC MANUFACTURING PHILIPPINES CORPORATION (PMPC).**
5. **PASAY CITY, METRO MANILA, PHILIPPINES**  
Province, Country or other jurisdiction of  
incorporation or organization
6.  (SEC Use Only)  
Industry Classification Code:
7. **Panasonic Compound, Ortigas Extension Avenue, Barangay Mapandan, Taytay, Rizal** **1920**  
Address of principal office Postal Code
8. **635-2260**  
Issuer's telephone number, including area code
9.  
Former name, former address, and former fiscal year, if changed since last report.

INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT			
COMPLIANT/ NON- COMPLIANT		ADDITIONAL INFORMATION	
The Board's Governance Responsibilities			
<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.			
1. Board is composed of directors with collective working knowledge, experience or expertise that is relevant to the company's industry/sector.	Compliant	Provide information or link/reference to a document containing information on the following:	SEC Form 20-IS (p. 6, 7, 8 & 9)
2. Board has an appropriate mix of competence and expertise.	Compliant	1. Academic qualifications, industry knowledge, professional experience, expertise and relevant trainings of directors	SEC Form 20-IS (p. 6, 7, 8 & 9), Board Diversity Policy
3. Directors remain qualified for their positions individually and collectively to enable them to fulfill their roles and responsibilities and respond to the needs of the organization.	Compliant	2. Qualification standards for directors to facilitate the selection of potential nominees and to serve as benchmark for the evaluation of its performance	Criteria for selection of candidates for membership of the board of directors Policy and Nomination and Election Policy.
1. Board is composed of a majority of non-executive directors.	Compliant	Identify or provide link/reference to a document identifying the directors and the type of their directorships	Annual Report. <b>55.6%</b> of the board is non-executive director. Annual Report
1. Company provides in its Board Charter and Manual on Corporate Governance a policy on training of directors.	Compliant	Provide link or reference to the company's Board Charter and Manual on Corporate Governance relating to its policy on training of directors.	PMPC's Board Charter (p.15) and Manual on Corporate Governance (p.34)

2. Company has an orientation program for first time directors.	Compliant	Provide information or link/reference to a document containing information on the orientation program and trainings of directors for the previous year, including the number of hours attended and topics covered.	Corporate Seminar Certificate of Attendance, PMPC's Board Charter (p. 15) and Manual on Corporate Governance (p. 34)
3. Company has relevant annual continuing training for all directors.	Compliant		Corporate Seminar Certificate of Attendance, PMPC's Board Charter (p. 15) and Manual on Corporate Governance (p. 34)
<b>Regulation 1.4</b>			
1. Board has a policy on board diversity.	Compliant	Provide information on or link/reference to a document containing information on the company's board diversity policy.	PMPC Board Diversity Policy.
		Indicate gender composition of the board.	17-A (p. 23). The Board has female independent director board member.
<b>Regulation 1.5</b>			
1. Company has a policy on and discloses measurable objectives for implementing its board diversity and reports on progress in achieving its objectives.		Provide information on or link/reference to a document containing the company's policy and measurable objectives for implementing board diversity.	
		Provide link or reference to a progress report in achieving its objectives.	
1. Board is assisted by a Corporate Secretary.	Compliant	Provide information on or link/reference to a document containing information on the Corporate Secretary, including his/her name, qualifications, duties and functions.	The Board is always assisted by the Corporate Secretary. Annual Report
2. Corporate Secretary is a separate individual from the Compliance Officer.	Compliant		A compliance officer has been elected to take charge of the company's compliance program.

3. Corporate Secretary is not a member of the Board of Directors.	Compliant		SEC Form 17-A (p. 23)
4. Corporate Secretary attends training/s on corporate governance.	Compliant	Provide information or link/reference to a document containing information on the corporate governance training attended, including number of hours and topics covered	Corporate Governance Certificate of Attendance
<b>Recommendation 1.5</b>			
1. Corporate Secretary distributes materials for board meetings at least five business days before scheduled meeting.	Compliant	Provide proof that corporate secretary distributed board meeting materials at least five business days before scheduled meeting	The corporate secretary distributes the material for board meeting through email 5 days before the meeting.
<b>Recommendation 1.6</b>			
1. Board is assisted by a Compliance Officer.	Compliant	Provide information on or link/reference to a document containing information on the Compliance Officer, including his/her name, position, qualifications, duties and functions.	
2. Compliance Officer has a rank of Senior Vice President or an equivalent position with adequate stature and authority in the corporation.	Compliant		The company's compliance officer is not a member of the board
3. Compliance Officer is not a member of the board.	Compliant		
4. Compliance Officer attends training/s on corporate governance.	Compliant	Provide information on or link/reference to a document containing information on the corporate governance training attended, including number of hours and topics covered	A scheduled trainings had been set but was later cancelled due to Covid 19 pandemic. Management is considering online training based on SEC's implementing rules and regulations
<b>Principle 2:</b> 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.			
<b>Recommendation 2.1</b>			

1. Directors act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the company.	Compliant	Provide information or reference to a document containing information on how the directors performed their duties (can include board resolutions, minutes of meeting)	Minutes of the Meeting and board resolution.
<b>Recommendation 2.2</b>			
1. Board oversees the development, review and approval of the company's business objectives and strategy.	Compliant	Provide information or link/reference to a document containing information on how the directors performed this function (can include board resolutions, minutes of meeting)	Monthly review by the board of monthly financial and operating performance. The annual report is approved by the board.
2. Board oversees and monitors the implementation of the company's business objectives and strategy.	Compliant	Indicate frequency of review of business objectives and strategy	Monthly review by the board of monthly financial and operating performance. The annual report is approved by the board.
<b>Supplement to Recommendation 2.2</b>			
1. Board has a clearly defined and updated vision, mission and core values.	Compliant	Indicate or provide link/reference to a document containing the company's vision, mission and core values.	PMPC has General Principle and Creeds, Code of Conduct and Code of Ethics in place. The Board annually reviews the company's vision and mission if it remains consistent with the company's objectives and Corporate Charter.
2. Board has a strategy execution process that facilitates effective management performance and is attuned to the company's business environment, and culture.	Compliant	Provide information on or link/reference to a document containing information on the strategy execution process.	Preparation and monitoring of Business Plan by Executive Management. Review of actual monthly performance and forecasts for the succeeding quarters.
<b>Recommendation 2.3</b>			
1. Board is headed by a competent and qualified Chairperson.	Compliant	Provide information or reference to a document containing information	SEC Form 17-A (p. 23), 20-IS (p. 7)

		on the Chairperson, including his/her name and qualifications	
<b>Recommendation 2.4</b>			
1. Board ensures and adopts an effective succession planning program for directors, key officers and management.	Compliant	Disclose and provide information or link/reference to a document containing information on the company's succession planning policies and programs and its implementation	Board Succession Plan Policy and Procedures
2. Board adopts a policy on the retirement for directors and key officers.	Compliant		Board Succession Plan Policy and Procedures
<b>Recommendation 2.5</b>			
1. Board aligns the remuneration of key officers and board members with long-term interests of the company.	Compliant	Provide information on or link/reference to a document containing information on the company's remuneration policy and its implementation, including the relationship between remuneration and performance.	Board compensation is directly correlated to its performance and long term interest of the company
2. Board adopts a policy specifying the relationship between remuneration and performance.	Compliant		Board compensation is directly correlated to its performance and long term interest of the company
3. Directors do not participate in discussions or deliberations involving his/her own remuneration.	Compliant		Board Charter (p.14) and Manual on Corporate Governance (p.9), Compensation and Remuneration Charter (p. 2)
<b>Recommendation 2.6</b>			
1. Board approves the remuneration of senior executives.	Compliant	Provide proof of board approval	PMPC By-Laws, Board Charter (p.6)
2. Company has measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interest, such as claw back provision and deferred bonuses.		Provide information on or link/reference to a document containing measurable standards to align performance-based remuneration with the long-term interest of the company.	



