



SECURITIES AND EXCHANGE COMMISSION

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From : [Philippine Stock Exchange](#)
To :
Subject : Integrated Annual Corporate Governance Report
Date : Thursday, May 28, 2026 15:34 PM

Dear Sir/Madam:

Your disclosure was approved as Company Report. Details are as follows:

Company Name: Belle Corporation
Reference Number: 0019379-2026
Date and Time: Thursday, May 28, 2026 15:34 PM
Template Name: Integrated Annual Corporate Governance Report
Report Number: CR03992-2026

Best Regards,
PSE EDGE

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The Philippine Stock Exchange, Inc., 6th to 10th Floors, PSE Tower, 5th Avenue corner 28th Street, Bonifacio Global City, Taguig City, Philippines 1634

SECURITIES AND EXCHANGE COMMISSION
SEC FORM - I-ACGR

INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

1. For the fiscal year ended
Dec 31, 2025
2. SEC Identification Number
52412
3. BIR Tax Identification Number
000-156-011-000
4. Exact name of issuer as specified in its charter
Belle Corporation
5. Province, country or other jurisdiction of incorporation
Metro Manila, Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
5th Floor, Tower A, Two E-Com Center, Palm Coast Avenue, MOA Complex, Pasay City
Postal Code
1300

8. Issuer's telephone number, including area code
(+632) 8662 8888
9. Former name, former address, and former fiscal year, if changed since last report
Not Applicable

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Belle Corporation

BEL

PSE Disclosure Form I-ACGR - Integrated Annual Corporate Governance Report
Reference: SEC Code of Corporate Governance for Publicly-Listed Companies, PSE
Corporate Governance Guidelines, and ASEAN Corporate Governance Scorecard

Description of the Disclosure

Kindly refer to the attached 2025 Integrated Annual Corporate Governance Report of Belle Corporation.

Filed on behalf by:

Name	Michelle Angeli Hernandez
Designation	Compliance Officer and Chief Risk Officer

SEC FORM – I-ACGR

INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

1. For the fiscal year ended December 31, 2025
2. SEC Identification Number 52412 3. BIR Tax Identification No. 430-000-156-011
4. Exact name of issuer as specified in its charter Belle Corporation
5. Metro Manila, Philippines
Province, Country or other jurisdiction of
incorporation or organization
6. (SEC Use Only)
Industry Classification Code:
7. 5th Floor, Tower A, Two E-Com Center, Palm Coast
Avenue, MOA Complex, Pasay City
Address of principal office
8. 1300
Postal Code
8. (632) 8662-8888
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
The Board's Governance Responsibilities			
Principle 1: The company should be headed by a competent, working board to foster the long- term success of the corporation, and to sustain its competitiveness and profitability in a manner consistent with its corporate objectives and the long- term best interests of its shareholders and other stakeholders.			
Recommendation 1.1			
1. Board is composed of directors with collective working knowledge, experience or expertise that is relevant to the company's industry/sector.	COMPLIANT	<i>Provide information or link/reference to a document containing information on the following:</i>	
2. Board has an appropriate mix of competence and expertise.	COMPLIANT	1. Academic qualifications, industry knowledge, professional experience, expertise and relevant trainings of directors	
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	<p>The Belle Corporation Board is composed of directors with collective working knowledge, experience or expertise that is relevant to the Corporation's industry or sector.</p> <p>The Board shall always ensure that it has an appropriate mix of competence and expertise and that its members remain qualified for their positions individually and collectively, to enable it to fulfill its roles and responsibilities, and respond to the needs of the organization based on the evolving business environment and strategic direction.</p> <p>Belle Corporation website https://www.bellecorp.com/the-board-of-directors/</p> <p>SEC Form 17-A Annual Report for 2025, pp. 43-46 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	

SEC Form 20-IS for 2025 ASM (Definitive), pp 7-10, 16-19
https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf

SEC Form 20-IS for 2026 ASM (Definitive), pp 7-13, 20-22
https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf

Attendance to 2025 Corporate Governance Seminar – BEL
Directors and Key Officers
<https://www.bellecorp.com/wp-content/uploads/2026/04/2025-CG-Training.pdf>

2. Qualification standards for directors to facilitate the selection of potential nominees and to serve as benchmark for the evaluation of its performance

The Corporate Governance Committee is in charge of the nomination and election process for the Corporation’s directors, and has the special duty of defining the general profile of Board members that the Corporation may need and ensuring appropriate knowledge, competencies and expertise that complement the existing skills of the Board. It ensures that all candidates nominated by shareholders to become a member of the Board of Directors shall possess the ideals and values that are aligned to the Corporation’s vision and mission statements, and strategic directions.

Manual on Corporate Governance (February 2021), Item 2.4, pp 15-18:

		<p>https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>Belle Corporation’s website / Board Diversity Policy, Board Distinction List, and Skill Set Matrix: https://www.bellecorp.com/wp-content/uploads/2026/04/2025-BEL-Skill-Set-Matrix.pdf</p> <p>https://www.bellecorp.com/board-matters/</p> <p>SEC Form 20-IS for 2026 ASM (Definitive), p.82 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p> <p>SEC Form 20-IS for 2025 ASM (Definitive), p.80 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p>	
Recommendation 1.2			
<p>1. Board is composed of a majority of non-executive directors.</p>	<p>COMPLIANT</p>	<p><i>Identify or provide link/reference to a document identifying the directors and the type of their directorships.</i></p> <p>The Board is composed of 7 members, 6 of whom are non-executive directors (3 independent directors, and 3 non-executive directors).</p> <p>Belle Corporation’s website (Board of Directors) https://www.bellecorp.com/the-board-of-directors/</p>	

		<p>Board of Directors' Charter, item 2, p. 1 https://www.bellecorp.com/wp-content/uploads/2025/01/2021-Belle-BOD-Charter-board-v24feb21.pdf</p> <p>SEC Form 17-A Annual Report for 2025, pp. 43-46 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	
Recommendation 1.3			
<p>1. Company provides in its Board Charter and Manual on Corporate Governance a policy on training of directors.</p>	COMPLIANT	<p><i>Provide link or reference to the company's Board Charter and Manual on Corporate Governance relating to its policy on training of directors.</i></p> <p>Board of Director's Charter, item 4.14, p.3; item 8.2, p.9 https://www.bellecorp.com/wp-content/uploads/2026/05/2025-BEL-BOC-Charter-review-30oct25-C.pdf</p> <p>Board of Directors https://www.bellecorp.com/the-board-of-directors/</p> <p>Manual on Corporate Governance (February 2021), item 1.2, p. 8 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p>	

<p>2. Company has an orientation program for first time directors.</p>	<p>COMPLIANT</p>	<p><i>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 topic covered.</i></p>	
<p>3. Company has relevant annual continuing training for all directors.</p>	<p>COMPLIANT</p>	<p>New Directors are provided with an on-boarding / orientation session by the Chairman, Chief Executive Officer, Chief Financial Officer and Compliance Officer. This session provides discussions about the Company's vision, mission, core values, its business, corporate objectives as well as the By-Laws, Articles of Incorporation, Board Charter, corporate structure and best corporate governance practices. In addition, the new Directors are apprised about financial reporting, relationships with management and investors, and significant regulations on compliance and listing requirements.</p> <p>In June 2024, onboarding sessions were provided to newly-elected directors Mr. Gregory L. Domingo and Mr. Laurito E. Serrano for four (4) hours. The Chairman of the Board, President and CEO, CFO and Compliance Officer were in attendance to discuss the business, its operations, and governance initiatives among others. They, together with the other directors and officers, attended the annual corporate governance training for four (4) hours in August 2024.</p> <p>No new director was elected for terms 2025-2026 and 2026-2027.</p>	

		<p>Attendance to 2025 Corporate Governance Seminar – BEL Directors and Key Officers</p> <p>https://www.bellecorp.com/wp-content/uploads/2026/04/2025-CG-Training.pdf</p>	
Recommendation 1.4			
<p>1. Board has a policy on board diversity.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to a document containing information on the company's board diversity policy.</i></p> <p>Board Diversity Policy https://www.bellecorp.com/wp-content/uploads/2025/04/02.-BEL-Policy-on-Diversity-GOV-2018-003.pdf</p> <p>Manual on Corporate Governance (February 2021), item 1.3, p.8 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>Belle Corporation had one (1) female Independent Director, Atty. Maria Gracia M. Pulido-Tan, and two female Non-Executive Directors, Ms. Elizabeth Anne C. Uychaco, and Ms. Virginia A. Yap until May 31, 2024.</p> <p>Atty. Tan was re-elected to the Board of Directors on May 31, 2024, April 28, 2025 and April 27, 2026.</p> <p>Belle Corporation's website / Board Diversity Policy, Board Distinction List, and Skill Set Matrix:</p>	

		https://www.bellecorp.com/wp-content/uploads/2026/04/2025-BEL-Skill-Set-Matrix.pdf https://www.bellecorp.com/board-matters/	
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Optional: Recommendation 1.4

<p>1. Company has a policy on and discloses measurable objectives for implementing its board diversity and reports on progress in achieving its objectives.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to a document containing the company's policy and measurable objectives for implementing board diversity.</i></p> <p>Board Diversity Policy https://www.bellecorp.com/wp-content/uploads/2025/04/02.-BEL-Policy-on-Diversity-GOV-2018-003.pdf</p> <p><i>Provide link or reference to a progress report in achieving its objectives.</i></p> <p>As stated in our Manual on Corporate Governance, the Company values diversity in the composition of its Board of Directors.</p> <p>The Board, age-diverse, is composed of seven (7) non-executive and executive directors with each of them an expert in their chosen field.</p> <p>Belle Corporation's website / Board Diversity Policy, Board Distinction List, and Skill Set Matrix: https://www.bellecorp.com/wp-content/uploads/2026/04/2025-BEL-Skill-Set-Matrix.pdf https://www.bellecorp.com/board-matters/</p>	
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		<p>To promote gender-diverse directorship, the Company has a female Independent Director, Atty. Maria Gracia M. Pulido-Tan, who was first elected in June 2021, and annually thereafter with her recent re-election on April 27, 2026.</p> <p>Results of the 2025 Annual Stockholders' Meeting https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-Results-of-2025-Annual-Stockholders-Meeting-28apr25.pdf</p> <p>Results of the 2026 Annual Stockholders' Meeting https://www.bellecorp.com/wp-content/uploads/2026/04/BEL-SEC-Form-17-C-2026-Results-of-ASM-Meeting-27apr2026.pdf</p>	
Recommendation 1.5			
1. Board is assisted by a Corporate Secretary.	COMPLIANT	<p><i>Provide information on or link/reference to a document containing information on the Corporate Secretary, including his/her name, qualifications, duties and functions.</i></p> <p>Our Corporate Secretary, Atty. Jason C. Nalupta, is a separate individual from the Compliance Officer. Atty. Nalupta is not a member of the Board of Directors.</p> <p>He also regularly attended trainings with the recent one in October 2025.</p> <p>The duties and functions of the Corporate Secretary are found in the Manual on Corporate Governance (February 2021), item 1.4, p. 8-9: https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p>	
2. Corporate Secretary is a separate individual from the Compliance Officer.	COMPLIANT		
3. Corporate Secretary is not a member of the Board of Directors.	COMPLIANT		

		https://www.bellecorp.com/manual-on-corporate-governance/ SEC Form 17-A Annual Report for 2025, p.55 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf	
4. Corporate Secretary attends training/s on corporate governance.	COMPLIANT	<i>Provide information or link/reference to a document containing information on the corporate governance training attended, including number of hours and topics covered.</i> Attendance to 2025 Corporate Governance Seminar – BEL Directors and Key Officers, p. 15 of pdf https://www.bellecorp.com/wp-content/uploads/2026/04/2025-CG-Training.pdf Atty. Jason C. Nalupta completed his 4-hour annual corporate governance training in October 2025 with topics focusing on global and local economic and geo political outlook, A.I. and technology trends updates.	
Optional: Recommendation 1.5			
1. Corporate Secretary distributes materials for board meetings at least five business days before scheduled meeting.	COMPLIANT	<i>Provide proof that corporate secretary distributed board meeting materials at least five business days before scheduled meeting.</i> As part of the sustainability initiatives carried out in the Company, Board and Committee meeting materials are electronically sent to attendees at least five (5) business days prior the scheduled meetings to provide them ample time to prepare and review. Printed copies are distributed only upon request.	

		<p>Manual on Corporate Governance (February 2021), item 2.7.4, p. 18</p> <p>https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p>	
Recommendation 1.6			
1. Board is assisted by a Compliance Officer.	COMPLIANT	<p><i>Provide information on or link/reference to a document containing information on the Compliance Officer, including his/her name, position, qualifications, duties and functions.</i></p> <p>The Compliance Officer for 2025-2026 and 2026-2027 is Michelle T. Hernandez. She is likewise the Company's Vice President for Governance and Chief Risk Officer. She is not a member of the Board. She was re-appointed during the April 28, 2025 and April 27, 2026 Organizational Meetings of the Board.</p> <p>Results of the 2025 Board Organizational Meeting https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-Results-of-2025-Organizational-Meeting-28apr25.pdf</p> <p>Results of the 2026 Board Organizational Meeting https://www.bellecorp.com/wp-content/uploads/2026/04/BEL-SEC-Form-17-C-2026-Results-of-Org-Meeting-27apr2026.pdf</p> <p>The responsibilities of the Compliance Officer are stated in the Manual on Corporate Governance (February 2021), item 1.5, p 9-10</p>	
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		

		https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/	
4. Compliance Officer attends training/s on corporate governance.	COMPLIANT	<p><i>Provide information on or link/reference to a document containing information on the corporate governance training attended, including number of hours and topics covered.</i></p> <p>Attendance to 2025 Corporate Governance Seminar – BEL Directors and Key Officers, p. 28 of pdf https://www.bellecorp.com/wp-content/uploads/2026/04/2025-CG-Training.pdf</p> <p>Ms. Michelle T. Hernandez completed her 4-hour annual corporate governance training with topics related to sustainability reporting, risk management, and recent regulatory developments on November 21, 2025, which the SEC organized.</p>	
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	<p><i>Provide information or reference to a document containing information on how the directors performed their duties (can include board resolutions, minutes of meeting).</i></p> <p>The members of the Board shall act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the Company and all shareholders.</p>	

Manual on Corporate Governance (February 2021), item 2, pp. 10-12

<https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf>

<https://www.bellecorp.com/manual-on-corporate-governance/>

The Board, upon the recommendation of the Audit Committee, approves the Company's annual and quarterly financial results. These as well as material information, and organizational matters are timely disclosed with the PSE and SEC.

<https://www.bellecorp.com/financial-reports/>

<https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-Results-of-2025-Organizational-Meeting-28apr25.pdf>

<https://www.bellecorp.com/wp-content/uploads/2026/04/BEL-SEC-Form-17-C-2026-Results-of-Org-Meeting-27apr2026.pdf>

Summary of Board Activities for 2025

<https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf>

To help fulfill their roles and functions to the Corporation, the Board attends trainings on a regular basis. Please refer to the Attendance to 2025 Corporate Governance Seminar – BEL Directors and Key Officers

<https://www.bellecorp.com/wp-content/uploads/2026/04/2025-CG-Training.pdf>

Recommendation 2.2			
1. Board oversees the development, review and approval of the company's business objectives and strategy.	COMPLIANT	<i>Provide information or link/reference to a document containing information on how the directors performed this function (can include board resolutions, minutes of meeting).</i>	
2. Board oversees and monitors the implementation of the company's business objectives and strategy.	COMPLIANT	<p>The Board of Directors leads the overall company's business direction by developing strategies and identifying targets for the coming years. The CEO's role is to ensure the delivery of these targets within the general business environment, with quarterly business reviews with the Management Team as well as the Board. The Management Team then cascades the objectives and deliverables to the employees, for timely and appropriate implementation, evaluation and corrective courses of action, if required.</p> <p>In December 2025, the Board approved Management's presentation of the 2026 operating budget and noted the 2026-2030 Mid-Range Plans.</p> <p>Summary of Board Activities for 2025 https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf</p> <p>The Board, upon the recommendation of the Audit Committee, approves the Company's annual and quarterly financial results. These as well as material information, and organizational matters are timely disclosed with the PSE and SEC.</p> <p>https://www.bellecorp.com/financial-reports/</p>	

<https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-Results-of-2025-Organizational-Meeting-28apr25.pdf>

<https://www.bellecorp.com/wp-content/uploads/2026/04/BEL-SEC-Form-17-C-2026-Results-of-Org-Meeting-27apr2026.pdf>

Indicate frequency of review of business objectives and strategy

Business objectives and strategies are reviewed and deliberated on an annual basis. Discussions on such are done during board meetings which are held at least six (6) times a year. The different Business Unit Heads (BUH) are tasked to present business updates and proposed future plans to the Board.

Further, the Board of Directors (BOD) ensures the company's capital and debt structure align with strategic goals and risk appetite through the following measures:

1. The BOD regularly reviews the company's financial reports, which include balance sheets, income statements, and cash management. This thorough examination allows the board to scrutinize the components of each account, including the current capital and debt structure, understanding their composition and implications for the company's financial health.
2. During regular board meetings, the BOD assesses whether the existing financial structure supports the company's strategic goals and long-term objectives. This analysis helps identify areas where adjustments may be necessary to better align with the company's vision.
3. The BOD continuously monitors the company's financial performance and market conditions.

		<p>4. Major decisions of the company require BOD resolutions and approvals. These decisions are documented in official board meetings and recorded in corporate governance documents.</p> <p>Manual on Corporate Governance (February 2021), item 2, pp. 10-12 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p>	
Supplement to Recommendation 2.2			
<p>1. Board has a clearly defined and updated vision, mission and core values.</p>	<p>COMPLIANT</p>	<p><i>Indicate or provide link/reference to a document containing the company's vision, mission and core values.</i></p> <p>The Vision, Mission and Values statements of the Company are posted in its corporate website. https://www.bellecorp.com/our-company/vision-mission-and-values-statements-and-corporate-objectives</p> <p><i>Indicate frequency of review of the vision, mission, and core values.</i></p> <p>The Vision, Mission, and Core Values are reviewed annually by the Board of Directors (BOD).</p>	
<p>2. Board has a strategy execution process that facilitates effective management performance and is attuned to the company's business environment, and culture.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to a document containing information on the strategy execution process.</i></p> <p>Manual on Corporate Governance (February 2021), item 2, pp. 10-12</p>	

<https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf>

<https://www.bellecorp.com/manual-on-corporate-governance/>

The Board of Directors (BOD) leads the overall company's business direction by developing strategies and identifying targets for the coming years. The CEO's role is to ensure the delivery of these targets within the general business environment, with quarterly business reviews with the Management Team as well as the BOD. The Management Team then cascades the objectives and deliverables to the employees, for timely and appropriate implementation, evaluation and corrective courses of action, if required.

To document the strategic approach and resilience of the Corporation in view of the evolving business climate, the Belle BOD approved the 2025 Integrated Report on March 19, 2026. This was prepared in accordance with the Integrated Reporting Framework originally developed by the International Integrated Reporting Council (IIRC), which merged with Sustainability Accounting Standards Board (SASB) to form the Value Reporting Foundation (VRF), the Company's Integrated Report highlighted groupwide developments and updates from January 1, 2025 through December 31, 2025. It aspired to report objectively Belle's value creation and its adoption of integrated thinking across the Group. This report features the Belle Group's economic, operational, environmental and social performance and corporate governance.

2025 Integrated Report

<https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf>

The BOD also ensures the company's capital and debt structure align with strategic goals and risk appetite through the following measures:

1. The BOD regularly reviews the company's financial reports, which include balance sheets, income statements, and cash management. This thorough examination allows the board to scrutinize the components of each account, including the current capital and debt structure, understanding their composition and implications for the company's financial health.
2. During regular board meetings, the BOD assesses whether the existing financial structure supports the company's strategic goals and long-term objectives. This analysis helps identify areas where adjustments may be necessary to better align with the company's vision.
3. The BOD continuously monitors the company's financial performance and market conditions.
4. Major decisions of the company require board resolutions and approvals. These decisions are documented in official board meetings

Summary of Board Activities for 2025

<https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf>

<https://www.bellecorp.com/board-matters/>

Recommendation 2.3

1. Board is headed by a competent and qualified Chairperson.

COMPLIANT

Provide information or reference to a document containing information of the Chairperson, including his/her name and qualifications.

During the Company's Organizational Meeting after its April 28, 2025 and April 27, 2026 Annual Shareholders' Meetings, Mr. Willy N. Ocier, re-elected Director, was appointed Chairman of the Board for the period 2025-2026 and 2026-2027 respectively.

Belle Corporation's Website, Mr. Willy N. Ocier
<https://www.bellecorp.com/the-board-of-directors/>

Belle Corporation's website / Board Diversity Policy, Board Distinction List, and Skill Set Matrix:
<https://www.bellecorp.com/wp-content/uploads/2026/04/2025-BEL-Skill-Set-Matrix.pdf>

<https://www.bellecorp.com/board-matters/>

SEC Form 20-IS for 2025 ASM (Definitive), pp. 7, 16-17
https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf

SEC Form 20-IS for 2026 ASM (Definitive), pp. 7, 20
https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf

SEC Form 17-A Annual Report for 2025, pp. 43
https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf

Recommendation 2.4			
1. Board ensures and adopts an effective succession planning program for directors, key officers and management.	COMPLIANT	<p><i>Disclose and provide information or link/reference to a document containing information on the company's succession planning policies and programs and its implementation.</i></p> <p>Manual on Corporate Governance (February 2021), item 2.1.i, p11 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/Succession Planning and Retirement Age for Directors and Key Officers https://www.bellecorp.com/company-policies/</p> <p>https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-GCA-Policy-GOV-2018-002-Succession-Planning-v6.pdf</p> <p>A fundamental responsibility of the Board of Directors is to ensure that effective processes are in place to provide continuity of Board and executive leadership. The Board ensures that such leadership possesses sufficient depth, talent and conviction for effective Board oversight and execution of long-term strategies, consistent with the Company's vision and mission statements. Hence, a process for identifying and assessing potential internal candidates, periodic review and assessment of readiness, contingency planning for temporary absences of the key positions due to disability or any other unexpected event, should be in place.</p>	
2. Board adopts a policy on the retirement for directors and key officers.	COMPLIANT		

		<p>The Board will review and assess said processes on an annual basis. A succession planning process shall be established to include:</p> <ul style="list-style-type: none"> a) Identification of critical positions; b) Identifying potential successors, and behavior; c) Readiness of successors; d) Possession of necessary knowledge, skills; and e) Tracking the progress. <p>During its February 23, 2018 meeting, the Board has adopted a policy on the retirement age of directors and key officers, which has been set at the maximum age of 80 years old, which may be extended, subject to the approval of the Board.</p>	
Recommendation 2.5			
1. Board aligns the remuneration of key officers and board members with long-term interests of the company.	COMPLIANT	<i>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.</i>	
2. Board adopts a policy specifying the relationship between remuneration and performance.	COMPLIANT	The Board represented by the Compensation and Remuneration Committee is responsible for establishing a formal and transparent procedure for developing a policy on executive remuneration and for fixing the remuneration packages of corporate officers and directors, and provide oversight over remuneration of senior management and other key personnel, ensuring that compensation is consistent with the Company's culture, strategy and control environment.	
3. Directors do not participate in discussions or deliberations involving his/her own remuneration.	COMPLIANT		

		<p>Manual on Corporate Governance (February 2021), item 2.1.j, p11, item 3.6.1.a and 3.6.1.d, pp. 29 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>Code of Business Conduct and Ethics (May 2018), item D, pp. 4-5 https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf</p> <p>https://www.bellecorp.com/code-of-business-conduct-and-ethics/</p> <p>Conflict of Interest Policy, item 5.4 https://www.bellecorp.com/wp-content/uploads/2025/04/GCA-Policy-GOV-2017-004-CONFLICT_0.pdf</p> <p>The Board of Directors values management team and employees and recognizes the need of commensurate pay with corporate and individual performance. In order to deliver its long-term vision and mission, the Board of Directors espouses meritocracy and integrity within and loyalty to the organization. In terms of compensating key officers, all discussions are maintained in strictest confidence.</p> <p>The Directors are prohibited from deciding their own remuneration.</p>	
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Optional: Recommendation 2.5

<p>1. Board approves the remuneration of senior executives.</p>	<p>COMPLIANT</p>	<p><i>Provide proof of board approval.</i></p> <p>The Board through the Compensation and Remuneration Committee is tasked to decide, determine and approve matters relating to the compensation and benefits of the Company's officers and directors, and to provide communications with the Board and, as appropriate, communications with the shareholders and regulators.</p> <p>Compensation and Remuneration Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-CompRem-Comm-Charter.pdf</p> <p>The remuneration of senior executives was included in the proposed 2026 Operating Budget, which the Board reviewed and discussed during its meeting in December 2025.</p> <p>https://www.bellecorp.com/board-matters/</p> <p>Summary of Board Activities for 2025 https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf</p>	
<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><i>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.</i></p> <p>The Company has measurable standards which align the performance-based remuneration of the executive directors and senior management with the long-term interest of the Company.</p>	

		<p>On an annual basis, performance is measured against defined targets, which are based on both financial and non-financial indicators of progress towards the short and long-term goals of the Company. Employee compensation and rewards are determined based on the individual performance of the employee and overall Company performance.</p> <p>Code of Business Conduct and Ethics, III. D – Employee Welfare, p. 4 https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf</p>	
Recommendation 2.6			
1. Board has a formal and transparent board nomination and election policy.	COMPLIANT	<p><i>Provide information or reference to a document containing information on the company's nomination and election policy and process and its implementation, including the criteria used in selecting new directors, how the shortlisted candidates and how it encourages nominations from shareholders.</i></p> <p>Manual on Corporate Governance (February 2021), item 2.3, p. 13-15 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/ Amended By Laws (August 2022), p. 14</p>	
2. Board nomination and election policy is disclosed in the company's Manual on Corporate Governance.	COMPLIANT		
3. Board nomination and election policy includes how the company accepted nominations from minority shareholders.	COMPLIANT		
4. Board nomination and election policy includes how the board shortlists candidates.	COMPLIANT		
5. Board nomination and election policy includes an assessment of the effectiveness	COMPLIANT		

<p>of the Board's processes in the nomination, election or replacement of a director.</p>		<p>https://www.bellecorp.com/wp-content/uploads/2025/04/Amended-By-Laws_BEL_Redacted-reduced.pdf</p>	
<p>6. Board has a process for identifying the quality of directors that is aligned with the strategic direction of the company.</p>	<p>COMPLIANT</p>	<p><i>Provide proof if minority shareholders have a right to nominate candidates to the board.</i></p> <p>As stated in the Company's Manual on Corporate Governance and By-Laws, which are published in the company's website, minority shareholders may nominate candidates to the Board. In addition, as indicated in the Amended By-Laws approved in August 2022, shareholders of record may submit their nominees in writing during the first quarter of each year prior to the next date of annual meeting. These shall also bear the nominees' formal acceptance. This will allow the Corporate Governance Committee to assess and evaluate the nominees, who must possess the qualifications and none of the disqualifications of Directors as stated in the Company's By-Laws.</p> <p>Further, after the nomination, the CG Committee shall prepare a List of Candidates which shall contain all the information about the nominees for election as members of the Board of Directors, which list shall be made available to the SEC and to all stockholders through the filing and distribution of the Information Statement or Proxy Statement, or in such other reports as the Corporation will be required to submit to the SEC.</p> <p>The name of the person or group of persons who recommended the nomination of the independent director(s) shall be identified in such report including any relationship with the nominee.</p>	

Only nominees whose names appear in the List of Candidates shall be eligible for election as directors. No other nominations for election as director shall be entertained after the List of Candidates have been prepares and finalized.

No further nominations for election as director shall be entertained or allowed on the floor during the annual stockholders' meeting.

Based on the Final List of Candidates, directors are elected individually. Each shareholder may vote such number of shares for as many persons he may choose to be elected from the Final List, or he may cumulate said shares and give one candidate as many votes as the number of his shares multiplied by the number of his shares shall equal, or he may distribute them on the same principle among as many candidates as he shall see fit, provided that the total number of votes cast by him shall not exceed the number of shares owned by him multiplies by the number of directors to be elected.

Manual on Corporate Governance (February 2021), item 13.4.1, pp. 41-42

<https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf>

<https://www.bellecorp.com/manual-on-corporate-governance/>

Provide information if there was an assessment of the effectiveness of the Board's processes in the nomination, election, or replacement of a director.

		<p>The Company may engage the services of a third-party company for recommendations of new board directors, from whom the Corporate Governance Committee derives its list of candidates to be recommended to the Board which decides on the final nominee/s for the Board of Directors.</p> <p>In the past, the Company sought assistance from the Institute of Corporate Directors when it needed recommendations for an independent director.</p> <p>Manual on Corporate Governance (February 2021), item 2.3, pp.13-15 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p>	
Optional: Recommendation to 2.6			
<p>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.</p>	<p>COMPLIANT</p>	<p><i>Identify the professional search firm used or other external sources of candidates.</i></p> <p>Manual on Corporate Governance (February 2021), item 2.3.5, pp.14 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p>	

		In the past, the Company sought assistance from the Institute of Corporate Directors when it needed recommendations for an independent director.	
Recommendation 2.7			
1. Board has overall responsibility in ensuring that there is a group-wide policy and system governing related party transactions (RPTs) and other unusual or infrequently occurring transactions.	COMPLIANT	<p><i>Provide information on or reference to a document containing the company's policy on related party transactions, including policy on review and approval of significant RPTs.</i></p> <p>All individual material related party transactions (RPT) shall be reviewed and approved by at least two-thirds (2/3) vote of the Board of Directors, with at least a majority of the Company's independent directors voting in the affirmative. If the majority of the Company's independent directors' votes are 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>	
2. RPT policy includes appropriate review and approval of material RPTs, which guarantee fairness and transparency of the transactions.	COMPLIANT		
3. RPT policy encompasses all entities within the group, taking into account their size, structure, risk profile and complexity of operations.	COMPLIANT	<p>The Board on October 25, 2019 reviewed and approved the Material Related Party Transactions policy. https://www.bellecorp.com/wp-content/uploads/2025/04/01.-BEL-GCA-POLICY-RPT-10252019.pdf</p> <p>Manual on Corporate Governance (February 2021), item 3.5, pp.27-29 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p><i>Identify transactions that were approved pursuant to the policy.</i></p>	

		<p>There were no material related party transactions reported in 2025.</p> <p>For the related party transactions in 2025, please refer to SEC Form 17-A Annual Report for 2025, pp.235-237 of pdf https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	
Supplement to Recommendation 2.7			
<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide information on a materiality threshold for RPT disclosure and approval, if any. Provide information on RPT categories.</i></p> <p>Any material related party transaction (RPT), either individually, or in aggregate over a twelve (12) – month period with the same related party, amounting to ten percent (10%) or higher of the Company’s total consolidated assets based on its latest audited financial statements, shall be considered material RPTs.</p> <p>In accordance with SEC Memo Circular No. 10, series of 2019 on material related party transactions policy for publicly listed companies, the Board approved on October 25, 2019 and submitted its Material Related Party Transactions Policy to the SEC and posted the same on its website.</p> <p>https://www.bellecorp.com/wp-content/uploads/2025/04/01.-BEL-GCA-POLICY-RPT-10252019.pdf Manual on Corporate Governance (February 2021), item 3.5.2, p.29</p>	