1. Board has overall responsibility in ensuring that there is a group-wide policy and system governing related party transactions (RPTs) and other unusual or infrequently occurring transactions.	Compliant	Provide information on or reference to a document containing the company's policy on related party transaction, including policy on review and approval of significant RPTs	PMPC Related Party Transaction Policy.
2. RPT policy includes appropriate review and approval of material RPTs, which guarantee fairness and transparency of the transactions.	Compliant	Identify transactions that were approved pursuant to the policy.	Related Party Transaction Policy (p. 5)
3. RPT policy encompasses all entities within the group, taking into account their size, structure, risk profile and complexity of operations.	Compliant		PMPC Related Party Transaction Policy (p.3-4)
<b>Sub-Item 2 (Recommendation 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	Provide information on a materiality threshold for RPT disclosure and approval, if any.  Provide information on RPT categories	PMPC Related Party Transaction Policy
2. Board establishes a voting system whereby a majority of non-related party shareholders approve specific types of related party transactions during shareholders' meetings.	Compliant	Provide information on voting system, if any.	PMPC Nomination and Election Policy (p. 3)
<b>Recommendation 2.8</b>			

1. Board is primarily responsible for approving the selection of Management led by the Chief Executive Officer (CEO) and the heads of the other control functions (Chief Risk Officer, Chief Compliance Officer and Chief Audit Executive).	Compliant	Provide information on or reference to a document containing the Board's policy and responsibility for approving the selection of management.	The Board Charter (p. 6), Manual on Corporate Governance (p. 8). The Board in Panasonic Head Office in Japan also approves the selection of Executive Management.
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	Provide information on or reference to a document containing the Board's policy and responsibility for assessing the performance of management.  Provide information on the assessment process and indicate frequency of assessment of performance.	The Board Charter (p. 6), Manual on Corporate Governance (p. 8)
<b>Recommendation 2.5</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	Provide information on or link/reference to a document containing the Board's performance management framework for management and personnel.	Management Framework is based on Strategic Key Performance Indicators (KPI) for management set by Panasonic Head Office in Japan.
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		PMPC uses Panasonic Human Resource Global Performance Planning and Development Plan.
<b>Recommendation 2.10</b>			

1. Board oversees that an appropriate internal control system is in place.	Compliant	Provide information on or link/reference to a document showing the Board's responsibility for overseeing that an appropriate internal control system is in place and what is included in the internal control system	Board Charter (p. 7), PMPC manual on Corporate Governance (p. 6)
2. The internal control system includes a mechanism for monitoring and managing potential conflict of interest of the Management, members and shareholders.	Compliant		Conflict of interest Policy, Conflict of Interest for Senior Management and Board of Directors, Related Party Transaction policy.
3. Board approves the Internal Audit Charter.	Compliant	Provide reference or link to the company's Internal Audit Charter	Internal Audit Charter. Manual on Corporate Governance (p. 10), Board Charter (p. 9), Audit Committee Charter (p. 4)
<b>REGULATORY SECTION 2.12</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	Provide information on or link/reference to a document showing the Board's oversight responsibility on the establishment of a sound enterprise risk management framework and how the board was guided by the framework.	Manual on Corporate Governance (p. 4), PMPC Risk Management Oversight Committee Charter, Risk Management Framework Policy.
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	Provide proof of effectiveness of risk management strategies, if any.	PMPC Risk Management Oversight Committee Charter, PMPC Risk Management Framework Policy
<b>REGULATORY SECTION 2.13</b>			
1. Board has a Board Charter that formalizes and clearly states its roles, responsibilities and accountabilities in carrying out its fiduciary role.	Compliant	Provide link to the company's website where the Board Charter is disclosed.	PMPC Board Charter
2. Board Charter serves as a guide to the directors in the performance of their functions.	Compliant		PMPC Board Charter

3. Board Charter is publicly available and posted on the company's website.	Compliant		PMPC website
<b>Additional Recommendation to Principle 2</b>			
1. Board has a clear insider trading policy.	Compliant	Provide information on or link/reference to a document showing company's insider trading policy.	PMPC Insider Trading Policy
<b>Offshore Principle 2</b>			
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.		Provide information on or link/reference to a document showing company's policy on granting loans to directors, if any.	
2. Company discloses the types of decision requiring board of directors' approval.	Compliant	Indicate the types of decision requiring board of directors' approval and where there are disclosed.	PMPC Board Charter (Annex 1)
<p><b>Principle 3:</b> 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.</p>			
<b>Recommendation 3</b>			
1. Board establishes board committees that focus on specific board functions to aid in the optimal performance of its roles and responsibilities.	Compliant	Provide information or link/reference to a document containing information on all the board committees established by the company.	Board Committees Policy and Procedures
<b>Recommendation 3</b>			
1. Board establishes an Audit Committee to enhance its oversight capability over the company's financial reporting, internal	Compliant	Provide information or link/reference to a document containing	Audit Committee Charter, Annual Report, 20-15 (p.10)

control system, internal and external audit processes, and compliance with applicable laws and regulations.		information on the Audit Committee, including its functions.	
2. Audit Committee is composed of at least three appropriately qualified non-executive directors, the majority of whom, including the Chairman is independent.	Compliant	Indicate if it is the Audit Committee's responsibility to recommend the appointment and removal of the company's external auditor.	Annual Report. 20-15 (p.10), One member of the committee is an executive director.
3. All the members of the committee have relevant background, knowledge, skills, and/or experience in the areas of accounting, auditing and finance.	Compliant	Provide information or link/reference to a document containing information on the background, knowledge, skills, and/or experience of the members of the Audit Committee.	Annual Report Director information, 20-15 (p. 8)
4. The Chairman of the Audit Committee is not the Chairman of the Board or of any other committee.	Non-Compliant	Provide information or link/reference to a document containing information on the Chairman of the Audit Committee	The Chairman of the Audit Committee is also the Chair of Related Party Transaction Committee; however, incumbent chairman shall be replaced once the additional independent director is elected in FY 2020.
<b>Supplementary Information 3.2</b>			
1. Audit Committee approves all non-audit services conducted by the external auditor.	Compliant	Provide proof that the Audit Committee approved all non-audit services conducted by the external auditor.	Audit Committee Charter (p.5) Manual on Corporate Governance (p.10)

2. Audit Committee conducts regular meetings and dialogues with the external audit team without anyone from management present.	Compliant	Provide proof that the Audit Committee conducted regular meetings and dialogues with the external audit team without anyone from management present.	Minutes of the meeting with SGV on audit issues and financial statements audit. Manual on Corporate Governance p.17

#### **Recommendation 3.2**

1. Audit Committee meet at least four times during the year.	Compliant	Indicate the number of Audit Committee meetings during the year and provide proof	At least 6 times a year in FY2019
2. Audit Committee approves the appointment and removal of the internal auditor.	Compliant	Provide proof that the Audit Committee approved the appointment and removal of the internal auditor.	Audit Committee Charter (p.3). Manual on Corporate Governance, Internal Audit charter