		<p>https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>An advisement report on material RPTs amounting to 10% or higher of Belle’s total assets shall be filed within three calendar days after execution of the transaction. The advisement report shall be signed by Belle’s Corporate Secretary or authorized representative.</p> <p>SEC Form 17-A Annual Report for 2025: Related Party Transactions, item 36, pp. 153-154 of pdf; Item 27, pp. 235-237 of pdf</p> <p>https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement Website.pdf</p> <p>In the meantime, all related party transactions which are not in the usual course of business and which are equal or greater than the materiality threshold of Php 100Mn, shall be subject for review by the Related Party Transactions Committee. Be that as it may, all RPTs are conducted at current market rates and on an arm’s length basis.</p> <p>Manual on Corporate Governance, Related Party Transactions, https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p>	
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<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><i>Provide information on voting system, if any.</i></p> <p>Any material related party transaction (RPT), either individually, or in aggregate over a twelve (12) – month period with the same related party, amounting to ten percent (10%) or higher of the Company's total consolidated assets based on its latest audited financial statements, shall be considered material RPTs. These material RPTs shall be reviewed and approved by at least two-thirds (2/3) vote of the Board of Directors, with at least a majority of the Company's independent directors voting in the affirmative. If the majority of the Company's independent directors' votes are 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>All Board-approved material RPTs are subject to ratification by a vote of the majority and minority shareholders during shareholders' meetings.</p> <p>Manual on Corporate Governance (February 2021), item 2.1.I, pp. 11-12 and item 3.5, pp. 27-29 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>The agenda items included in the Notice to the April 28, 2025 Annual Shareholders' Meeting were for the stockholders' approval. During the Company's April 28, 2025 Annual Shareholders' Meeting, the Board of Directors presented to the stockholders the acts of the Board, Board Committees, and</p>	
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		<p>Management for the stockholders' confirmation, ratification and approval. These included among others the related party transactions entered into by the Company from May 31, 2024 to April 28, 2025.</p> <p>Results of the 2025 Annual Shareholders' Meeting https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-Results-of-2025-Annual-Stockholders-Meeting-28apr25.pdf</p> <p>ASM Minutes and Results of the ASM, Minutes of Belle Corporation ASM held on May 31, 2024, approved by the shareholders on April 28, 2025. https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-May-31-2024-ASM-Minutes-approved.pdf</p> <p>While there were no material related party transactions entered into by the Company as of December 31, 2024, the related party transactions entered into by Belle were ratified by the stockholders on April 28, 2025.</p> <p>No material RPTs were entered into by Belle from January 1 to December 31, 2025. The RPTs reported during the same period were ratified by the shareholders during the April 27, 2026 ASM.</p> <p>ASM Minutes held on April 28, 2025 approved by the stockholders during the April 27, 2026 ASM https://www.bellecorp.com/wp-content/uploads/2026/04/BELLE-ASM-2025-Minutes-approved-on-27apr26.pdf</p> <p>Results of the 2026 Annual Stockholders' Meeting</p>	
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		https://www.bellecorp.com/wp-content/uploads/2026/04/BEL-SEC-Form-17-C-2026-Results-of-ASM-Meeting-27apr2026.pdf	
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><i>Provide information on or reference to a document containing the Board’s policy and responsibility for approving the selection of management.</i></p> <p>Manual on Corporate Governance (February 2021), item 2.1.m, p.12 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/Succession-Planning-Policy https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-GCA-Policy-GOV-2018-002-Succession-Planning-v6.pdf</p> <p><i>Identify the Management Team appointed.</i></p> <p>The members of Management were appointed during the April 27, 2026 and April 28, 2025 Organizational Meetings conducted right after the ASMs.</p> <p>Results of the 2026 Board Organizational Meeting https://www.bellecorp.com/wp-content/uploads/2026/04/BEL-SEC-Form-17-C-2026-Results-of-Org-Meeting-27apr2026.pdf</p> <p>Results of the 2025 Board Organizational Meeting https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-Results-of-2025-Organizational-Meeting-28apr25.pdf</p>	

<p>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).</p>	<p>COMPLIANT</p>	<p><i>Provide information on or reference to a document containing the Board's policy and responsibility for assessing the performance of management.</i></p> <p>Manual on Corporate Governance (February 2021), item 2.1.n, p.12 and item 6.1, pp. 35-36 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>SEC Form 17-A Annual Report for 2025, pp. 53-54 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p> <p><i>Provide information on the assessment process and indicate frequency of assessment of performance.</i></p> <p>The Board annually assesses the performance of the Chief Executive Officer (CEO). The Head of the other control functions are appraised by the CEO representing the Board of Directors through the Company's Performance Appraisal Management System (PAMS) were evaluated in March 2025 and March 2026. Evaluation criteria includes accomplishment of defined goals in line with company strategies and objectives. Likewise, demonstration of core values is assessed, i.e. Sustainability, Accountability, Integrity, Leadership, Hard Work, and Innovation.</p> <p>The Board assesses the Chief Risk Officer, Compliance Officer, and the Chief Audit Executive for their past performances, and the</p>	
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		<p>same are done on an annual basis. For the 2024 and 2025 performances, these were completed with the first quarter of 2025 and 2026, respectively.</p> <p>Board of Directors Evaluation for 2025 https://www.bellecorp.com/wp-content/uploads/2026/04/BEL-Board-Eval-Form-2025.pdf</p> <p>https://www.bellecorp.com/board-matters/</p>	
Recommendation 2.9			
1. Board establishes an effective performance management framework that ensures that Management’s performance is at par with the standards set by the Board and Senior Management.	COMPLIANT	<p><i>Provide information on or link/reference to a document containing the Board’s performance management framework for management and personnel.</i></p> <p>Manual on Corporate Governance (February 2021), item 2.1.n, p.12 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p>	
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	<p>Performances of management and employees are assessed annually, implemented either manually or through the Performance Appraisal Management System (PAMS). Appraiser and appraisee discuss the appraisal and agree on the assessment after which the evaluation is sent to the Department Head for review and approval. Evaluation criteria includes accomplishment of defined goals in line with company strategies and objectives. Likewise, demonstration of core values is assessed, i.e. Sustainability, Accountability, Integrity, Leadership, Hard Work,</p>	

		<p>and Innovation. The evaluations for their 2025 performances were done no later than February 28, 2026.</p> <p>Code of Business Conduct and Ethics (May 2018), item III.D. Employee Welfare, p. 4 https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf</p> <p>https://www.bellecorp.com/code-of-business-conduct-and-ethics/</p>	
Recommendation 2.10			
1. Board oversees that an appropriate internal control system is in place.	COMPLIANT	<p><i>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.</i></p>	
2. The internal control system includes a mechanism for monitoring and managing potential of the Management, members and shareholders.	COMPLIANT	<p>Manual on Corporate Governance (February 2021), item 2.1.o, p.12 and item 3.2, pp 21-23 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>Audit Committee – Internal Control System https://www.bellecorp.com/board-matters/</p> <p>https://www.bellecorp.com/wp-content/uploads/2025/01/Internal-Control-System.pdf</p> <p>Audit Committee Charter</p>	

		https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Audit-Comm-Charter.pdf https://www.bellecorp.com/board-matters/ Internal Audit Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-FINAL-Internal-Audit-Charter-12may23.pdf	
3. Board approves the Internal Audit Charter.	COMPLIANT	<i>Provide reference or link to the Company's Internal Audit Charter.</i> The Board, through the Audit Committee, approves the Internal Audit Charter. https://www.bellecorp.com/board-matters/ Audit Committee – Internal Audit Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-FINAL-Internal-Audit-Charter-12may23.pdf Audit Committee – Audit Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Audit-Comm-Charter.pdf	
Recommendation 2.11			
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	<i>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.</i>	
2. The risk management framework guides the board in identifying units/business lines and enterprise-level risk exposures, as well as	COMPLIANT	Manual on Corporate Governance (February 2021), item 2.1.p, p.12 and item 3.4, pp 26-27	

<p>the effectiveness of risk management strategies.</p>		<p>https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>Enterprise Risk Management https://www.bellecorp.com/enterprise-risk-management/</p> <p><i>Provide proof of effectiveness of risk management strategies, if any.</i></p> <p>The Enterprise Risk Management (ERM) matrices are prepared bi-annually by the respective Business Units Heads. The process includes identification, rationalization and assessment/prioritizing of risks. Development and implementation of risk management strategies then follow which involve avoidance, reduction, transfer or acceptance.</p> <p>Thereafter, these are presented to the Management Committee for discussion. The Chief Risk Officer chairs the meetings and provides direction as necessary. The ERM matrices are then presented to the Risk Oversight Committee to ensure the integrity and quality of the Company’s risk management system.</p> <p>The matrices used by the Company include the risks’ descriptions and information on how they are mitigated. They are also categorized based on “Impact” and “Likelihood of Occurrence.” Effectiveness of the strategies employed to manage the risk may be determined if the risk items from the previous year are considered “closed” or “moved to issue” or “open” with provisions on how they may be mitigated.</p>	
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		These risk matrices are updated and discussed bi-annually with the Risk Oversight Committee discussed them in February 2025, July 2025 and April 2026.	
Recommendation 2.12			
1. Board has a Board Charter that formalizes and clearly states its roles, responsibilities and accountabilities in carrying out its fiduciary role.	COMPLIANT	<i>Provide link to the company's website where the Board Charter is disclosed.</i> Board of Directors' Charter https://www.bellecorp.com/the-board-of-directors/	
2. Board Charter serves as a guide to the directors in the performance of their functions.	COMPLIANT	https://www.bellecorp.com/wp-content/uploads/2026/05/2025-BEL-BOC-Charter-review-30oct25-C.pdf	
3. Board Charter is publicly available and posted on the company's website.	COMPLIANT	The Board Charter was reviewed and approved by the Board in October 2025.	
Recommendation 2.13			
1. Board has a clear insider trading policy.	COMPLIANT	<i>Provide information on or link/reference to a document showing company's insider trading policy.</i> Insider Trading Policy https://www.bellecorp.com/wp-content/uploads/2025/04/GOV-2017-002-INSIDER-TRADING-v1r2.pdf https://www.bellecorp.com/company-policies/ Code of Business Conduct and Ethics, Item II.B and Annex 1 https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf	

		https://www.bellecorp.com/code-of-business-conduct-and-ethics/	
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	<p><i>Provide information on or link/reference to a document showing company's policy on granting loans to directors, if any.</i></p> <p>Code of Business Conduct and Ethics, item III.G, p.6 https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf</p> <p>https://www.bellecorp.com/code-of-business-conduct-and-ethics/</p> <p>Grants or loan arrangements extended to Directors and Key Officers by the Company and/or its subsidiaries and affiliates are prohibited unless covered by the requisite approval from the Board of Directors, and are done at arms-length basis and at current market rates.</p> <p>Conflict of Interest Policy, Items 5.4-5.5 https://www.bellecorp.com/wp-content/uploads/2025/04/GCA-Policy-GOV-2017-004-CONFLICT_0.pdf</p>	
2. Company discloses the types of decision requiring board of directors' approval.	COMPLIANT	<p><i>Indicate the two types of decision requiring board of directors' approval and where they are disclosed.</i></p> <p>The Board is responsible for approving the amendments to the By-Laws, dividend declarations, audited financial statements, Integrated Reports, quarterly financial reports and material related party transactions, among others. These are regularly</p>	

		<p>disclosed to the SEC and PSE, and posted on the company website.</p> <p>Summary of Board Activities for 2025 https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf</p> <p>Quarterly financial reports in 2025 may be viewed in the company website via the links below: https://www.bellecorp.com/financial-reports/</p> <p>Disclosures filed with the PSE and SEC are posted in the Company website: https://www.bellecorp.com/disclosures/</p>	
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Principle 3: Board committees should be set up to the extent possible to support the effective performance of the Board’s functions, particularly with respect to audit, risk management, related party transactions, and other key corporate governance concerns, such as nomination and remuneration. The composition, functions and responsibilities of all committees established should be contained in a publicly available Committee Charter.

Recommendation 3.1

1. Board establishes board committees that focus on specific board functions to aid in the optimal performance of its roles and responsibilities.	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on all the board committees established by the company.</i></p> <p>Board Committees https://www.bellecorp.com/board-matters/</p> <p>Manual on Corporate Governance (February 2021), Item 3, pp. 20-31</p>	
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		<p>https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/board-matters/</p> <p>SEC Form 17-A Annual Report for 2025, pp. 55-56</p> <p>https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p> <p>https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	
Recommendation 3.2			
<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the Audit Committee, including its functions.</i></p> <p>Audit Committee Charter</p> <p>https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Audit-Comm-Charter.pdf</p> <p>https://www.bellecorp.com/board-matters/</p> <p><i>Indicate if it is the Audit Committee’s responsibility to recommend the appointment and removal of the company’s external auditor.</i></p> <p>It is the Audit Committee’s responsibility to recommend the appointment and the removal of the Company’s External Auditor. On February 20, 2025, the Management endorsed to the Audit Committee the appointment of Reyes Tacandong & Co. (RTC) as the Company’s External Auditor for 2025. The Audit Committee</p>	

		<p>on February 21, 2025 recommended to the Board the appointment of RTC for approval by the stockholders during the April 28, 2025 ASM.</p> <p>Manual on Corporate Governance (February 2021), item 3.2.1.g, p.22 and item 3.2.1.n, p23 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>As stated in the approved draft Minutes of the Annual Stockholders' Meeting on April 28, 2025, the Audit Committee has recommended, and the Board of Directors has endorsed for the consideration of the shareholders, the appointment of Reyes Tacandong & Co. as the Corporation's external auditor for the year 2025.</p> <p>Reyes Tacandong & Co. was re-appointed as the Company's External Auditor for 2025 during the April 28, 2025 ASM;</p> <p>Results of the 2025 Annual Shareholders' Meeting https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-Results-of-2025-Annual-Stockholders-Meeting-28apr25.pdf</p> <p>During the February 26, 2026, the Audit Committee recommended to the Board of Directors the appointment of Reyes Tacandong & Co. as the Company's External Auditor for 2026. The stockholders approved such recommendation during the April 27, 2026 Annual Stockholders' Meeting.</p>	
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		<p>Results of the 2026 Annual Stockholders' Meeting https://www.bellecorp.com/wp-content/uploads/2026/04/BEL-SEC-Form-17-C-2026-Results-of-ASM-Meeting-27apr2026.pdf</p>	
<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>	<p><i>Provide information or link/reference to a document containing information on the members of the Audit Committee, including their qualifications and type of directorship.</i></p> <p>Audit Committee https://www.bellecorp.com/corporate-governance/board-matters</p> <p>Members of Audit Committee are:</p> <ol style="list-style-type: none"> 1. Mr. Laurito E. Serrano, Independent Director, Chairperson 2. Atty. Maria Gracia M. Pulido Tan, Independent Director, Member 3. Mr. Jacinto C. Ng, Jr., Non-Executive Director, Member <p>Belle Corporation Website https://www.bellecorp.com/the-board-of-directors/</p> <p>Belle Corporation's website / Board Diversity Policy, Board Distinction List, and Skill Set Matrix https://www.bellecorp.com/wp-content/uploads/2026/04/2025-BEL-Skill-Set-Matrix.pdf</p>	
<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>	<p><i>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.</i></p> <p>Board of Directors https://www.bellecorp.com/the-board-of-directors/</p>	