#### **Recommendation 3.3**

1. Board establishes a Corporate Governance Committee tasked to assist the Board in the performance of its corporate governance responsibilities, including the functions that were formerly assigned to a Nomination and Remuneration Committee.	Compliant	Provide information or reference to a document containing information on the Corporate Governance Committee, including its functions  Indicate if the Committee undertook the process of identifying the quality of directors aligned with the company's strategic direction, if applicable.	20-15 (p. 10), Corporate Governance Committee Charter
2. Corporate Governance Committee is composed of at least three members, all of whom should be independent directors.	Non-compliant	Provide information or link/reference to a document containing information on the members of the Corporate Governance Committee, including their qualifications and type of directorship.	20-15 (p. 10), In Fiscal Year 2019 only two independent directors are members of Corporate Governance Committee. The board intend to elect additional independent director to comply

			with the 3 minimum requirement in FY 2020.
3. Chairman of the Corporate Governance Committee is an independent director.	Compliant	Provide information or link/reference to a document containing information on the Chairman of the Corporate Governance Committee.	20-1S (p. 10), The Chairman of the Corporate Governance Committee is an independent director.
Optional Recommendation 3.3			
1. Corporate Governance Committee meet at least twice during the year.	Compliant	Indicate the number of Corporate Governance Committee meetings held during the year and provide proof thereof.	The Committee met at least 6 times in fiscal year 2019.
Optional Recommendation 3.4			
1. Board establishes a separate Board Risk Oversight Committee (BROC) that should be responsible for the oversight of a company's Enterprise Risk Management system to ensure its functionality and effectiveness.	Compliant	Provide information or link/reference to a document containing information on the Board Risk Oversight Committee (BROC), including its functions	20-1S (p. 10), Board Risk Management Committee Charter.
2. BROC is composed of at least three members, the majority of whom should be independent directors, including the Chairman.	Compliant	Provide information or link/reference to a document containing information on the members of the BROC, including their qualifications and type of directorship	20-1S (p. 10), Board Risk Management Committee Charter. Majority of the members are independent directors.
3. The Chairman of the BROC is not the Chairman of the Board or of any other committee.	Compliant	Provide information or link/reference to a document containing information on the Chairman of the BROC	The Chairman of Risk Management Committee is not a chairman of any other committee
4. At least one member of the BROC has relevant thorough knowledge and experience on risk and risk management.	Compliant	Provide information or link/reference to a document containing information on the background,	Only in-house risk management seminars were provided to BROC members. Online e-learning of

		skills, and/or experience of the members of the BROC.	executive directors is being conducted.
<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	Provide information or link/reference to a document containing information on the Related Party Transactions (RPT) Committee, including its functions.	Related Party Transaction Committee. Related Party Transaction Committee Charter.
2. RPT Committee is composed of at least three non-executive directors, two of whom should be independent, including the Chairman.	Non-Compliant	Provide information or link/reference to a document containing information on the members of the RPT Committee, including their qualifications and type of directorship.	RPT Committee is compose of two independent directors. However, the third member is an executive director because PMPC Board is yet to appoint another independent director. In 2020, the board intend to elect another independent director to comply with the 3 minimum requirement for independent director
<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	Provide information on or link/reference to the company's committee charters, containing all the required information, particularly the functions of the Committee that is necessary for performance evaluation purposes.	Board Committee Charters. The memberships, structures, operations, reporting process, resources and other relevant information are all included in the charter of the respective committee
2. Committee Charters provide standards for evaluating the performance of the Committees.	Compliant		Board Committee Charters

3. Committee Charters were fully disclosed on the company's website.	Compliant	Provide link to company's website where the Committee Charters are disclosed.	Committee Charters are fully disclosed on the company's website.
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**Principle 4:** To show full commitment to the company, the directors should devote the time and attention necessary to properly and effectively perform their duties and responsibilities, including sufficient time to be familiar with the corporation's business.

**Recommendation 4.1**

1. The Directors attend and actively participate in all meetings of the Board, Committees and shareholders in person or through tele-/videoconferencing conducted in accordance with the rules and regulations of the Commission.	Compliant	Provide information or link/reference to a document containing information on the process and procedure for tele-/videoconferencing board and/or committee meetings.	Annual Minutes of the Stockholders' Meeting, Minutes of the Board.
2. The directors review meeting materials for all Board and Committee meetings.	Compliant		
3. The directors ask the necessary questions or seek clarifications and explanations during the Board and Committee meetings.	Compliant	Provide information or link/reference to a document containing information on any questions raised or clarification/explanation sought by the directors	Minutes of the Meeting

**Recommendation 4.2**

1. Non-executive directors concurrently serve in a maximum of five publicly-listed companies to ensure that they have sufficient time to fully prepare for minutes,	Compliant	Disclose if the company has a policy setting the limit of board seats that a non-executive director can hold simultaneously.	Board Charter (p. 15) Manual on Corporate governance (p.16)
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challenge Management's proposals/views, and oversee the long-term strategy of the company.		Provide information or reference to a document containing information on the directorships of the company's directors in both listed and non-listed companies	
<b>Recommendation 4.3</b>			
1. The directors notify the company's board before accepting a directorship in another company.	Compliant	Provide copy of written notification to the board or minutes of board meeting wherein the matter was discussed.	Manual on corporate governance (p.17)
<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		
2. Company schedules board of directors' meetings before the start of the financial year.	Compliant		PMPC prepares the annual schedule of board meetings in advance prior the stand of the fiscal year.
3. Board of directors meet at least six times during the year.	Compliant	Indicate the number of board meetings during the year and provide proof	In addition to special meetings, the board meets monthly.
4. Company requires as minimum quorum of at least 2/3 for board decisions.	Compliant	Indicate the required minimum quorum for board decisions	By-laws, Board Charter (p. 8)
<b>Principle 5:</b> The board should endeavor to exercise an objective and independent judgment on all corporate affairs			
<b>Recommendation 5.1</b>			
1. The Board has at least 3 independent directors or such number as to constitute one-third of the board, whichever is higher.	Non-compliant	Provide information or link/reference to a document containing	PMPC Board is yet to appoint another independent director in Fiscal Year 2019 but the board

		information on the number of independent directors in the board	intends to add another independent director in 2020 to comply with the minimum of three (3).
<b>Recommendation 5.2</b>			
1. The independent directors possess all the qualifications and none of the disqualifications to hold the positions.	Compliant	Provide information or link/reference to a document containing information on the qualifications of the independent directors.	Annual Report (p. 25), 20-1S (p. 8)
<b>Supplement to Recommendation 5.2</b>			
1. Company has no shareholder agreements, by-laws provisions, or other arrangements that constrain the directors' ability to vote independently.	Compliant	Provide link/reference to a document containing information that directors are not constrained to vote independently.	There are no constraint on the ability of directors' to vote independently in PMPC. However, the aforementioned provision is not written in any of PMPC's governance policies. PMPC to adopt this provision.
<b>Recommendation 5.3</b>			
1. The independent directors serve for a cumulative term of nine years (reckoned from 2012).	Compliant	Provide information or link/reference to a document showing the years IDs have served as such.	Annual Report, Board Charter (p. 12) and Manual on Corp. Govt. (p. 20)
2. The company bars an independent director from serving in such capacity after the term limit of nine years.	Compliant	Provide information or link/reference to a document containing information on the company's policy on term limits for its independent director	Board Charter (p. 12) and Manual on Corp. Govt. (p. 20)
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	Provide reference to the meritorious justification and proof of shareholders' approval during the annual shareholders' meeting.	Board Charter (p. 12) and Manual on Corp. Govt. (p. 20)