		<p>Belle Corporation’s website / Board Diversity Policy, Board Distinction List, and Skill Set Matrix https://www.bellecorp.com/wp-content/uploads/2026/04/2025-BEL-Skill-Set-Matrix.pdf</p> <p>SEC Form 17-A Annual Report for 2025, p. 59 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p> <p>Belle Corporation website https://www.bellecorp.com/board-matters/</p>	
<p>4. The Chairman of the Audit Committee is not the Chairman of the Board or of any other committee.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the Chairman of the Audit Committee.</i></p> <p>Independent Director Laurito E. Serrano is the Company’s Audit Committee Chairman.</p> <p>Board of Directors / Mr. Laurito E. Serrano https://www.bellecorp.com/the-board-of-directors/</p> <p>SEC Form 20-IS for 2026 ASM (Definitive), p.13, 22 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p> <p>SEC Form 20-IS for 2025 ASM (Definitive), p.10,19 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p>	

Supplement to Recommendation 3.2

<p>1. Audit Committee approves all non-audit services conducted by the external auditor.</p>	<p>COMPLIANT</p>	<p><i>Provide proof that the Audit Committee approved all non-audit services conducted by the external auditor.</i></p> <p>The External Auditor, Reyes & Tacandong & Co., did not perform non-audit services from 2021-2025.</p> <p>Manual on Corporate Governance (February 2021), item 3.2.1.i, p.22 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>SEC Form 17-A Annual Report for 2025, pp. 42 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	
<p>2. Audit Committee conducts regular meetings and dialogues with the external audit team without anyone from management present.</p>	<p>COMPLIANT</p>	<p><i>Provide proof that the Audit Committee conducted regular meetings and dialogues with the external audit team without anyone from management present.</i></p> <p>Audit Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Audit-Comm-Charter.pdf</p> <p>https://www.bellecorp.com/board-matters/</p> <p>On February 20, 2025, RTC representatives met with the non-executive directors of the company, without the presence of Management. They did the same on February 25, 2026.</p>	

		<p>Summary of Board Activities for 2025 https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf</p>	
Optional: Recommendation 3.2			
1. Audit Committee meet at least four times during the year.	COMPLIANT	<p><i>Indicate the number of Audit Committee meetings during the year and provide proof.</i></p> <p>The Committee met six (6) times in 2025: February 20, April 24, June 27, July 23, September 26, October 29, 2025</p> <p>Summary of Board Activities for 2025 https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf</p> <p>Summary of 2025 Board Committee meetings Audit Committee Attendance https://www.bellecorp.com/wp-content/uploads/2026/04/2025-Summary-of-Committee-Meetings.pdf</p> <p>SEC Form 17-A Annual Report for 2025, p. 56 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement Website.pdf</p>	
2. Audit Committee approves the appointment and removal of the internal auditor.	COMPLIANT	<p><i>Provide proof that the Audit Committee approved the appointment and removal of the internal auditor.</i></p>	

		<p>It is the Audit Committee’s responsibility to recommend the appointment and removal of the company’s internal auditor.</p> <p>Audit Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Audit-Comm-Charter.pdf</p> <p>https://www.bellecorp.com/board-matters/</p> <p>Mr. Jesus Ricardo Pineda, as recommended by the Audit Committee during its April 24, 2025 meeting, was appointed as Head of Internal Audit during the Organizational Meeting of the Board held on April 28, 2025 right after the ASM.</p> <p>Results of the 2025 Board Organizational Meeting https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-Results-of-2025-Organizational-Meeting-28apr25.pdf</p>	
<p>Recommendation 3.3</p>			
<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>	<p>COMPLIANT</p>	<p><i>Provide information or reference to a document containing information on the Corporate Governance Committee, including its functions.</i></p> <p>Corporate Governance Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-CG-Comm-Charter.pdf</p> <p><i>Indicate if the Committee undertook the process of identifying the quality of directors aligned with the company’s strategic direction, if applicable.</i></p>	

On February 20, 2025, the Committee discussed corporate governance-related matters, which included the process of identifying the quality of directors aligned with the company's strategic direction. The final list of nominees of election for 2025-2026 was presented to the Board for approval on February 21, 2025.

Summary of Board Activities for 2025

<https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf>

On February 25, 2026, the Corporate Governance Committee prequalified the nominees for election to the Board for 2026-2027. The Board thereafter met, and approved the said list on February 26, 2026.

Manual on Corporate Governance (February 2021), item 3.3., pp. 23-26

<https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf>

<https://www.bellecorp.com/manual-on-corporate-governance/>

Belle Corporation's website / Board Diversity Policy, Board Distinction List, and Skill Set Matrix

<https://www.bellecorp.com/wp-content/uploads/2026/04/2025-BEL-Skill-Set-Matrix.pdf>

<https://www.bellecorp.com/board-matters/>

		<p>SEC Form 20-IS for 2025 ASM (Definitive), p.77, 79 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p> <p>SEC Form 20-IS for 2026 ASM (Definitive), p. 79, 81 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p>	
2. Corporate Governance Committee is composed of at least three members, all of whom should be independent directors.	COMPLIANT	<p>The Corporate Governance Committee is composed of three (3) Independent Directors, namely:</p> <ol style="list-style-type: none"> 1. Atty. Paquito N. Ochoa, Jr., Chairman 2. Atty. Maria Gracia M. Pulido Tan, Member 3. Mr. Laurito E. Serrano, Member 	
3. Chairman of the Corporate Governance Committee is an independent director.	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the Chairman of the Corporate Governance Committee.</i></p> <p>Atty. Paquito N. Ochoa, Jr., Independent Director, is the Chairperson of the Corporate Governance Committee.</p> <p>Board of Directors/Atty. Paquito N. Ochoa, Jr. https://www.bellecorp.com/the-board-of-directors/</p> <p>SEC Form 17-A Annual Report for 2025, p. 45 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	
Optional: Recommendation 3.3.			
1. Corporate Governance Committee meet at least twice during the year.	COMPLIANT	<i>Indicate the number of Corporate Governance Committee meetings held during the year and provide proof thereof.</i>	

		<p>The Committee met twice in 2025: February 20 and October 29, 2025.</p> <p>Summary of Board Activities for 2025 https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf</p>	
Recommendation 3.4			
<p>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.</p>	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the Board Risk Oversight Committee (BROC), including its functions.</i></p> <p>Risk Oversight Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Risk-Oversight-Comm-Charter.pdf https://www.bellecorp.com/board-matters/</p>	
<p>2. BROC is composed of at least three members, the majority of whom should be independent directors, including the Chairman.</p>	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the members of the BROC, including their qualifications and type of directorship.</i></p> <p>The Risk Oversight Committee is composed of three members, majority of whom are Independent Directors (ID). The Chairperson is an Independent Director.</p> <ol style="list-style-type: none"> 1. Atty. Maria Gracia M. Pulido Tan, Independent Director, Chairperson 2. Mr. Laurito E. Serrano, Independent Director, Member 3. Mr. Gregory L. Domingo, Non-Executive Director, Member 	

		<p>Belle Corporation's website / Board Diversity Policy, Board Distinction List, and Skill Set Matrix https://www.bellecorp.com/wp-content/uploads/2026/04/2025-BEL-Skill-Set-Matrix.pdf</p> <p>Risk Oversight Committee https://www.bellecorp.com/board-matters/</p>	
3. The Chairman of the BROCC is not the Chairman of the Board or of any other committee.	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the Chairman of the BROCC.</i></p> <p>Atty. Maria Gracia M. Pulido Tan, Chairperson of the Risk Oversight Committee, is the Lead Independent Director and is not a Chairperson of any other committees.</p> <p>Board of Directors, Maria Gracia M. Pulido Tan https://www.bellecorp.com/the-board-of-directors/</p> <p>SEC Form 20-IS for 2025 ASM (Definitive), pp. 9, 18 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p> <p>SEC Form 20-IS for 2026 ASM (Definitive), pp. 11, 21 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p>	
4. At least one member of the BROCC has relevant thorough knowledge and experience on risk and risk management.	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the background, skills, and/or experience of the members of the BROCC.</i></p>	

		<p>The Board Risk Oversight Committee is composed of Atty. Maria Gracia M. Pulido Tan, Mr. Laurito E. Serrano and Mr. Gregory L. Domingo.</p> <p>Belle Corporation’s website / Board Diversity Policy, Board Distinction List, and Skill Set Matrix https://www.bellecorp.com/wp-content/uploads/2026/04/2025-BEL-Skill-Set-Matrix.pdf</p> <p>https://www.bellecorp.com/board-matters/</p> <p>SEC Form 20-IS for 2025 ASM (Definitive), pp.8-10 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p> <p>SEC Form 20-IS for 2026 ASM (Definitive), Profiles of Mr. Gregory L. Domingo, Atty. Maria Gracia M. Pulido Tan and Mr. Laurito E. Serrano, pp.10, 11, 13 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p>	
Recommendation 3.5			
<p>1. Board establishes a Related Party Transactions (RPT) Committee, which is tasked with reviewing all material related party transactions of the company.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the Related Party Transactions (RPT) Committee, including its functions.</i></p> <p>Related Party Transactions Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-RPT-Comm-Charter.pdf</p> <p>Manual on Corporate Governance (February 2021), item 3.5, pp.27-29</p>	

		https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/	
2. RPT Committee is composed of at least three non-executive directors, two of whom should be independent, including the Chairman.	COMPLIANT	<p><i>Provide information or link/reference to a document containing information on the members of the RPT Committee, including their qualifications and type of directorship.</i></p> <p>The Related Party Transactions Committee is composed of three members and all of whom are Independent Directors, namely:</p> <ol style="list-style-type: none"> 1. Atty. Paquito N. Ochoa, Chairman 2. Atty. Maria Gracia M. Pulido Tan, Member 3. Mr. Laurito E. Serrano, Member <p>Belle Website https://www.bellecorp.com/the-board-of-directors/</p> <p>Related Party Transactions Committee https://www.bellecorp.com/corporate-governance/board-matters</p>	
Recommendation 3.6			
1. All established committees have a Committee Charter stating in plain terms their respective purposes, memberships, structures, operations, reporting process, resources and other relevant information.	COMPLIANT	<p><i>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 process.</i></p> <p>Committee Composition</p>	

<p>2. Committee Charters provide standards for evaluating the performance of the Committees.</p>	<p>COMPLIANT</p>	<p>https://www.bellecorp.com/board-matters/</p> <p>Executive Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Ex-Comm-Charter-04mar24.pdf</p> <p>Audit Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Audit-Comm-Charter.pdf</p> <p>Corporate Governance Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-CG-Comm-Charter.pdf</p> <p>Risk Oversight Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Risk-Oversight-Comm-Charter.pdf</p> <p>Related Party Transactions Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-RPT-Comm-Charter.pdf</p> <p>Compensation and Remuneration Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-CompRem-Comm-Charter.pdf</p> <p>Manual on Corporate Governance (February 2021), item 3, pp.20-31 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p>	
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		https://www.bellecorp.com/manual-on-corporate-governance/ Committee Charters https://www.bellecorp.com/board-matters/ The Committee Charters are reviewed and approved annually by the respective Board Committees.	
3. Committee Charters were fully disclosed on the company's website.	COMPLIANT	<i>Provide link to company's website where the Committee Charters are disclosed.</i> Committee Charters https://www.bellecorp.com/board-matters/ The Committee Charters, posted in the company website, are reviewed annually. In 2025 and 2026, they were reviewed in February of each year. Summary of 2025 Board Activities: https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf	
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	COMPLIANT	<i>Provide information on or link/reference to a document containing information on the process and procedure for tele/videoconferencing board and/or committee meetings.</i>	

<p>accordance with the rules and regulations of the Commission.</p>		<p>Manual on Corporate Governance (February 2021), item 4.1, p.31 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>On March 19, 2021, the Board of Directors discussed and approved the internal procedures on meetings by remote communication given the on-going pandemic which prevented face-to-face meetings.</p> <p>If a Director is not able to personally attend the meeting, subject to the existing rules, he may be able to participate through the use of modern technology such as but not limited to telephone or video conference. This is on the premise that said Director is able to participate actively in the discussions. Prior advice to the Corporate Secretary is required so arrangements for the tools for communication and recording to be used may be made. Prior to the start of the actual meeting, it is important to determine if all Directors present can hear one another as well as the other participants who will present matters before the Board or Committee meetings.</p> <p>The Corporate Secretary keeps copies of the recordings of the virtual meetings.</p> <p><i>Provide information or link/reference to a document containing information on the attendance and participation of directors to Board, Committee and shareholders' meetings.</i></p>	
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		<p>Summary of Board Activities for 2025 https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf</p> <p>SEC Form 17-A Annual Report for 2025, pp. 53, 56-57 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p> <p>All directors attended the 2025 and 2026 Annual Stockholders' Meetings of Belle Corporation</p> <p>Attendance to the 2025 ASM as stated in shareholders-approved Minutes of ASM https://www.bellecorp.com/wp-content/uploads/2026/04/BELLE-ASM-2025-Minutes-approved-on-27apr26.pdf</p> <p>Attendance to the 2026 ASM as stated in draft Minutes of ASM https://www.bellecorp.com/wp-content/uploads/2026/05/BELLE-ASM-2026-Draft-Minutes-CC.pdf</p>	
<p>2. The directors review meeting materials for all Board and Committee meetings.</p>	<p>COMPLIANT</p>	<p>Manual on Corporate Governance (February 2021), item 2.9.2, p.19 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p>	

		<p>Board materials are electronically sent to the Directors five (5) days in advance to provide them ample time to prepare for their Board and Committee Meetings. Printed copies are made available upon request in support of the Company's sustainability initiatives.</p>	
<p>3. The directors ask the necessary questions or seek clarifications and explanations during the Board and Committee meetings.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on any questions raised or clarification/explanation sought by directors.</i></p> <p>Manual on Corporate Governance (February 2021), items 2.9.3, 19; item 4.1, p.31 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>Summary of Board Activities for 2025 https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf</p> <p>During the Board of Directors' Meeting in July 2025, the Board inquired about Management's approach given the current market challenges for which one of the business units addressed the query. In the succeeding board meeting, another business unit and reported its plans, strategies and enhancement projects and project pipelines in the succeeding meeting, as requested by the Board.</p>	

Recommendation 4.2

<p>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.</p>	<p>COMPLIANT</p>	<p><i>Disclose if the company has a policy setting the limit of board seats that a non-executive director can hold simultaneously.</i></p> <p>The Board on February 23, 2018 has approved the policy on limiting its non-executive directors to hold a maximum of five seats in publicly-listed companies, which includes Belle Corporation.</p> <p>None of the Company’s Non-Executive Directors serve in more than five (5) seats in publicly-listed companies, including Belle Corporation as of December 31, 2025.</p> <p>Manual on Corporate Governance (February 2021), item 4.2.4, p.32 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>Policy on Directors’ Board Seats Held in Other Companies https://www.bellecorp.com/wp-content/uploads/2025/04/03.-BEL-Policy-on-Directorships-in-Other-Cos-GOV-2018-004.pdf</p> <p>https://www.bellecorp.com/company-policies/</p> <p><i>Provide information or reference to document containing information on the directorships of the company’s directors in both listed and non-listed companies.</i></p> <p>The profiles of the incumbent Board of Directors, including their directorships in non-listed companies, are detailed in the</p>	
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		<p>Company's Information Statements and Annual Report, as enumerated below.</p> <p>https://www.bellecorp.com/the-board-of-directors/</p> <p>SEC Form 20-IS for 2025 ASM (Definitive), pp.16-19, 23 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p> <p>SEC Form 20-IS for 2026 ASM (Definitive), pp. 20-22, 25-26 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p> <p>SEC Form 17-A Annual Report for 2025, pp. 43-46, 48 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	
Recommendation 4.3			
<p>1. The directors notify the company's board before accepting a directorship in another company.</p>	<p>COMPLIANT</p>	<p><i>Provide copy of written notification to the board or minutes of board meeting wherein the matter was discussed.</i></p> <p>During the February 28, 2017 Board Meeting, the Board discussed and approved the recommendation for the members of the Board to notify his incumbent Board before accepting a directorship in another Company. Following this approval, the Minutes of the Meeting were prepared duly signed by all members of the Board present during the said meeting. In addition, the Manual on Corporate Governance was revised to include such provision.</p>	

		<p>Manual on Corporate Governance (February 2021), item 4.2.2, p.32 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>The Board approved the adoption of the policy for each Director to notify each of the companies where he sits as a member of the Board before he accepts a directorship in another company.</p> <p>Policy on Directors’ Board Seats Held in Other Companies https://www.bellecorp.com/wp-content/uploads/2025/04/03.-BEL-Policy-on-Directorships-in-Other-Cos-GOV-2018-004.pdf</p> <p>https://www.bellecorp.com/company-policies/</p> <p>As a policy and in adherence to good governance practices, directors are also required to inform the incumbent Board of Directors before accepting directorships in other companies. For Mr. Jacinto C. Ng, Jr., he formally communicated his proposed nomination to be one of Premium Leisure Corp.’s Non-Executive Directors on March 15, 2024. He was elected as such on April 22, 2024.</p> <p>In May 2026, Independent Director Laurito E. Serrano informed the Board of a publicly-listed company’s invitation for him to be one of its independent directors to adhere to Belle’s above-stated policy.</p>	
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Optional: Principle 4

<p>1. Company does not have any executive directors who serve in more than two boards of listed companies outside of the group.</p>	<p>COMPLIANT</p>	<p>Belle does not have any executive director who serve in more than two boards of listed companies outside of the group.</p> <p>The Company's lone Executive Director, Armin Antonio B. Raquel-Santos, serves in two (2) boards of publicly-listed companies where he sits as Executive Director/President & CEO of Pacific Online Systems Corporation (LOTO), and as a non-executive director of APC Group, Inc. (APC). LOTO's ultimate parent company is Belle, while APC is an affiliate of Belle.</p>	
<p>2. Company schedules board of directors' meetings before the start of the financial year.</p>	<p>COMPLIANT</p>	<p>Manual on Corporate Governance (February 2021), item 2.7.3, p.18 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>The Board discussed and approved the proposed schedule of its 2025 meetings on November 7, 2024 and the 2026 schedules of meetings were taken up and approved during its October 29, 2025 Board meeting.</p> <p>Summary of Board Activities for 2025 https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf</p>	
<p>3. Board of directors meet at least six times during the year.</p>	<p>COMPLIANT</p>	<p><i>Indicate the number of board meetings during the year and provide proof.</i></p> <p>The Board of Directors met eight (8) times in 2025.</p>	

		<p>https://www.bellecorp.com/wp-content/uploads/2026/04/2025-BOD-Meeting.pdf</p> <p>https://www.bellecorp.com/the-board-of-directors/</p> <p>Summary of Board Activities in 2025 https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf</p>	
<p>4. Company requires as minimum quorum of at least 2/3 for board decisions.</p>	<p>COMPLIANT</p>	<p><i>Indicate the required minimum quorum for board decisions.</i></p> <p>Manual on Corporate Governance (February 2021), item 2.7.6, p.19 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>Presence of 2/3 of the directors is required when determining the quorum of the meeting.</p> <p>As stated in its Material Related Party Transactions policy, all individual material RPTs shall be reviewed and approved by at least two-thirds (2/3) vote of the Board of Directors, with at least a majority of the Company’s independent directors voting in the affirmative.</p> <p>https://www.bellecorp.com/wp-content/uploads/2025/04/01.-BEL-GCA-POLICY-RPT-10252019.pdf</p>	

Principle 5: The board should endeavor to exercise an objective and independent judgment on all corporate affairs

Recommendation 5.1

1. The Board has at least 3 independent directors or such number as to constitute one-third of the board, whichever is higher.

COMPLIANT

Provide information or link/reference to a document containing information on the number of independent directors in the board.

The Belle Board is composed of three (3) Independent Directors, namely, Atty. Maria Gracia M. Pulido Tan, Atty. Paquito N. Ochoa, Jr. and Mr. Laurito E. Serrano.

Directors' Name	Type [Executive Director (ED), Non-Executive Director (NED) or Independent Director (ID)]	Age	Date of First Election	Date last elected (# ID, state the number of years served as ID)	Elected when (Special/ Annual Meeting)	No. of years and months served as Director / Officer
Willy N. Oser	NED	69	05/24/1999	04/28/2025	Annual	26 yrs. and 6 mos.
Armin Antonio B. Raquel Santos	ED	68	04/28/2022	04/28/2025	Annual	3 yr. and 8 mos.
Jacinto C. Ng, Jr.	NED	66	07/08/2000	04/28/2025	Annual	25 yrs. and 4 mos.
Gregory L. Domingo	NED	71	05/31/2024	04/28/2025	Annual	1 yr. and 7 mos.
Maria Gracia P. Tan	ID	70	06/25/2021	04/28/2025	Annual	4 yrs. and 6 mos.
Paquito N. Ochoa, Jr.	ID	65	05/31/2024	04/28/2025	Annual	1 yr. and 7 mos.
Laurito E. Serrano	ID	65	05/31/2024	04/28/2025	Annual	1 yr. and 7 mos.

SEC Form 17-A Annual Report for 2025, pp. 44-45
https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf

Belle Corporation's website
<https://www.bellecorp.com/the-board-of-directors/>

Results of the 2025 Annual Shareholders' Meeting
<https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-Results-of-2025-Annual-Stockholders-Meeting-28apr25.pdf>

Results of the 2026 Annual Stockholders' Meeting
<https://www.bellecorp.com/wp-content/uploads/2026/04/BEL-SEC-Form-17-C-2026-Results-of-ASM-Meeting-27apr2026.pdf>

Recommendation 5.2

<p>1. The independent directors possess all the qualifications and none of the disqualifications to hold the positions.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the qualifications of the independent directors.</i></p> <p>Qualifications of our Independent Directors, Atty. Maria Gracia M. Pulido Tan, Paquito N. Ochoa, Jr., and Laurito E. Serrano are found in:</p> <p>Board Diversity and Skills Set as of December 31, 2025 https://www.bellecorp.com/wp-content/uploads/2026/04/2025-BEL-Skill-Set-Matrix.pdf</p> <p>SEC Form 20-IS for 2025 ASM (Definitive), pp.18-19 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p> <p>SEC Form 17-A Annual Report for 2025, pp. 45-46 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p> <p>SEC Form 20-IS for 2026 ASM (Definitive), pp. 21-22 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p> <p>Manual on Corporate Governance (February 2021), item 5.1, pp. 32-33 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p>	
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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>	<p>COMPLIANT</p>	<p><i>Provide link/reference to a document containing information that directors are not constrained to vote independently.</i></p> <p>Belle has no shareholder agreements, by-laws, provisions, or other arrangements that constrain the directors' ability to vote independently. As indicated in the Manual for Corporate Governance, the directors shall act judiciously. They shall evaluate the issues, ask questions and seek clarifications necessary before deciding on any matter brought before the Board.</p> <p>Manual on Corporate Governance (February 2021), item 2.9.3, p. 19 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p>	
Recommendation 5.3			
<p>1. The independent directors serve for a cumulative term of nine years (reckoned from 2012).</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document showing the years IDs have served as such.</i></p> <p>None of the Company's Independent Directors have served for a cumulative term of nine years as of December 31, 2025.</p> <p>Atty. Maria Gracia M. Pulido Tan was elected in June 2021, Mr. Laurito E. Serrano and Atty. Paquito N. Ochoa, Jr. in May 2024.</p> <p>SEC Form 20-IS for 2025 ASM (Definitive), p. 16 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p>	

		<p>SEC Form 20-IS for 2026 ASM (Definitive), p. 19 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf https://www.bellecorp.com/our-company/board-directors</p>	
<p>2. The company bars an independent director from serving in such capacity after the term limit of nine years.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to a document containing information on the company's policy on term limits for its independent directors.</i></p> <p>During the February 23, 2018 Board meeting, the Board approved the policy on setting the maximum term of nine years for Independent Directors, reckoning date of which is January 2012, or the date of commencement of their term, if later than January 2012. The Independent Directors (ID) may serve as a Non-executive Director after his/her tenure as an ID.</p> <p>Policy on Tenure of Independent Directors https://www.bellecorp.com/wp-content/uploads/2025/04/04.-BEL-Policy-on-Tenure-of-IDs-GOV-2018-005.pdf</p> <p>Manual on Corporate Governance (February 2021), item 2.5.1.h, p. 17 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p>	
<p>3. In the instance that the company retains an independent director in the same capacity</p>	<p>COMPLIANT</p>	<p><i>Provide reference to the meritorious justification and proof of shareholders' approval during the annual shareholders' meeting.</i></p>	

<p>after nine years, the board provides meritorious justification and seeks shareholders' approval during the annual shareholders' meeting.</p>		<p>There are no incumbent Independent Directors serving beyond the 9-year term. Maria Gracia M. Pulido-Tan was elected in June 2021, while Mr. Laurito E. Serrano and Atty. Paquito N. Ochoa, Jr. were elected on May 31, 2024.</p>	
<p>Recommendation 5.4</p>			
<p>1. The positions of Chairman of the Board and Chief Executive Officer are held by separate individuals.</p>	<p>COMPLIANT</p>	<p><i>Identify the company's Chairman of the Board and Chief Executive Officer.</i></p> <p>The positions of Chairman of the Board and Chief Executive Officers are held by different individuals.</p> <p>Messrs. Willy N. Ocier and Armin Antonio B. Raquel Santos were re-elected as Directors, and appointed as Chairman and President/CEO, respectively, on April 28, 2025 and April 27, 2026 during the ASMs and Organizational Meetings of the Company.</p> <p>Results of the 2025 Board Organizational Meeting https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-Results-of-2025-Organizational-Meeting-28apr25.pdf</p> <p>Results of the 2026 Board Organizational Meeting https://www.bellecorp.com/wp-content/uploads/2026/04/BEL-SEC-Form-17-C-2026-Results-of-Org-Meeting-27apr2026.pdf</p>	
<p>2. The Chairman of the Board and Chief Executive Officer have clearly defined responsibilities.</p>	<p>COMPLIANT</p>	<p><i>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.</i></p> <p>Manual on Corporate Governance (February 2021), item 2.2, pp. 12-13 and item 5.2., pp. 33-34</p>	

		<p>https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p><i>Identify the relationship of Chairman and CEO.</i> No relationship between the Chairman and the CEO.</p>	
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><i>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.</i></p> <p>The Chairman of the Board is not an Independent Director. During the Organizational Meetings held on April 28, 2025 and April 27, 2026, Atty. Maria Gracia M. Pulido Tan, was designated as the Company's Lead Independent Director.</p> <p>Results of the 2025 Board Organizational Meeting https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-Results-of-2025-Organizational-Meeting-28apr25.pdf</p> <p>Results of the 2026 Board Organizational Meeting https://www.bellecorp.com/wp-content/uploads/2026/04/BEL-SEC-Form-17-C-2026-Results-of-Org-Meeting-27apr2026.pdf</p> <p>Belle Corporation's website / Atty. Maria Gracia M. Pulido Tan https://www.bellecorp.com/the-board-of-directors/</p> <p>Manual on Corporate Governance (February 2021), item 5.3, pp. 34-35</p>	

		https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/	
Recommendation 5.6			
1. Directors with material interest in a transaction affecting the corporation abstain from taking part in the deliberations on the transaction.	COMPLIANT	<i>Provide proof of abstention, if this was the case.</i> At the February 2025 meeting of the Board, one of the members having a perceived conflict of interest abstained from the discussion on a particular transaction. This was included in the minutes of the meeting prepared by the Corporate Secretary.	
Recommendation 5.7			
1. The non-executive directors (NEDs) have separate periodic meetings with the external auditor and heads of the internal audit, compliance and risk functions, without any executive present.	COMPLIANT	<i>Provide proof and details of said meeting, if any. Provide information on the frequency and attendees of meetings.</i> The non-executive directors (NEDs) had separate periodic meetings with the external auditor and heads of compliance and risk functions, without any executive present. These were done on February 20, 2025, and February 26, 2026 chaired by Atty. Maria Gracia M. Pulido Tan, Lead Independent Director.	
2. The meetings are chaired by the lead independent director.	COMPLIANT	Summary of Board Activities for 2025 https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf	
Optional: Principle 5			
1. None of the directors is a former CEO of the company in the past 2 years.	COMPLIANT	<i>Provide name/s of company CEO for the past 2 years.</i>	

		From April 28, 2022 to May 31, 2024 – Mr. Jackson T. Ongsip	
		From May 31, 2024 to present – Mr. Armin Antonio B. Raquel Santos	

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	<i>Provide proof of self-assessments conducted for the whole board, the individual members, the Chairman and the Committees.</i>	
2. The Chairman conducts a self-assessment of his performance.	COMPLIANT	<p>The Board conducts an annual self-assessment of its collective and individual performance, and that of the Board Committees, the Chairman, President, Chief Compliance Officer (CCO), Chief Risk Officer (CRO), and Chief Audit Executive (CAE)/Internal Audit Head. The evaluation for the 2024 performance was done in February 2025, while the assessment for the 2025 performance was completed in February 2026.</p> <p>Board of Directors Evaluation Forms for 2025 https://www.bellecorp.com/wp-content/uploads/2026/04/BEL-Board-Eval-Form-2025.pdf</p>	
3. The individual members conduct a self-assessment of their performance.	COMPLIANT		
4. Each committee conducts a self-assessment of its performance.	COMPLIANT		
5. Every three years, the assessments are supported by an external facilitator.	COMPLIANT		<p><i>Identify the external facilitator and provide proof of use of an external facilitator.</i></p> <p>As recommended by the Code of Corporate Governance effective from January 2017, Belle engaged the services of the Good Governance Advocates and Practitioners of the Philippines as external facilitator of the 2024 performances of the Board and key officers.</p>

Recommendation 6.2			
<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><i>Provide information or link/reference to a document containing information on the system of the company to evaluate the performance of the board, individual directors and committees, including a feedback mechanism from shareholders.</i></p>	
<p>2. The system allows for a feedback mechanism from the shareholders.</p>	<p>COMPLIANT</p>	<p>The Board of Directors conducts its own individual self-assessment every year and collegiately appraises the performances of the following: Chairman, Chief Executive Officer, Chief Compliance Officer, Chief Risk Officer, and Chief Audit Executive.</p> <p>Criteria used for the assessment are Independence, Leadership, Expertise and Corporate Governance as indicated in the evaluation forms which is made available to the public through the Company's website.</p> <p>Board of Directors Evaluation for 2025 https://www.bellecorp.com/wp-content/uploads/2026/04/BEL-Board-Eval-Form-2025.pdf</p> <p>Manual on Corporate Governance (February 2021), item 6.1, pp. 35-36 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>In order to promote transparency and accountability, the Corporation has a dedicated contact information, where shareholders and stakeholders alike may communicate with the</p>	

Board of Directors through the Governance Department on concerns they may have. Contact details of the Governance Department are included in the Company's website.