<b>Recommendation 5.4</b>			
1. The positions of Chairman of the Board and Chief Executive Officer are held by separate individuals.	Non-compliant	Identify the company's Chairman of the Board and Chief Executive Officer	The Board in fiscal year 2020 intends to assign a lead director from the ranks of independent directors to strengthen to PMPC's governance process.
2. The Chairman of the Board and Chief Executive Officer have clearly defined responsibilities.	Compliant	Provide information or link/reference to a document containing information on the roles and responsibilities of the Chairman of the Board and Chief Executive Officer.  Identify the relationship of Chairman and CEO.	Board Charter (p. 4) and Manual on Corporate Governance (p.20 & 21)
<b>Recommendation 5.5</b>			
1. If the Chairman of the Board is not an independent director, the board designates a lead director among the independent directors.	Non-compliant	Provide information or link/reference to a document containing information on a lead independent director and his roles and responsibilities, if any.  Indicate if Chairman is independent.	The Chairman of the Board is not an Independent Director. However, the Board is considering to appoint a lead director to strengthen the board governance process in 2020.
<b>Recommendation 5.6</b>			
1. Directors with material interest in a transaction affecting the corporation abstain from taking part in the deliberations on the transaction.	Compliant	Provide proof of abstention, if this was the case.	Board charter (p. 13), manual on corporate governance (p. 29), conflict of interest policy
<b>Recommendation 5.7</b>			
1. The non-executive directors (NEDs) have separate periodic meetings with the external auditor and heads of the internal	Compliant	Provide proof and details of said meeting, if any.	Annually NEDs have separate meeting with External Auditors

audit, compliance and risk functions, without any executive present.		Provide information on the frequency and attendees of meetings.	without executive management present.
2. The meetings are chaired by the lead independent director.	Compliant		The meeting with Independent Auditors is headed by the Audit Committee Chairman.

#### Optional Principle 5

1. None of the directors is a former CEO of the company in the past 2 years.	Compliant	Provide name/s of company CEO for the past 2 years	Shinichi Hayashi Masatoshi Sasaki
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**Principle 6:** The best measure of the Board's effectiveness is through an assessment process. The Board should regularly carry out evaluations to appraise its performance as a body, and assess whether it possesses the right mix of backgrounds and competencies.

#### Recommended

1. Board conducts an annual self-assessment of its performance as a whole.	Compliant	Provide proof of self-assessments conducted for the whole board, the individual members, the Chairman and the Committees	Self –Assessment Report
2. The Chairman conducts a self-assessment of his performance.	Compliant		Self –Assessment Report
3. The individual members conduct a self-assessment of their performance.	Compliant		Self –Assessment Report
4. Each committee conducts a self-assessment of its performance.	Compliant		Self –Assessment Report
5. Every three years, the assessments are supported by an external facilitator.	Non-Compliant	Identify the external facilitator and provide proof of use of an external facilitator.	No external facilitator is hired to facilitate the assessment of the Board. However, the parent company in Head Office in Japan also conducts the performance assessment of the board.

#### Recommended

1. Board has in place a system that provides, at the minimum, criteria and process to	Compliant	Provide information or link/reference to a document containing	Board Assessment Policy and Procedures
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determine the performance of the Board, individual directors and committees.		information on the system of the company to evaluate the performance of the board, individual directors and committees, including a feedback mechanism from shareholders	
2. The system allows for a feedback mechanism from the shareholders.	Compliant		Board Assessment Policy and Procedures
<b>Principle 7: Members of the Board are duty-bound to apply high ethical standards, taking into account the interests of all stakeholders.</b>			
<b>Recommendation 7.1</b>			
1. Board adopts a Code of Business Conduct and Ethics, which provide standards for professional and ethical behavior, as well as articulate acceptable and unacceptable conduct and practices in internal and external dealings of the company.	Compliant	Provide information on or link/reference to the company's Code of Business Conduct and Ethics.	PMPC Code of Ethics and Business Conduct
2. The Code is properly disseminated to the Board, senior management and employees.	Compliant	Provide information on or discuss how the company disseminated the Code to its Board, senior management and employees.	E-learning is among the communication tool to disseminate the Company's Code of Ethics and business conduct.
3. The Code is disclosed and made available to the public through the company website.	Compliant	Provide a link to the company's website where the Code of Business Conduct and Ethics is posted/disclosed.	Panasonic Website.
<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	Provide information on or link/reference to a document containing information on the company's policy and procedure on curbing and penalizing bribery	Fraud Statement Policy, Clean Business Dealings, and Anti-fraud Program
<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	Provide proof of implementation and monitoring of compliance with the Code of Business Conduct and Ethics and internal policies.	PMPC Compliance Program policy and PMPC Anti-Fraud Program
2. Board ensures the proper and efficient implementation and monitoring of compliance with company internal policies.	Compliant	Indicate who are required to comply with the Code of Business Conduct and Ethics and any findings on non-compliance.	PMPC Compliance Program policy. The Board, Executive Management and employees all are required to comply with Business conduct and ethics.

#### Disclosure and Transparency

**Principle 8:** The company should establish corporate disclosure policies and procedures that are practical and in accordance with best practices and regulatory expectations.

#### Recommendation 8.1

1. Board establishes corporate disclosure policies and procedures to ensure a comprehensive, accurate, reliable and timely report to shareholders and other stakeholders that gives a fair and complete picture of a company's financial condition, results and business operations.	Compliant	Provide information on or link/reference to the company's disclosure policies and procedures including reports distributed/made available to shareholders and other stockholders	PMPC Disclosure Rules Policy and Investor Relation Policy and Procedures.
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#### Supplemental Recommendations 8.1

1. Company distributes or makes available annual and quarterly consolidated reports, cash flow statements, and special audit revisions. Consolidated financial statements are published within ninety (90) days from the end of the fiscal year, while interim reports are published within forty-five (45) days from the end of the reporting period.	Compliant	Indicate the number of days within which the consolidated and interim reports were published, distributed or made available from the end of the fiscal year and end of the reporting period, respectively.	Consolidated financial statements are published within ninety (90) days. Also, the report is published prior to annual stockholders' meeting.
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;	Compliant	Provide link or reference to the company's annual report where the following are disclosed:	20-15 (p. 21) Annual Report (p. 27)

cross-holdings among company affiliates; and any imbalances between the controlling shareholders' voting power and overall equity position in the company.		<ol style="list-style-type: none"> <li>1. principal risks to minority shareholders associated with the identity of the company's controlling shareholders;</li> <li>2. cross-holdings among company affiliates; and</li> <li>3. any imbalances between the controlling shareholders' voting power and overall equity position in the company.</li> </ol>	
<b>Recommendation 8.2</b>			
1. Company has a policy requiring all directors to disclose/report to the company any dealings in the company's shares within three business days.	Compliant	Provide information on or link/reference to the company's policy requiring directors and officers to disclose their dealings in the company's share.	Board Charter (p. 14) and Manual on Corporate Governance (p. 28)
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.	Compliant	Indicate actual dealings of directors involving the corporation's shares including their nature, number/percentage and date of transaction.	Board Charter (p. 14) and Manual on Corporate Governance (p. 28).
<b>Supplemental Recommendation 8.3</b>			
1. Company discloses the trading of the corporation's shares by directors, officers (or persons performing similar functions) and controlling shareholders. This includes the disclosure of the company's purchase of its shares from the market (e.g. share buy-back program).	Compliant	Provide information on or link/reference to the shareholdings of directors, management and top 100 shareholders.  Provide link or reference to the company's Conglomerate Map.	20-IS (p.5, 21)
<b>Recommendation 8.3</b>			