<https://www.bellecorp.com/contact-us>

SEC Form 20-IS for 2025 ASM (Definitive), p.82

https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf

SEC Form 20-IS for 2026 ASM (Definitive), p. 84

https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf

For governance related issues or concerns, stakeholders may refer to:

Governance and Corporate Affairs Department
5th Floor Tower A, Two E-com Center
Palm Coast Avenue, Mall of Asia Complex
Pasay City 1300 Philippines
Tel. No.:(632) 8662-8888
Email: governance@bellecorp.com

Investor Relations

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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

<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to the company's Code of Business Conduct and Ethics.</i></p> <p>Code of Business Conduct and Ethics (May 2018) https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf https://www.bellecorp.com/code-of-business-conduct-and-ethics/</p>	
<p>2. The Code is properly disseminated to the Board, senior management and employees.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or discuss how the company disseminated the Code to its Board, senior management and employees.</i></p> <p>The Code of Business Conduct and Ethics (CBCE) version May 2018 was approved by the Board. The said document was then sent to the Board, senior management and employees via email blast. It was also published through the company's website and intranet/portal. Regular updates are also sent through the same medium. Distribution to and discussion of the details CBCE also part of the on-boarding session provided by the Human Resources and Governance Departments for all new employees.</p> <p>Senior Management and employees are also required to annually attend refresher courses on Human Resources, Governance and Compliance, Administration, Data Privacy, and acknowledge in writing their attendance to such as well as receipt of the CBCE and to document their undertaking to be bound by such. Records of these written acknowledgement are kept by the Human Resources Department with the most submissions done in January 2026 and January 2026.</p>	

<p>3. The Code is disclosed and made available to the public through the company website.</p>	<p>COMPLIANT</p>	<p><i>Provide a link the company's website where the Code of Business Conduct and Ethics is posted/disclosed.</i></p> <p>Code of Business Conduct and Ethics https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf https://www.bellecorp.com/code-of-business-conduct-and-ethics/</p>	
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Supplement to Recommendation 7.1

<p>1. Company has clear and stringent policies and procedures on curbing and penalizing company involvement in offering, paying and receiving bribes.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to a document containing information on the company's policy and procedure on curbing and penalizing bribery.</i></p> <p>Company Policies – Gifts/Entertainment/Hospitality https://www.bellecorp.com/wp-content/uploads/2025/04/GCA-Policy-GOV-2017-005-GHE-v3.pdf Belle Corporation website https://www.bellecorp.com/company-policies/ This is further supported by the Company's Policy on Accountability, Integrity, and Vigilance whereby employees are encouraged to report violations or suspected violations of the Code of Business Conduct and Ethics without fear of retaliation. Company Policies – Policy on Accountability, Integrity, and Vigilance https://www.bellecorp.com/wp-content/uploads/2025/04/Accountability-Integrity-Vigilance-Whistle-Blowing.pdf</p>	
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Recommendation 7.2			
1. Board ensures the proper and efficient implementation and monitoring of compliance with the Code of Business Conduct and Ethics.	COMPLIANT	<i>Provide proof of implementation and monitoring of compliance with the Code of Business Conduct and Ethics (CBCE) and internal policies.</i>	
2. Board ensures the proper and efficient implementation and monitoring of compliance with company internal policies.	COMPLIANT	<p style="color: #C00000;">The Head of Human Resources Department is responsible for distribution of the CBCE to all directors, employees, suppliers, and handle investigation of reported violations. She together with the Heads for Internal Audit and Corporate Governance comprise the Ethics Committee, which shall also ensure that immediate investigation is conducted for reported violations. The Managers, on the other hand, are responsible for the dissemination and implementation of the provisions of the Code in their respective work units.</p> <p style="color: #C00000;">For all employees and officers' easy reference, the CBCE is also posted in the company's intranet/portal and corporate website.</p> <p style="color: #C00000;"><i>Indicate who are required to comply with the Code of Business Conduct and Ethics (CBCE) and any findings on non-compliance.</i></p> <p style="color: #C00000;">The Directors, Management, employees, advisers, consultants, and suppliers acting on behalf of Belle are required to comply. The other vendors, contractors, and stakeholders doing business with Belle shall align their dealings with Belle's CBCE.</p> <p style="color: #C00000;">Since it was released, there are no reported violations of the CBCE.</p>	
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.

Revised Manual on Corporate Governance, Disclosure and Transparency, pp. 36-37

<https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf>

Corporate Disclosures

<https://www.bellecorp.com/disclosures/>

<https://www.bellecorp.com/financial-reports/>

Corporate Disclosures Policy

<https://www.bellecorp.com/wp-content/uploads/2025/04/01a.-GCA-Policy-GOV-2018-001-Disclosures.pdf>

SEC Form 17-A Annual Report for 2025; 2025 Integrated Report

https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf

<https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf>

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><i>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.</i></p> <p>Audited Consolidated Financial Statements for 2025 were submitted to the SEC and PSE on February 26, 2026 or within 60 days from the end of the fiscal year. https://www.bellecorp.com/financial-reports/</p> <p>https://www.bellecorp.com/wp-content/uploads/2026/02/BEL-SEC-Form-17-C-2025-Results-and-FS_website.pdf</p> <p>The 1st, 2nd and 3rd Quarterly financial reports for 2025 were published within 30 days after the end of the reporting period https://www.bellecorp.com/financial-reports/</p> <p>SEC Form 17Q as of March 31,2025 https://www.bellecorp.com/wp-content/uploads/2025/05/Belle-SEC-Form-17Q-for-period-ended-March-31-2025-Website.pdf</p> <p>SEC Form 17Q as of June 30, 2025 https://www.bellecorp.com/wp-content/uploads/2025/07/Belle-SEC-Form-17Q-for-period-ended-June-30-2025-Website.pdf</p> <p>SEC Form 17Q as of September 30, 2025 https://www.bellecorp.com/wp-content/uploads/2025/11/Belle-SEC-Form-17Q-for-period-ended-September-30-2025-Website.pdf</p>	
<p>2. Company discloses in its annual report the principal risks associated with the identity of</p>	<p>COMPLIANT</p>	<p><i>Provide link or reference to the company's annual report where the following are disclosed:</i></p>	

<p>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>		<ol style="list-style-type: none"> 1. <i>principal risks to minority shareholders associated with the identity of the company's controlling shareholders;</i> 2. <i>cross-holdings among company affiliates; and</i> 3. <i>any imbalances between the controlling shareholders' voting power and overall equity position in the company.</i> <p>The Company discloses in its Annual Report the principal risks associated with the identity of the Company's shareholders, the degree of ownership concentration, cross-holdings among company affiliates and other pertinent information on equity position in the Company.</p> <p>SEC Form 17-A Annual Report for 2025, Item 11, Security of Ownership of Certain Beneficial Owners and Management pp. 51 and 52, and Conglomerate Map, p. 175 of pdf https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p> <p>Corporate Disclosures https://www.bellecorp.com/disclosures/#</p> <p>Quarterly Public Ownership Reports https://www.bellecorp.com/disclosures/#other-reports-and-filings</p> <p>Disclosures on Statement of Changes in Beneficial Ownerships (SEC Form 23B) https://www.bellecorp.com/disclosures/#other-reports-and-filings</p> <p>Policy on Insider Trading</p>	
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<https://www.bellecorp.com/wp-content/uploads/2025/04/GOV-2017-002-INSIDER-TRADING-v1r2.pdf>

Corporate Structure as of December 31, 2025

<https://www.bellecorp.com/wp-content/uploads/2026/05/Belle-Corporate-Structure-as-of-December-31-2025.pdf>

Recommendation 8.2

1. Company has a policy requiring all directors to disclose/report to the company any dealings in the company's shares within three business days.

COMPLIANT

Provide information on or link/reference to the company's policy requiring directors and officers to disclose their dealings in the company's share.

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

The Board is required to disclose their trading of company shares within three (3) business days from transaction date.

Insider Trading Policy

<https://www.bellecorp.com/wp-content/uploads/2025/04/GOV-2017-002-INSIDER-TRADING-v1r2.pdf>

<https://www.bellecorp.com/company-policies/>

Indicate actual dealings of directors involving the corporation's shares including their nature, number/percentage and date of transaction.

Trading of BEL shares as of December 31, 2025 by directors:

Name of Beneficial Owner	Number of Shares Held as of 12.31.24	Acquisition (+)	Disposition (-)	Number of Shares Held as of 12.31.25	% of Ownership
Willy N. Ocier	210,322,602	8,884,000		219,206,602	2.26
Armin Antonio B. Raquel Santos	8,000			8,000	0
Jacinto C. Ng, Jr.	135,860,666			135,860,666	1.40
Gregory L. Domingo	1,001			1,001	0
Maria Gracia M. Pulido Tan	666			666	0
Paquito N. Ochoa, Jr.	1			1	0
Laurito E. Serrano	10,000			10,000	0
	346,202,936	8,884,000	-	355,086,936	3.66

		<p>https://www.bellecorp.com/corporate-governance/company-policies</p> <p>SEC Form 20-IS for 2026 ASM (Definitive), p.83 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p> <p>SEC Form 17-A Annual Report for 2025, pp. 60 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p> <p>Statement of Changes in Beneficial Ownership of Securities (SEC Form 23-B) https://www.bellecorp.com/disclosures/#other-reports-and-filings</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><i>Provide information on or link/reference to the shareholdings of directors, management and top 100 shareholders.</i></p> <p>Shareholdings of directors and management SEC Form 20-IS for 2025 ASM (Definitive), pp. 14-15, 81 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p> <p>SEC Form 20-IS for 2026 ASM (Definitive), pp. 17-19, 83 SEC Form 20-IS for 2026 ASM (Definitive), pp. 18-19 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p>	

SEC Form 17-A Annual Report for 2025, pp. 51-52
https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf

Top 100 Shareholders as of December 31, 2025
<https://www.bellecorp.com/wp-content/uploads/2026/01/BEL-List-of-Top-100-Stockholders-as-of-31Dec25-Website.pdf>

<https://www.bellecorp.com/disclosures/>

Insider Trading Policy
<https://www.bellecorp.com/wp-content/uploads/2025/04/GOV-2017-002-INSIDER-TRADING-v1r2.pdf>

<https://www.bellecorp.com/disclosures/>

- a) List of Top 100 Stockholders
- b) Belle Shares Buy-Back Transactions
- c) Public Ownership Reports

Provide link or reference to the company's Conglomerate Map.

2025 Conglomerate Map
https://www.bellecorp.com/wp-content/uploads/2026/05/Belle_Conglo-Map_as-of-December-2025.pdf

<https://www.bellecorp.com/corporate-structure/>

2025 Corporate Structure

		<p>https://www.bellecorp.com/wp-content/uploads/2026/05/Belle-Corporate-Structure-as-of-December-31-2025.pdf</p> <p>https://www.bellecorp.com/corporate-structure/</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><i>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.</i></p> <p>Directors' academic qualifications, memberships in other boards, professional experiences and expertise:</p> <p>SEC Form 20-IS for 2025 ASM (Definitive), p.p. 16-19 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p> <p>SEC Form 20-IS for 2026 ASM (Definitive), pp. 19-22 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p> <p>SEC Form 17-A Annual Report for 2025, pp. 43-46 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p> <p>Belle Corporation's Website/Board Diversity Policy, Board Distinction List and Skill Set Matrix https://www.bellecorp.com/wp-content/uploads/2026/04/2025-BEL-Skill-Set-Matrix.pdf</p>	

<https://www.bellecorp.com/board-matters/>

Relevant Trainings Attended: Corporate Governance Training Attendance to 2025 Corporate Governance Seminar – BEL Directors and Key Officers, pp. 5, 11-17, 22-24, 28, 33, 38 of pdf <https://www.bellecorp.com/wp-content/uploads/2026/04/2025-CG-Training.pdf>

Share ownership in the company:
SEC Form 17-A Annual Report for 2025, p. 52
https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf

The following table shows the shares beneficially owned by the directors and executive officers of the Company as of December 31, 2025:

Title of Class	Name of Beneficial Owner	Citizenship	Amount and Nature of Beneficial Ownership		Total	%
			Direct	Indirect		
Common	Willy N. Ocier	Filipino	50,462,372	168,744,230	219,206,602	2.26
Common	Armin Antonio B. Raquel Santos	Filipino	1,000	7,000	8,000	0
Common	Jacinto C. Ng, Jr.	Filipino	135,860,666	0	135,860,666	1.40
Common	Gregory L. Domingo	Filipino	1,000	1	1,001	0
Common	Maria Gracia M. Pulido Tan	Filipino	666	0	666	0
Common	Paquito N. Ochoa, Jr.	Filipino	1	0	1	0
Common	Laurito E. Serrano	Filipino	1,000	9,000	10,000	0
Common	Aileen M. Malto	Filipino	0	0	0	0
Common	Jason C. Nalupta	Filipino	0	0	0	0
Common	Arthur A. Sy	Filipino	0	0	0	0
Common	Jesus Ricardo Pineda*	Filipino	0	0	0	0
Common	Michelle Angeli T. Hernandez	Filipino	0	0	0	0

* appointed effective April 28, 2025

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 on other boards, other executive positions, professional experiences, expertise and relevant training attended.

Officers' academic qualifications, membership in other boards, professional experiences and expertise:

SEC Form 17-A Annual Report for 2025, pp. 47-48
https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf

Relevant Trainings Attended: Corporate Governance Training Attendance to 2025 Corporate Governance Seminar – BEL Directors and Key Officers, pp. 5, 11-17, 22-24, 28, 33, 38 of pdf
<https://www.bellecorp.com/wp-content/uploads/2026/04/2025-CG-Training.pdf>

Share Ownership in the company:

The following table shows the shares beneficially owned by the directors and executive officers of the Company as of December 31, 2025:

Title of Class	Name of Beneficial Owner	Citizenship	Amount and Nature of Beneficial Ownership		Total	%
			Direct	Indirect		
Common	Willy N. Ocier	Filipino	50,462,372	168,744,230	219,206,602	2.26
Common	Armin Antonio B. Raquel Santos	Filipino	1,000	7,000	8,000	0
Common	Jacinto C. Ng, Jr.	Filipino	135,860,666	0	135,860,666	1.40
Common	Gregory L. Domingo	Filipino	1,000	1	1,001	0
Common	Maria Gracia M. Pulido Tan	Filipino	666	0	666	0
Common	Paquito N. Ochoa, Jr.	Filipino	1	0	1	0
Common	Laurito E. Serrano	Filipino	1,000	9,000	10,000	0
Common	Aileen M. Malto	Filipino	0	0	0	0
Common	Jason C. Nalupta	Filipino	0	0	0	0
Common	Arthur A. Sy	Filipino	0	0	0	0
Common	Jesus Ricardo Pineda*	Filipino	0	0	0	0
Common	Michelle Angeli T. Hernandez	Filipino	0	0	0	0

* appointed effective April 28, 2025

SEC Form 20-IS for 2026 ASM (Definitive), pp.18-22
https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf

SEC Form 17-A Annual Report for 2025, p. 52
https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf

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><i>Disclose or provide link/reference to the company policy and practice for setting board remuneration.</i></p> <p>Manual on Corporate Governance (February 2021), item 2.1.j, p. 11; item 3.6.1, pp. 29-30; item 8.4, p.37 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>The Board through the Compensation and Remuneration Committee, from time to time, may recommend an increase in the per diem that a Director receives for attendance in Board and Committee meetings which the Board may approve should they find them just and reasonable. Any Director is prohibited from participating in discussions involving his own remuneration.</p> <p>Each member of the Board of Directors received the following as Directors for the year 2025. The amounts represent their per diem for the meetings attended and all other responsibilities undertaken for the Company.</p>	

Compensation of Directors

Each member of the Board of Directors received the following as Directors for the year 2025. The amounts represent their per diem for the meetings attended and all other responsibilities undertaken for the Company.

Directors	Per diem in 2025 (Php)
Maria Gracia M. Pulido Tan (ID)	3,030,000
Laurito E. Serrano (ID)	3,030,000
Paquito N. Ochoa Jr. (ID)	3,030,000
Willy N. Ocier (NED)	1,110,000
Armin Antonio B. Raquel Santos (ED)	1,110,000
Jacinto C. Ng, Jr. (NED)	1,110,000
Gregory L. Domingo (NED)	1,110,000
	13,530,000

SEC Form 17-A Annual Report for 2025, pp. 50

https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf

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.

Manual on Corporate Governance (February 2021), item 2.1.j, p.11; item 3.6.1, pp. 29-30; item 8.4, p.37

<https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf>

<https://www.bellecorp.com/manual-on-corporate-governance/>

The Board through Compensation and Remuneration Committee recommends compensation scheme proposals for the CEO and Management Team, which the Board of Directors approves should they find them just and reasonable.

		<p>Compensation and Remuneration Committee Charter, Responsibilities 3.2 https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-CompRem-Comm-Charter.pdf</p>																																																													
<p>3. Company discloses the remuneration on an individual basis, including termination and retirement provisions.</p>	<p>COMPLIANT</p>	<p><i>Provide breakdown of director remuneration and executive compensation, particularly the remuneration of the CEO.</i></p> <p>SEC Form 17-A Annual Report for 2025, p. 49 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p> <p>Summary Compensation Table (Annual Compensation)</p> <table border="1" data-bbox="1019 750 1818 1056"> <thead> <tr> <th>Name</th> <th>Position</th> <th>Year</th> <th>Salary/ Per Diem Allowance</th> <th>Bonus</th> </tr> </thead> <tbody> <tr> <td>Armin Antonio B. Raquel Santos</td> <td>President and CEO</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Michelle Angeli T. Hernandez</td> <td>VP - Governance</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mary Grace W. Buban</td> <td>AVP - Treasury</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Gina G. Diolina</td> <td>AVP - Accounting</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Ram Edward Q. Tardaguella</td> <td>AVP - Integrated Resorts</td> <td></td> <td></td> <td></td> </tr> <tr> <td>President and 4 Most Highly Compensated Executive Officers</td> <td></td> <td>2026 (ESTIMATE)</td> <td>12,775,100</td> <td>982,700</td> </tr> <tr> <td></td> <td></td> <td>2025</td> <td>12,775,100</td> <td>982,700</td> </tr> <tr> <td></td> <td></td> <td>2024</td> <td>13,838,500</td> <td>1,064,500</td> </tr> <tr> <td>All other Officers and directors as a group unnamed</td> <td></td> <td>2026 (ESTIMATE)</td> <td>26,525,000</td> <td></td> </tr> <tr> <td></td> <td></td> <td>2025</td> <td>26,525,000</td> <td></td> </tr> <tr> <td></td> <td></td> <td>2024</td> <td>26,626,900</td> <td></td> </tr> </tbody> </table> <p>There is no provisions on termination or retirement.</p>	Name	Position	Year	Salary/ Per Diem Allowance	Bonus	Armin Antonio B. Raquel Santos	President and CEO				Michelle Angeli T. Hernandez	VP - Governance				Mary Grace W. Buban	AVP - Treasury				Gina G. Diolina	AVP - Accounting				Ram Edward Q. Tardaguella	AVP - Integrated Resorts				President and 4 Most Highly Compensated Executive Officers		2026 (ESTIMATE)	12,775,100	982,700			2025	12,775,100	982,700			2024	13,838,500	1,064,500	All other Officers and directors as a group unnamed		2026 (ESTIMATE)	26,525,000				2025	26,525,000				2024	26,626,900		
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<p>Recommendation 8.5</p>																																																															
<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><i>Disclose or provide reference/link to company's RPT policies.</i></p> <p>The Related Party Transactions Committee shall have the primary function of reviewing all material related party transactions. These include the identification of related parties, monitoring of RPTs, and capturing of subsequent changes in relationships with counterparties (from nonrelated to related and vice versa). It also</p>																																																													

		<p>ensures that Rare conducted on an arm's length basis, wherein no shareholder or stakeholder shall be unduly disadvantaged.</p> <p>Manual on Corporate Governance, Item 3.5, pp. 27-29 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>Related Party Transactions Material Related Party Transactions Policy https://www.bellecorp.com/wp-content/uploads/2025/04/01.-BEL-GCA-POLICY-RPT-10252019.pdf</p> <p>Related Party Transactions Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-RPT-Comm-Charter.pdf</p>	
<p>2. Company discloses material or significant RPTs reviewed and approved during the year.</p>	<p>COMPLIANT</p>	<p><i>Provide information on all RPTs for the previous year or reference to a document containing the following information on all RPTs:</i></p> <ol style="list-style-type: none"> <i>1. name of the related counterparty;</i> <i>2. relationship with the party;</i> <i>3. transaction date;</i> <i>4. type/nature of transaction;</i> <i>5. 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</i> <i>6. other terms and conditions.</i> 	

		<p>Information on all RPTs for 2025 are found in SEC Form 17A Annual Report for 2024: Related Party Transactions – Item 36, pp. 153-154 of pdf; Item 28, pp. 235-237 of pdf https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p> <p>There were no material related party transactions that have breached the threshold of 10% or higher of Belle’s total consolidated assets based on its latest audited financial statements.</p>	
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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>	<p><i>Indicate where and when directors disclose their interests in transactions or any other conflict of interests.</i></p> <p>Per Belle’s Conflict of Interest Policy, all directors, officers and employees are required to disclose in writing to the Management, within forty-eight (48) hours, any financial or personal interest in any transaction involving the Company to ensure that potential conflicts of interest are brought to the attention of Management. Directors shall inhibit themselves from participating in any discussion, deliberation and decision-making concerning any issue or transaction where they may be conflicted.</p> <p>Conflict of Interest https://www.bellecorp.com/wp-content/uploads/2025/04/GCA-Policy-GOV-2017-004-CONFLICT_0.pdf</p> <p>Code of Business Conduct and Ethics, Item II.B, p.2 https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf</p>	
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		<p>https://www.bellecorp.com/code-of-business-conduct-and-ethics/</p> <p>Directors disclose the extent of their interest in proposed transactions or any other conflicts of interest during the Board and/or Committee Meetings. The conflicted Directors then are not counted in the quorum related to the said transaction. The Corporate Secretary ensures that this is duly recorded in the Minutes of the meeting.</p>	
Optional: Recommendation 8.5			
<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>	<p><i>Provide link or reference where this is disclosed, if any</i></p> <p>Manual on Corporate Governance (February 2021), item 2.1.1, pp. 10-11 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>SEC Form 17A Annual Report for 2024: Related Party Transactions – Item 36, pp. 153-154 of pdf; Item 28, pp. 235-237 of pdf https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p> <p>The Related Party Transactions Committee shall have the primary function of reviewing all material related party transactions. These include the identification of related parties,</p>	

		<p>monitoring of RPTs, and capturing of subsequent changes in relationships with counterparties (from nonrelated to related and vice versa). It also ensures that RPTs are made at terms equivalent to prevailing market rates and conducted at arm's length basis, wherein no shareholder or stakeholder shall be unduly disadvantaged.</p> <p>Policy on Related Party Transactions https://www.bellecorp.com/wp-content/uploads/2025/04/01.-BEL-GCA-POLICY-RPT-10252019.pdf</p>	
Recommendation 8.6			
<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>	<p><i>Provide link or reference where this is disclosed.</i></p> <p>Belle's Manual on Corporate Governance states that a full, fair, accurate and timely disclosure shall be made to the public of every material fact or event that occurs, particularly on the acquisition or disposal of significant assets, which could adversely affect the viability or the interest of its shareholders and other stakeholders. These include financial results, dividend declaration, material related transactions, acquisition or disposition of assets. Disclosures are posted on the company website and on the PSE EDGE.</p> <p>Corporate Disclosures https://www.bellecorp.com/disclosures/</p> <p>Following the approval of the Board on February 21, 2025, the notice of the 2025 ASM was disclosed thru the PSE and SEC. Please see below.</p> <p>Notice of 2025 Annual Stockholders' Meeting</p>	

https://www.bellecorp.com/wp-content/uploads/2025/04/Notice-of-Annual-or-Special-Stockholders-Meeting_website.pdf

Following the approval of the Board on February 21, 2025 and February 27, 2026 the approval of the disclosure on dividend declaration was filed on the same day. Please see below.

Declaration of Dividends in 2025

https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-SEC-Form-17-C-Declaration-of-Dividend-21feb25_website.pdf

Declaration of Dividends in 2026

<https://www.bellecorp.com/wp-content/uploads/2026/02/BEL-SEC-Form-17-C-2026-Declaration-of-Cash-Dividend.pdf>

On March 4, 2026, the Board approved the sale of treasury shares to Pacific Online Systems Corporation for the price of P1.40/share to raise capital to partly fund the Company's projects. This was disclosed with the SEC and PSE on the same day.

Board Approval on the Sale of Treasury Shares

<https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-C-2026-Approval-of-Sale-of-Treasury-Shares.pdf>

Sale of Treasury Shares disclosure

<https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-C-2026-Sale-of-Treasury-Shares4mar2026.pdf>

Corporate Disclosure Policy

		https://www.bellecorp.com/wp-content/uploads/2025/04/01a.-GCA-Policy-GOV-2018-001-Disclosures.pdf https://www.bellecorp.com/company-policies/	
<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><i>Identify independent party appointed to evaluate the fairness of the transaction price. Disclose the rules and procedures for evaluation the fairness of the transaction price, if any.</i></p> <p>The Company exercises due diligence and consults with its parent company as it appoints a third-party to evaluate the fairness of the transaction on the acquisition and disposal of assets. Compliance will all regulatory requirements shall be done at all times.</p> <p>Management prepares the terms of reference which is the basis for the service providers’ offer sheet. It is incumbent that these providers have gone through the parent company’s accreditation per company policy. Once completed, the bids are presented to the Board for consideration and approval, and filing of appropriate disclosures, as they are required.</p> <p>The Leechiu Property Consultants, an independent party, was engaged to evaluate the fairness of the transaction for the Company’s project, City of Dreams Manila, in 2021.</p> <p>In 2023, Cuervo Appraisers and IntechProperty Appraisal, Inc. were engaged to appraise the Company’s properties adjacent to the Tagaytay Highlands Complex.</p>	
<p>Supplement to Recommendation 8.6</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>	<p><i>Provide link or reference where these are disclosed.</i></p> <p>There are currently no shareholder agreements, voting trust agreements, confidentiality agreements, and such other agreements that may impact on the control, ownership, and strategic directions of the company.</p> <p>These shall be disclosed if and when the agreements materialize.</p> <p>SEC Form 17 A (Annual Report) for 2025, Item 11.3, p. 52 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	
<p>Recommendation 8.7</p>			
<p>1. Company's corporate governance policies, programs and procedures are contained in its Manual on Corporate Governance (MCG).</p>	<p>COMPLIANT</p>	<p><i>Provide link to the company's website where the Manual on Corporate Governance is posted.</i></p> <p>Manual on Corporate Governance (February 2021)</p>	
<p>2. Company's MCG is submitted to the SEC and PSE.</p>	<p>COMPLIANT</p>	<p>https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p>	
<p>3. Company's MCG is posted on its company website.</p>	<p>COMPLIANT</p>	<p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>The amended MCG was submitted to the SEC and the PSE on February 24, 2021.</p> <p>https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p>	

Supplement to Recommendation 8.7			
1. Company submits to the SEC and PSE an updated MCG to disclose any changes in its corporate governance practices.	COMPLIANT	<p><i>Provide proof of submission</i></p> <p>The amended MCG was submitted to the SEC and the PSE on February 24, 2021.</p> <p>Manual on Corporate Governance (February 2021) https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p>	
Optional: Principle 8			
1. Does the company's Annual Report disclose the following information:		<p><i>Provide link or reference to the company's Annual Report containing the said information.</i></p>	
a. Corporate Objectives	COMPLIANT	<p>Corporate Objectives https://www.bellecorp.com/vision-mission-and-values-statements-and-corporate-objectives/ SEC Form 17-A Annual Report for 2025, pp. 53 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement Website.pdf</p>	
b. Financial performance indicators	COMPLIANT	<p>SEC Form 17-A Annual Report for 2025, pp. 15-42 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement Website.pdf 025 Audited Financial Statemen</p>	

c. Non-financial performance indicators	COMPLIANT	<p>SEC Form 17-A Annual Report for 2025: Annex A (Integrated Report) https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf https://www.bellecorp.com/financial-reports/</p>	
d. Dividend Policy	COMPLIANT	<p>SEC Form 17-A Annual Report for 2025, p. 14 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	
e. Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and other directorships in listed companies) of all directors	COMPLIANT	<p>SEC Form 17-A Annual Report for 2025, pp. 43-46 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	
f. Attendance details of each director in all directors' meetings held during the year	COMPLIANT	<p>SEC Form 17-A Annual Report for 2025, p. 53 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	
g. Total remuneration of each member of the board of directors	COMPLIANT	<p>SEC Form 17-A Annual Report for 2025, p. 50 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	
2. The Annual Report contains a statement confirming the company's full compliance with the Code of Corporate Governance and where there is non-	COMPLIANT	<p><i>Provide link or reference to where this is contained in the Annual Report.</i></p> <p>SEC Form 17-A Annual Report for 2025, p. 61</p>	

<p>compliance, identifies and explains reason for each such issue.</p>		<p>https://www.bellecorp.com/wsp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	
<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide link or reference to where this is contained in the Annual Report.</i></p> <p>SEC Form 17-A Annual Report for 2025, p. 57 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	
<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide link or reference to where this is contained in the Annual Report.</i></p> <p>SEC Form 17-A Annual Report for 2025, p.61 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf https://www.bellecorp.com/corporate-governance/board-matters</p>	
<p>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).</p>	<p>COMPLIANT</p>	<p><i>Provide link or reference to where this is contained in the Annual Report.</i></p> <p>SEC Form 17-A Annual Report for 2025, pp. 10-12 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	

Principle 9: The company should establish standards for the appropriate selection of an external auditor, and exercise effective oversight of the same to strengthen the external auditor’s independence and enhance audit quality.

Recommendation 9.1

1. Audit Committee has a robust process for approving and recommending the appointment, reappointment, removal, and fees of the external auditors.

COMPLIANT

Provide information or link/reference to a document containing information on the process for approving and recommending the appointment, reappointment, removal and fees of the company's external auditor.

Audit Committee Charter
<https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Audit-Comm-Charter.pdf>

<https://www.bellecorp.com/board-matters/>

The Audit Committee is in charge of recommending the appointment, re-appointment, removal and fees of the Company's external auditor to the Board. The Board is then tasked to endorse the same to the shareholders during the ASM. During the April 2025 and April 2026 ASMs, the shareholders approved the said recommendation by proxy voting, voting in absentia or thru remote communication.

The partners of the external auditor follow a rotation cycle to ensure the impartiality and integrity of reporting business results.