1. Board fully discloses all relevant and material information on individual board members to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.	Compliant	Provide link or reference to the directors' academic qualifications, share ownership in the company, membership in other boards, other executive positions, professional experiences, expertise and relevant trainings attended.	20-1S (p. 7, 8), Annual Report
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.	Compliant	Provide link or reference to the key officers' academic qualifications, share ownership in the company, membership in other boards, other executive positions, professional experiences, expertise and relevant trainings attended.	20-1S (p. 9), Annual Report

#### Recommendation 8.1

1. Company provides a clear disclosure of its policies and procedure for setting Board remuneration, including the level and mix of the same.	Compliant	Disclose or provide link/reference to the company policy and practice for setting board remuneration	PMPC Remuneration Director Policy
2. Company provides a clear disclosure of its policies and procedure for setting executive remuneration, including the level and mix of the same.	Compliant	Disclose or provide link/reference to the company policy and practice for determining executive remuneration	PMPC Remuneration Director Policy
3. Company discloses the remuneration on an individual basis, including termination and retirement provisions.	Non-Compliant	Provide breakdown of director remuneration and executive compensation, particularly the remuneration of the CEO.	20-1S (p. 11). The compensation of Directors and Executive Management is disclosed on aggregate amount only due to security reason.

#### Recommendation 8.5

1. Company discloses its policies governing Related Party Transactions (RPTs) and other	Compliant	Disclose or provide reference/link to company's RPT policies	Related Party Transaction Policy and conflict of interest policies.
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unusual or infrequently occurring transactions in their Manual on Corporate Governance.		Indicate if the director with conflict of interest abstained from the board discussion on that particular transaction.	Board Charter (p. 14) and Manual on Corporate Governance (p. 28)
2. Company discloses material or significant RPTs reviewed and approved during the year.	Compliant	<p>Provide information on all RPTs for the previous year or reference to a document containing the following information on all RPTs:</p> <ol style="list-style-type: none"> <li>1. name of the related counterparty;</li> <li>2. relationship with the party;</li> <li>3. transaction date;</li> <li>4. type/nature of transaction;</li> <li>5. amount or contract price;</li> <li>6. terms of the transaction;</li> <li>7. rationale for entering into the transaction;</li> <li>8. the required approval (i.e., names of the board of directors approving, names and percentage of shareholders who approved) based on the company's policy; and</li> <li>9. other terms and conditions</li> </ol>	Notes to Audited Financial Statement or Annual Report. Related Party Transaction Policy.
1. Company requires directors to disclose their interests in transactions or any other conflict of interests.	Compliant	Indicate where and when directors disclose their interests in transactions or any other conflict of interests.	Related Transaction Policy, Conflict of Interest for Officer & Directors Policy (p. 3), Board Charter (p. 14) and Manual on Corporate Governance (p. 28)

1. Company discloses that RPTs are conducted in such a way to ensure that they are fair and at arms' length.	Compliant	Provide link or reference where this is disclosed, if any	Notes to Audited Financial Statement
<b>Recommendation 8.2</b>			
1. Company makes a full, fair, accurate and timely disclosure to the public of every material fact or event that occur, particularly on the acquisition or disposal of significant assets, which could adversely affect the viability or the interest of its shareholders and other stakeholders.	Compliant	Provide link or reference where this is disclosed	Disclosure Rule Policy and Investor Relation Policy. 20-15 (p. 13)
2. Board appoints an independent party to evaluate the fairness of the transaction price on the acquisition or disposal of assets.	Compliant	Identify independent party appointed to evaluate the fairness of the transaction price  Disclose the rules and procedures for evaluating the fairness of the transaction price, if any.	The company uses third party service provider or consultant to evaluate/ appraise the value of Company's property plant and equipment
<b>Supplement to Recommendation 8.2</b>			
1. Company discloses the existence, justification and details on shareholder agreements, voting trust agreements, confidentiality agreements, and such other agreements that may impact on the control, ownership, and strategic direction of the company.	Compliant	Provide link or reference where these are disclosed.	SEC 17-A, 20-15, GIS
<b>Recommendation 8.3</b>			
1. Company's corporate governance policies, programs and procedures are contained in its Manual on Corporate Governance (MCG).	Compliant	Provide link to the company's website where the Manual on Corporate Governance is posted.	PMPC's Manual on Corporate Governance. Website.
2. Company's MCG is submitted to the SEC and PSE.	Compliant		Submitted to SEC & PSE

3. Company's MCG is posted on its company website.	Compliant		PMPC Website
<b>Supplement to Recommendation B.7</b>			
1. Company submits to the SEC and PSE an updated MCG to disclose any changes in its corporate governance practices.	Compliant	Provide proof of submission.	Changes in any provision of manual on corporate governance, if any is reported to SEC & PSE.
<b>Optional Principle B</b>			
1. Does the company's Annual Report disclose the following information:		Provide link or reference to the company's Annual Report containing the said information.	
a. Corporate Objectives	Compliant		17-A (p. 5)
b. Financial performance indicators	Compliant		17-A (p. 15)
c. Non-financial performance indicators	Compliant		17-A annual report
d. Dividend Policy	Compliant		17-A (p. 13)
e. Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and other directorships in listed companies) of all directors	Compliant		17-A (p. 23)
f. Attendance details of each director in all directors meetings held during the year	Compliant		Annual report
g. Total remuneration of each member of the board of directors	Compliant		17-A (p. 26)

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	Provide link or reference to where this is contained in the Annual Report	20-1S (p. 35)
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	Provide link or reference to where this is contained in the Annual Report	Annual Audit Committee Report to Board of Directors.
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	Provide link or reference to where this is contained in the Annual Report	Annual Audit Committee Report to Board of Directors.
5. The company discloses in the Annual Report the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic).	Compliant	Provide link or reference to where these are contained in the Annual Report	17-A (p. 10)
<b>Principle 9:</b> 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.			
<b>Recommendation 9.1</b>			
1. Audit Committee has a robust process for approving and recommending the appointment, reappointment, removal, and fees of the external auditors.	Compliant	Provide information or link/reference to a document containing information on the process for approving and recommending the appointment, reappointment, removal and fees of the company's external auditor.	PMPC Assessment of Suitability and Independence of External Auditor Policy and Procedures.

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	Indicate the percentage of shareholders that ratified the appointment, reappointment, removal and fees of the external auditor.	Board Committee Charter (p. 9), Audit Committee Charter, Manual on Corporate Governance (p. 22)
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.	Compliant	Provide information on or link/reference to a document containing the company's reason for removal or change of external auditor.	Disclosure Rule Policy (p. 31) Manual on Corporate Governance
<b>Supplement to Recommendation 2.1</b>			
1. Company has a policy of rotating the lead audit partner every five years.	Compliant	Provide information on or link/reference to a document containing the policy of rotating the lead audit partner every five years.	PMPC Assessment of Suitability and Independence of External Auditor Policy and Procedures (p. 4). PMPC External Auditor Policy and Procedures (p. 2).
<b>Recommendation 2.2</b>			
1. Audit Committee Charter includes the Audit Committee's responsibility on: <ul style="list-style-type: none"> <li>i. assessing the integrity and independence of external auditors;</li> <li>ii. exercising effective oversight to review and monitor the external auditor's independence and objectivity; and</li> <li>iii. exercising effective oversight to review and monitor the effectiveness of the audit process, taking into consideration relevant Philippine professional and regulatory requirements.</li> </ul>	Compliant	Provide link/reference to the company's Audit Committee Charter	Audit Committee Charter (p. 4). PMPC Assessment of Suitability and Independence of External Auditor Policy and Procedures.

2. Audit Committee Charter contains the Committee's responsibility on reviewing and monitoring the external auditor's suitability and effectiveness on an annual basis.	Compliant	Provide link/reference to the company's Audit Committee Charter	Audit Committee Charter (p. 4) and Assessment of Suitability and Independence of External Auditor Policy and Procedures
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#### Supplement to Recommendation 2.2

1. Audit Committee ensures that the external auditor is credible, competent and has the ability to understand complex related party transactions, its counterparties, and valuations of such transactions.	Compliant	Provide link/reference to the company's Audit Committee Charter	Audit Committee Charter (p. 4) and PMPC Assessment of Suitability and Independence of External Auditor Policy and Procedures
2. Audit Committee ensures that the external auditor has adequate quality control procedures.	Compliant	Provide link/reference to the company's Audit Committee Charter	Audit Committee Charter and PMPC Assessment of Suitability and Independence of External Auditor Policy and Procedures

#### Recommendation 2.3

1. Company discloses the nature of non-audit services performed by its external auditor in the Annual Report to deal with the potential conflict of interest.	Compliant	Disclose the nature of non-audit services performed by the external auditor, if any.	17-A (p. 23)
2. Audit Committee stays alert for any potential conflict of interest situations, given the guidelines or policies on non-audit services, which could be viewed as impairing the external auditor's objectivity.	Compliant	Provide link or reference to guidelines or policies on non-audit services	PMPC Assessment of Suitability and Independence of External Auditor Policy and Procedures.

#### Supplement to Recommendation 2.3

1. Fees paid for non-audit services do not outweigh the fees paid for audit services.	Compliant	Provide information on audit and non-audit fees paid.	17-A (p. 23)
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Additional Recommendation to Principle 9			
1. Company's external auditor is duly accredited by the SEC under Group A category.	Compliant	Provide information on company's external auditor, such as: 1. Name of the audit engagement partner; 2. Accreditation number; 3. Date Accredited; 4. Expiry date of accreditation; and 5. Name, address, contact number of the audit firm.	Annual Report.
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	Provide information on the following: 1. Date it was subjected to SOAR inspection, if subjected; 2. Name of the Audit firm; and 3. Members of the engagement team inspected by the SEC.	SGV is not exempted to SEC's Oversight Assurance Review.
<b>Principle 10:</b> The company should ensure that the material and reportable non-financial and sustainability issues are disclosed.			
Recommendation 10.1			
1. Board has a clear and focused policy on the disclosure of non-financial information, with emphasis on the management of economic, environmental, social and governance (EESG) issues of its business, which underpin sustainability.	Compliant	Disclose or provide link on the company's policies and practices on the disclosure of non-financial information, including EESG issues.	sustainability policy and procedures
2. Company adopts a globally recognized standard/framework in reporting sustainability and non-financial issues.	Compliant	Provide link to Sustainability Report, if any. Disclose the standards used.	The Company adopts the Global Reporting Initiatives (GRI) to disclose its EESG in FY 2019.

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

**Recommendation 11.1**

1. Company has media and analysts' briefings as channels of communication to ensure the timely and accurate dissemination of public, material and relevant information to its shareholders and other investors.	Compliant	Disclose and identify the communication channels used by the company (i.e., website, Analyst's briefing, Media briefings /press conferences, Quarterly reporting, Current reporting, etc.). Provide links, if any.	Investor Relation Policy and Disclosure Rule Policy and Procedures. (i.e., website, Media briefings /press conferences, Quarterly reporting, Current reporting, etc.).
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**Supplemental to Principle 11**

1. Company has a website disclosing up-to-date information on the following:		Provide link to company website	Panasonic Philippines website
a. Financial statements/reports (latest quarterly)	Compliant		Panasonic Philippines website
b. Materials provided in briefings to analysts and media	Compliant		Panasonic Philippines website
c. Downloadable annual report	Compliant		Panasonic Philippines website
d. Notice of ASM and/or SSM	Compliant		Panasonic Philippines website
e. Minutes of ASM and/or SSM	Compliant		Panasonic Philippines website
f. Company's Articles of Incorporation and By-Laws	Compliant		Panasonic Philippines website

**Additional Recommendation to Principle 11**

1. Company complies with SEC-prescribed website template.	Compliant		The Company's website is not the same with the prescribed format
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### 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

			of SEC. However, all the required information are included therein.
1. Company has an adequate and effective internal control system in the conduct of its business.	Compliant	List quality service programs for the internal audit functions.  Indicate frequency of review of the internal control system	Annual preparation and review of SOX Self-Assessment Check Sheets (internal control over financial reporting)
2. Company has an adequate and effective enterprise risk management framework in the conduct of its business.	Compliant	Identify international framework used for Enterprise Risk Management  Provide information or reference to a document containing information on:  1. Company's risk management procedures and processes 2. Key risks the company is currently facing 3. How the company manages the key risks  Indicate frequency of review of the enterprise risk management framework.	PMPC uses and annually review the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Risk Management Framework. Risk Management Framework Policy. 17-A (p. 10)
<b>Supplement to Recommendations 12.1</b>			
1. Company has a formal comprehensive enterprise-wide compliance program covering compliance with laws and	Compliant	Provide information on or link/reference to a document containing the company's	PMPC Compliance Program Policy and Procedures. Review is conducted annually.

relevant regulations that is annually reviewed. The program includes appropriate training and awareness initiatives to facilitate understanding, acceptance and compliance with the said issuances.		compliance program covering compliance with laws and relevant regulations. Indicate frequency of review.	
<b>Optional Recommendation 12.1</b>			
1. Company has a governance process on IT issues including disruption, cyber security, and disaster recovery, to ensure that all key risks are identified, managed and reported to the board.	Compliant	Provide information on IT governance process	IT Disaster Recovery Plan Policy, Business Continuity Management (BCM) Policy.
<b>Recommendation 12.2</b>			
1. Company has in place an independent internal audit function that provides an independent and objective assurance, and consulting services designed to add value and improve the company's operations.	Compliant	Disclose if the internal audit is in-house or outsourced. If outsourced, identify external firm.	20-15 (p. 34), Internal Audit Charter. In-house Internal Audit Department.
<b>Recommendation 12.3</b>			
1. Company has a qualified Chief Audit Executive (CAE) appointed by the Board.	Compliant	Identify the company's Chief Audit Executive (CAE) and provide information on or reference to a document containing his/her responsibilities.	20-15 (p. 34), Internal Audit Charter. The head of Internal Audit Department is a Certified Public Accountant (CPA)
2. CAE oversees and is responsible for the internal audit activity of the organization, including that portion that is outsourced to a third party service provider.	Compliant		20-15 (p. 34), Internal Audit Charter

3. In case of a fully outsourced internal audit activity, a qualified independent executive or senior management personnel is assigned the responsibility for managing the fully outsourced internal audit activity.	Compliant	Identify qualified independent executive or senior management personnel, if applicable.	The Executive Finance Director shall oversee the internal audit activity if fully outsourced.
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**Recommendation 12.4**

1. Company has a separate risk management function to identify, assess and monitor key risk exposures.	Compliant	Provide information on company's risk management function.	20-15 (p. 33), Risk Management Committee and Risk Management Policy & Procedures
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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	Identify source of external technical support, if any.	The provision is included in Risk Management Policy
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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	Identify the company's Chief Risk Officer (CRO) and provide information on or reference to a document containing his/her responsibilities and qualifications/background.	The Chief Risk Officer is Mr. Yoshiyuki Takahashi. 20-15 (p. 7)
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2. CRO has adequate authority, stature, resources and support to fulfill his/her responsibilities.	Compliant		Mr. Takahashi is an executive director acting as Chief Risk Officer.
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**Additional Recommendation to Principle 12**

1. Company's Chief Executive Officer and Chief Audit Executive attest in writing, at least annually, that a sound internal audit, control and compliance system is in place and working effectively.	Compliant	Provide link to CEO and CAE's attestation	The Audit Committee Report to the Board of Directors includes a statement that a sound internal Control and Risk Management System are in place. 17-A
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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

1. Board ensures that basic shareholder rights are disclosed in the Manual on Corporate Governance.	Compliant	Provide link or reference to the company's Manual on Corporate Governance where shareholders' rights are disclosed.	Manual on Corporate Governance (p. 26)
2. Board ensures that basic shareholder rights are disclosed on the company's website.	Compliant	Provide link to company's website	PMPC website.
<b>Supplement to Recommendation 13.1</b>			
1. Company's common share has one vote for one share.	Compliant		PMPC By-Laws (p. 5)
2. Board ensures that all shareholders of the same class are treated equally with respect to voting rights, subscription rights and transfer rights.	Compliant	Provide information on all classes of shares, including their voting rights if any.	PMPC By-Laws (p. 5)
3. Board has an effective, secure, and efficient voting system.	Compliant	Provide link to voting procedure. Indicate if voting is by poll or show of hands.	PMPC Nomination and Election Policy. By-laws
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.	Compliant	Provide information on shareholder voting mechanisms such as supermajority or "majority of minority", if any.	Voting procedures is in place for minority.
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.	Compliant	Provide information on how this was allowed by board (i.e., minutes of meeting, board resolution)	Any shareholder is allowed to call a special shareholders' meeting based on the rights of stockholders.

6. Board clearly articulates and enforces policies with respect to treatment of minority shareholders.	Compliant	Provide information or link/reference to the policies on treatment of minority shareholders	Manual on Corporate Governance (p. 26)
7. Company has a transparent and specific dividend policy.	Compliant	Provide information on or link/reference to the company's dividend Policy.  Indicate if company declared dividends. If yes, indicate the number of days within which the dividends were paid after declaration. In case the company has offered scrip-dividends, indicate if the company paid the dividends within 60 days from declaration	Guidelines on dividend declaration and payment is in place including the dividend policy. Payment of dividend is within eighteen working days from record date based SEC regulation.
<b>Optional Recommendation 13.1</b>			
1. Company appoints an independent party to count and/or validate the votes at the Annual Shareholders' Meeting.	Compliant	Identify the independent party that counted/validated the votes at the ASM, if any.	SGV may be appointed as Independent Party to validate the votes
<b>Recommendation 13.2</b>			
1. Board encourages active shareholder participation by sending the Notice of Annual and Special Shareholders' Meeting with sufficient and relevant information at least 28 days before the meeting.	Compliant	Indicate the number of days before the annual stockholders' meeting or special stockholders' meeting when the notice and agenda were sent out  Indicate whether shareholders' approval of remuneration or any changes therein were included in the agenda of the meeting.	29 days. Stockholders' Meeting Policy and Procedures. Notice of Stockholders' Meeting, SEC Form 20-IS (p. 11)

		Provide link to the Agenda included in the company's Information Statement (SEC Form 20-15)	
<b>Supplemental to Recommendation 13.2</b>			
1. Company's Notice of Annual Stockholders' Meeting contains the following information:		Provide link or reference to the company's notice of Annual Shareholders' Meeting	Notice of Stockholders' Meeting, SEC Form 20-15
a. The profiles of directors (i.e., age, academic qualifications, date of first appointment, experience, and directorships in other listed companies)	Compliant		Notice of Stockholders' Meeting, SEC Form 20-15
b. Auditors seeking appointment/re-appointment	Compliant		Notice of Stockholders' Meeting, SEC Form 20-15
c. Proxy documents	Compliant		Notice of Stockholders' Meeting, SEC Form 20-15
<b>Optional Recommendation 13.2</b>			
1. Company provides rationale for the agenda items for the annual stockholders meeting	Compliant	Provide link or reference to the rationale for the agenda items	Notice of Stockholders' Meeting, SEC Form 20-15
<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	Provide information or reference to a document containing information on all relevant questions raised and answers during the ASM and special meeting and the results of the vote taken during the most recent ASM/SSM.	PMPC Stockholders Meeting Policy and Procedures (p. 1), Minutes of Stockholders Meeting (PMPC website)
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	Provide link to minutes of meeting in the company website.	PMPC uploads the minutes of the annual stockholders meeting in the company's website.

		Indicate voting results for all agenda items, including the approving, dissenting and abstaining votes.	Questions by stockholders are included in the Minutes of the Meeting.
<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	Indicate if the external auditor and other relevant individuals were present during the ASM and/or special meeting	External Auditors always attend ASM annually. SEC Form 20-15 (p. 12)
<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	Provide details of the alternative dispute resolution made available to resolve intra-corporate disputes	PMPC has an Alternative Dispute Resolution Policy & Procedures
2. The alternative dispute mechanism is included in the company's Manual on Corporate Governance.	Complaint	Provide link/reference to where it is found in the Manual on Corporate Governance	PMPC Manual on Corporate Governance (p. 26)
<b>Recommendation 13.5</b>			
1. Board establishes an Investor Relations Office (IRO) to ensure constant engagement with its shareholders.	Compliant	Disclose the contact details of the officer/office responsible for investor relations, such as: 1. Name of the person 2. Telephone number 3. Fax number	The Finance Officer is the Investor Relations Officer.

		4. E-mail address	
2. IRO is present at every shareholder's meeting.	Compliant	Indicate if the IRO was present during the ASM.	IRO is present during the ASM.
<b>Supplemental Recommendations to Principle 10</b>			
1. Board avoids anti-takeover measures or similar devices that may entrench ineffective management or the existing controlling shareholder group	Compliant	Provide information on how anti-takeover measures or similar devices were avoided by the board, if any.	The possibility of anti-takeover is remote. PMPC is 80% owned by the Panasonic Corporation Head Office in Japan.
2. Company has at least thirty percent (30%) public float to increase liquidity in the market.	Non-compliant	Indicate the company's public float.	Due to significant investment and controlling interest of Panasonic Head Office in Japan, PMPC's free-float share is only 15.8%.
<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	Disclose or provide link/reference to policies and practices to encourage shareholders' participation beyond ASM	
2. Company practices secure electronic voting in absentia at the Annual Shareholders' Meeting.		Disclose the process and procedure for secure electronic voting in absentia, if any.	
<b>Duties to Stakeholders</b>			
<b>Principle 14:</b> 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.			
<b>Recommendation 14.1</b>			
1. Board identifies the company's various stakeholders and promotes cooperation between them and the company in creating wealth, growth and sustainability.	Compliant	Identify the company's shareholder and provide information or reference to a document containing information on the	Stakeholders are included in the annual report.

		company's policies and programs for its stakeholders.	
<b>Recommendation 14.2</b>			
1. Board establishes clear policies and programs to provide a mechanism on the fair treatment and protection of stakeholders.	Compliant	Identify policies and programs for the protection and fair treatment of company's stakeholders	Whistleblower policy and Investor Relation Policy, Alternative Dispute Resolution Policy
<b>Recommendation 14.3</b>			
1. Board adopts a transparent framework and process that allow stakeholders to communicate with the company and to obtain redress for the violation of their rights.	Compliant	Provide the contact details (i.e., name of contact person, dedicated phone number or e-mail address, etc.) which stakeholders can use to voice their concerns and/or complaints for possible violation of their rights.  Provide information on whistleblowing policy, practices and procedures for stakeholders	Investor Relation officer, Whistleblower policy and Investor Relation Policy,
<b>Supplemental Recommendation 14.3</b>			
1. Company establishes an alternative dispute resolution system so that conflicts and differences with key stakeholders is settled in a fair and expeditious manner.	Compliant	Provide information on the alternative dispute resolution system established by the company.	Alternative Dispute Resolution Policy system & procedures.
<b>Additional Recommendation 14.3</b>			
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	Compliant	Disclose any requests for exemption by the company and the reason for the request.	PMPC strives to comply with all the regulation of SEC's Corporate Governance.

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.			
2. Company respects intellectual property rights.	Compliant	Provide specific instances, if any.	PMPC Code of Conduct.
<b>Optional: Principle 14</b>			
1. Company discloses its policies and practices that address customers' welfare		Identify policies, programs and practices that address customers' welfare or provide link/reference to a document containing the same.	
2. Company discloses its policies and practices that address supplier/contractor selection procedures		Identify policies, programs and practices that address supplier/contractor selection procedures or provide link/reference to a document containing the same.	
<b>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.</b>			
<b>Requirement 15.1</b>			
1. Board establishes policies, programs and procedures that encourage employees to actively participate in the realization of the company's goals and in its governance.	Compliant	Provide information on or link/reference to company policies, programs and procedures that encourage employee participation.	Manual on Corporate Governance (p. 27), Compliance Program, Whistleblower policy, Anti-Fraud Program Policy
<b>Requirement 15.2</b>			
1. Company has a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures.	Compliant	Disclose if company has in place a merit-based performance incentive mechanism such as an employee stock option plan (ESOP) or any	The Company has a reward/compensation that reward employees e.g. midyear, Christmas, appreciation bonuses,

		such scheme that awards and incentivizes employees, at the same time aligns their interests with those of the shareholders.	annual salary increase among others.
2. Company has policies and practices on health, safety and welfare of its employees.	Compliant	Disclose and provide information on policies and practices on health, safety and welfare of employees. Include statistics and data, if any.	EHS Policy and Procedures
3. Company has policies and practices on training and development of its employees.	Compliant	Disclose and provide information on policies and practices on training and development of employees. Include information on any training conducted or attended.	Employee Training and Development Programs Policies and Procedures
<b>Recommendation 15.2</b>			
1. Board sets the tone and makes a stand against corrupt practices by adopting an anti-corruption policy and program in its Code of Conduct.	Compliant	Identify or provide link/reference to the company's policies, programs and practices on anti-corruption	Fraud Statement Policy, Bribery Policy and Anti-Fraud Program
2. Board disseminates the policy and program to employees across the organization through trainings to embed them in the company's culture.	Compliant	Identify how the board disseminated the policy and program to employees across the organization	Anti-Fraud Program
<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	Identify or provide link/reference to the company policy and procedures on penalizing employees involved in corrupt practices.  Include any finding of violations of the company policy.	Fraud Statement Policy & Procedures, Bribery policy and procedures
<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	Disclose or provide link/reference to the company whistle-blowing policy and procedure for employees.  Indicate if the framework includes procedures to protect the employees from retaliation.	Whistleblower Policy,
2. Board establishes a suitable framework for whistleblowing that allows employees to have direct access to an independent member of the Board or a unit created to handle whistleblowing concerns.	Compliant	Provide contact details to report any illegal or unethical behavior.	Whistleblower Policy,
3. Board supervises and ensures the enforcement of the whistleblowing framework.	Compliant	Provide information on how the board supervised and ensured enforcement of the whistleblowing framework, including any incident of whistleblowing.	Whistleblower Policy, Manual on Corporate Governance

**Principle 16:** The company should be socially responsible in all its dealings with the communities where it operates. It should ensure that its interactions serve its environment and stakeholders in a positive and progressive manner that is fully supportive of its comprehensive and balanced development.


**Recommendation 16.1**

1. Company recognizes and places importance on the interdependence between business and society, and promotes a mutually beneficial relationship that allows the company to grow its business, while contributing to the advancement of the society where it operates.	Compliant	Provide information or reference to a document containing information on the company's community involvement and environment-related programs.	PMPC Annual Report
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**Optional Principle 16**

1. Company ensures that its value chain is environmentally friendly or is consistent with promoting sustainable development		Identify or provide link/reference to policies, programs and practices to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development.	
2. Company exerts effort to interact positively with the communities in which it operates		Identify or provide link/reference to policies, programs and practices to interact positively with the communities in which it operates.	

Pursuant to the requirement of the Securities and Exchange Commission, this integrated Annual Corporate Governance Report is signed on behalf of the registrant by the undersigned, thereunto duly authorized, in the City of JUL 30 2020 July \_\_\_\_\_, 2020.

  
MASATOSHI SASAKI

Chairman of the Board / CEO

  
EMILIANO VOLANTE

Audit Committee Chairman /  
Independent Director

  
ELIZABETH GILDORÉ

Independent Director

  
Atty. MAMERTO MONDRAGON

Corporate Secretary

  
MA. VIRGINIA AREVALO


Compliance Officer

SUBSCRIBED AND SWORN to before me this JUL 30 2020 day of \_\_\_\_\_, 2020, affiant(s) exhibiting to me their \_\_\_\_\_, as follows:

NAME / NO.	DATE OF ISSUE/ EXPIRY	PLACE OF ISSUE
1. Masatoshi Sasaki / Passport No. TS1137403	July 4, 2018	Japan
2. Emiliano Volante / Driver License No. N-1280311208	June 20, 2022,	Marikina City
3. Elizabeth Gildore / Driver License No. D-16-89-018795	October 29, 2013	Pasig City
4. Atty. Mamerto Mondragon / Driver License No. DUN-1469030138	November 09, 2017	Pasig City
5. Maria Virginia Arevalo / Driver License No. D-16-94-100979	June 28, 2022	Cainta, Rizal.

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NOTARY PUBLIC

  
ATTY. JOHN KENNETH T. MORENO  
NOTARY PUBLIC  
Roll No. 35640  
IBP No. 079537 - 2 April 2019  
PTR No. 13692793 - 2 Jan. 2020  
MCLE No. VI-0029169 - 5 Nov. 2019  
Appt. No. 20-20 - 20 Dec. 2019  
Until Dec. 31, 2021  
For Antipolo City, Taytay, Calabarzon  
Province of Rizal