Results of the 2026 Annual Shareholders' Meeting
<https://www.bellecorp.com/wp-content/uploads/2026/04/BEL-SEC-Form-17-C-2026-Results-of-ASM-Meeting-27apr2026.pdf>

Results of the 2025 Annual Stockholders' Meeting
<https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-Results-of-2025-Annual-Stockholders-Meeting-28apr25.pdf>

Minutes of the 2026 Annual Shareholders' Meeting (draft)

		<p>https://www.bellecorp.com/wp-content/uploads/2026/05/BELLE-ASM-2026-Draft-Minutes-CC.pdf</p> <p>Minutes of the 2025 Annual Stockholders' Meeting https://www.bellecorp.com/wp-content/uploads/2026/04/BELLE-ASM-2025-Minutes-approved-on-27apr26.pdf</p>									
<p>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.</p>	<p>COMPLIANT</p>	<p><i>Indicate the percentage of shareholders that ratified the appointment, reappointment, removal and fees of the external auditor.</i></p> <p>Reyes Tacandong & Co. was first appointed as the Company's External Auditor in 2021. It was re-appointed following shareholders' approval for years 2022, 2023 and 2024. During the Company's April 28, 2025 ASM, it was re-appointed as External Auditor for 2025.</p> <p>.</p> <p>Results of the 2025 Annual Stockholders' Meeting https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-Results-of-2025-Annual-Stockholders-Meeting-28apr25.pdf</p> <p>Tally of 2025 votes during the April 28 ASM is shown below:</p> <table border="1" data-bbox="1003 1098 1805 1262"> <thead> <tr> <th>AGENDA ITEM</th> <th>VOTES IN FAVOR</th> <th>VOTES AGAINST</th> <th>ABSTAIN</th> </tr> </thead> <tbody> <tr> <td>Appointment of Reyes Tacandong & Co. as External Auditor for 2025</td> <td>6,771,358.069 69.83% of Total Outstanding Shares [100.00% of Shares Represented at the Meeting]</td> <td>0</td> <td>0</td> </tr> </tbody> </table> <p>Minutes of the 2025 Annual Stockholders' Meeting</p>	AGENDA ITEM	VOTES IN FAVOR	VOTES AGAINST	ABSTAIN	Appointment of Reyes Tacandong & Co. as External Auditor for 2025	6,771,358.069 69.83% of Total Outstanding Shares [100.00% of Shares Represented at the Meeting]	0	0	
AGENDA ITEM	VOTES IN FAVOR	VOTES AGAINST	ABSTAIN								
Appointment of Reyes Tacandong & Co. as External Auditor for 2025	6,771,358.069 69.83% of Total Outstanding Shares [100.00% of Shares Represented at the Meeting]	0	0								

<https://www.bellecorp.com/wp-content/uploads/2026/04/BELLE-ASM-2025-Minutes-approved-on-27apr26.pdf>

During the April 27, 2026 ASM, Reyes Tacandong & Co. was re-appointed as External Auditor for Y2026.

Tally of votes following the 2026 ASM:

AGENDA ITEM	VOTES IN FAVOR	VOTES AGAINST	ABSTAIN
Appointment of Reyes Tacandong & Co. as External Auditor for 2026	6,978,760,823 70.52% of Total Outstanding Shares [100.00% of Shares Represented at the Meeting]	0	0

Minutes of the 2026 Annual Stockholders' Meeting (draft)
<https://www.bellecorp.com/wp-content/uploads/2026/05/BELLE-ASM-2026-Draft-Minutes-CC.pdf>

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.

The recommendation to appoint a new external auditor for 2021 was in line with the Company's thrust to promote good governance practices as stated in its Manual on Corporate Governance, that the external auditor or the handling partner shall be changed every five (5) years or earlier.

Manual on Corporate Governance (February 2021), item 9.1.5, p. 38

		<p>https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>SEC Form 20-IS for 2026 ASM (Definitive), p.29 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p> <p>SEC Form 20-IS for 2025 ASM (Definitive), p.26 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p>	
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><i>Provide information on or link/reference to a document containing the policy of rotating the lead audit partner every five years.</i></p> <p>Manual on Corporate Governance (February 2021), item 9.1.5, p. 38 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>The Company adheres to its policy to rotate the lead audit partner every five years or earlier. The partners of the external auditor follow a rotation cycle to ensure the impartiality and integrity of reporting business results.</p>	

Recommendation 9.2			
<p>1. Audit Committee Charter includes the Audit Committee’s responsibility on:</p> <ul style="list-style-type: none"> i. assessing the integrity and independence of external auditors; ii. exercising effective oversight to review and monitor the external auditor’s independence and objectivity; and 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</p>	<p><i>Provide link/reference to the company’s Audit Committee Charter</i></p> <p>Audit Committee Charter https://www.bellecorp.com/board-matters/</p> <p>Audit Committee Charter, Item 5.4.2, 5.4.5, p. 3 https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Audit-Comm-Charter.pdf</p>	
<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>	<p>COMPLIANT</p>	<p><i>Provide link/reference to the company’s Audit Committee Charter</i></p> <p>Audit Committee Charter https://www.bellecorp.com/board-matters/</p> <p>Audit Committee Charter, Item 5.4.6, p. 3 https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Audit-Comm-Charter.pdf</p>	
Supplement to Recommendations 9.2			
<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>	<p>COMPLIANT</p>	<p><i>Provide link/reference to the company’s Audit Committee Charter</i></p> <p>Audit Committee Charter, Item 5.4, p. 3 https://www.bellecorp.com/board-matters/</p>	

		https://www.bellecorp.com/corporate-governance/board-matters https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Audit-Comm-Charter.pdf The Audit Committee reviewed and approved the Committee Charter in July 2025.	
2. Audit Committee ensures that the external auditor has adequate quality control procedures.	COMPLIANT	<i>Provide link/reference to the company's Audit Committee Charter</i> Audit Committee Charter, Item 5.4, p. 3 https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Audit-Comm-Charter.pdf https://www.bellecorp.com/board-matters/	
Recommendation 9.3			
1. Company discloses the nature of non-audit services performed by its external auditor in the Annual Report to deal with the potential conflict of interest.	COMPLIANT	<i>Disclose the nature of non-audit services performed by the external auditor, if any</i> For each of the last four (4) fiscal years, Reyes Tacandong & Co. did not render services for tax accounting, planning, compliance, advice, or any other professional services for which it billed the Company the corresponding professional fees SEC Form 17-A Annual Report for 2025, p. 42 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf	
2. Audit Committee stays alert for any potential conflict of interest situations, given the guidelines or policies on non-audit	COMPLIANT	<i>Provide link or reference to guidelines or policies on non-audit services</i> SEC Form 17-A Annual Report for 2025, p. 42	

<p>services, which could be viewed as impairing the external auditor’s objectivity.</p>		<p>https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p> <p>For each of the last four (4) fiscal years, Reyes Tacandong & Co. did not render services for tax accounting, planning, compliance, advice, or any other professional services for which it billed the Company the corresponding professional fees</p> <p>Manual on Corporate Governance (February 2021), item 3.2.1.i, p. 22, item 9.1.4, pp. 37-38 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p>	
Supplement to Recommendation 9.3			
<p>1. Fees paid for non-audit services do not outweigh the fees paid for audit services.</p>	<p>COMPLIANT</p>	<p><i>Provide information on audit and non-audit fees paid.</i></p> <p>There were no non-audit services rendered for 2021-2025.</p> <p>SEC Form 17-A Annual Report for 2025, p. 42 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p> <p>For each of the last four (4) fiscal years, Reyes Tacandong & Co. did not render services for tax accounting, planning, compliance, advice, or any other professional services for which it billed the Company the corresponding professional fees</p>	

Additional Recommendation to Principle 9

<p>1. Company's external auditor is duly accredited by the SEC under Group A category.</p>	<p>COMPLIANT</p>	<p><i>Provide information on company's external auditor, such as:</i></p> <ol style="list-style-type: none"> 1. <i>Name of the audit engagement partner</i> Belinda B. Fernando 2. <i>Accreditation number</i> Firm's SEC Registration No. PP201007009 3. <i>Date Accredited</i> May 6, 2010 4. <i>Expiry date of accreditation</i> Valid For Audits of Financial Statements to Cover Financial Periods Ending December 31, 2025 5. <i>Name, address, contact number of the audit firm</i> Reyes Tacandong & Co. Belinda B. Fernando, BDO Towers Valero, 8741 Paseo de Roxas, Makati City 1226 Philippines, +632 8 982 9100 	
<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).</p>	<p>COMPLIANT</p>	<p><i>Provide information on the following:</i></p> <ol style="list-style-type: none"> 1. <i>Date it was subjected to SOAR inspection</i> 2. <i>Name of the Audit firm</i> 3. <i>Members of the engagement team inspected by the SEC</i> <p>Reyes Tacandong & Co. has been subjected to SOAR inspection program conducted by the SEC's OGA last July 2023.</p> <p>Members of the engagement teams subjected to the inspection program were provided to the SEC during the inspection.</p>	

Principle 10: The company should ensure that the material and reportable non-financial and sustainability issues are disclosed.

Recommendation 10.1

1. Board has a clear and focused policy on the disclosure of non-financial information, with emphasis on the management of economic, environmental, social and governance (EESG) issues of its business, which underpin sustainability.

COMPLIANT

Disclose or provide link on the company's policies and practices on the disclosure of non-financial information, including EESG issues.

In 2025, Belle released its 2025 Integrated Report entitled "Building Value Making an Impact," together with its SEC Form 17A for 2025, utilizing the Integrated Reporting Framework originally developed by the International Integrated Reporting Council (IIRC), which merged with Sustainability Accounting Standards Board (SASB) to form the Value Reporting Foundation (VRF). Belle's focus was on how it served communities, within and outside its organization, with initiatives and accomplishments as evidenced in its economic, environmental, social and governance impacts.

SEC Form 17-A Annual Report for 2025: Integrated Report for 2024 as Annex A
https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf

2025 Integrated Report
<https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf>

The Executive Committee has been tasked by the Board to oversee the implementation of the sustainability framework, and periodically review the same to ensure it remains appropriate in consideration of the Company's size, complexity

		<p>and business strategy, as well as business and regulatory environments. It shall also promote cooperation among other board committees to allow for an effective integration of sustainability-related issues reported to the Board. It also ensures that sustainability-related risks are managed effectively, and that the Company capitalizes on significant opportunities.</p> <p>Executive Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Ex-Comm-Charter-04mar24.pdf</p> <p>2018-2025 Sustainability/Integrated Reports https://www.bellecorp.com/sustainability-reports/</p>	
<p>2. Company adopts a globally recognized standard/framework in reporting sustainability and non-financial issues.</p>	<p>COMPLIANT</p>	<p><i>Provide link to Sustainability Report, if any. Disclose the standards used.</i></p> <p>For Belle’s 2025 Integrated Report, which was entitled “Building Value Making an Impact,” we used the Integrated Reporting Framework originally developed by the International Integrated Reporting Council (IIRC), which merged with Sustainability Accounting Standards Board (SASB) to form the Value Reporting Foundation (VRF). Our focus was on how we served communities, within and outside our organization, with initiatives and accomplishments as evidenced in our economic, environmental, social and governance impacts.</p> <p>The Board of Directors approved the 2025 Integrated Report during its March 19, 2026 meeting.</p> <p>2025 Integrated Report</p>	

		https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf 2018-2025 Sustainability/Integrated Reports https://www.bellecorp.com/sustainability-reports/	
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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	<i>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.</i> Quarterly and annual financial reports are timely disclosed thru the PSE and the SEC, and posted on the Company websites. The corporate website is regularly updated to disclose results of operation and material information filed with regulators Company website https://www.bellecorp.com/ Financial Reports/Quarterly Reporting https://www.bellecorp.com/financial-reports/ Presentation to Investors / Analysts https://www.bellecorp.com/presentations-to-investors/	
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Supplemental to Principle 11

1. Company has a website disclosing up-to-date information on the following:	COMPLIANT	<i>Provide link to company website</i> Company website: https://www.bellecorp.com/	
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<p>a. Financial statements/reports (latest quarterly)</p>	<p>COMPLIANT</p>	<p>SEC Form 17Q (reports are submitted within 30 days from the end of each quarter) https://www.bellecorp.com/financial-reports/</p> <p>September 2025 Quarterly Report https://www.bellecorp.com/wp-content/uploads/2025/11/Belle-SEC-Form-17Q-for-period-ended-September-30-2025-Website.pdf</p> <p>June 2025 Quarterly Report https://www.bellecorp.com/wp-content/uploads/2025/07/Belle-SEC-Form-17Q-for-period-ended-June-30-2025-Website.pdf</p> <p>March 2025 Quarterly Report https://www.bellecorp.com/wp-content/uploads/2025/05/Belle-SEC-Form-17Q-for-period-ended-March-31-2025-Website.pdf</p>	
<p>b. Materials provided in briefings to analysts and media</p>	<p>COMPLIANT</p>	<p>Investor Relations Presentation as of April 2026 https://www.bellecorp.com/wp-content/uploads/2026/05/Belle-Presentation-to-Investors-30Apr2026.pdf</p> <p>https://www.bellecorp.com/presentations-to-investors/</p>	
<p>c. Downloadable annual report</p>	<p>COMPLIANT</p>	<p>https://www.bellecorp.com/financial-reports/</p> <p>SEC Form 17-A Annual Report for 2025 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p> <p>2025 Integrated Report</p>	

		https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf	
d. Notice of ASM and/or SSM	COMPLIANT	<p>SEC Form 20-IS for 2026 ASM (Definitive), p. 6 of pdf https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p> <p>SEC Form 20-IS for 2025 ASM (Definitive), p. 6 of pdf https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p> <p>Notice of 2026 ASM https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-2025-ASM-Notice.pdf</p>	
e. Minutes of ASM and/or SSM	COMPLIANT	<p>Minutes of May 31, 2024 ASM, approved during the April 28, 2025 ASM https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-May-31-2024-ASM-Minutes-approved.pdf</p> <p>Minutes of the 2025 ASM approved during the April 27, 2026 ASM https://www.bellecorp.com/wp-content/uploads/2026/04/BELLE-ASM-2025-Minutes-approved-on-27apr26.pdf</p> <p>Minutes of the 2026 ASM (draft) https://www.bellecorp.com/wp-content/uploads/2026/05/BELLE-ASM-2026-Draft-Minutes-CC.pdf</p>	

f. Company's Articles of Incorporation and By-Laws	COMPLIANT	<p>Amended Articles of Incorporation July 2024 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-AAOI-SEC-approved-31jul24r-website.pdf</p> <p>https://www.bellecorp.com/amended-articles-of-incorporation/</p> <p>Amended By-Laws August 2022 https://www.bellecorp.com/wp-content/uploads/2025/04/Amended-By-Laws_BEL_Redacted-reduced.pdf</p> <p>https://www.bellecorp.com/amended-by-laws/</p>	
Additional Recommendation to Principle 11			
1. Company complies with SEC-prescribed website template.	COMPLIANT	<p>Belle complies with the website template prescribed by the SEC.</p> <p>Company website: https://www.bellecorp.com/</p>	
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	<p><i>List quality service programs for the internal audit functions.</i></p> <p>The scope of work of Internal Audit is to determine whether the company's network of risk management, control, and corporate governance processes, as designed and represented by management, is adequate and functioning in a manner to ensure:</p> <ul style="list-style-type: none"> • Risks are appropriately identified and managed. 	

		<ul style="list-style-type: none"> • Interaction with the various corporate governance groups occurs as needed. • Significant financial, managerial, and operating information are accurate, reliable, and timely. • Employee’s actions are in compliance with policies, standards, procedures, and applicable laws and regulations. • Assets and resources are economically acquired, efficiently used, and adequately protected. • Programs, plans, and objectives are achieved. • Quality and continuous improvement are fostered in the control processes of the Company. • Significant legislative or regulatory issues impacting the Company are recognized and addressed appropriately. <p>Manual on Corporate Governance (February 2021), item 12, pp. 38-40 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p> <p><i>Indicate frequency of review of the internal control system.</i></p> <p>The processes internal controls of business units are reviewed annually based on the Internal Audit Plan submitted and reported to the Audit Committee.</p> <p>The Audit Committee meets at least every quarter and within which the Head of Internal Audit may present his observations.</p>	
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<p>2. Company has an adequate and effective enterprise risk management framework in the conduct of its business.</p>	<p>COMPLIANT</p>	<p><i>Identify international framework used for Enterprise Risk Management. Provide information or reference to a document containing information on:</i></p> <ol style="list-style-type: none"> 1. <i>company's risk management procedures and processes;</i> 2. <i>key risks the company is currently facing; and</i> 3. <i>how the company manages the key risks.</i> <p>The Department Heads, who are considered as the risk owners, are tasked to gather and report their risks to the Chief Risk Officer (CRO). The CRO is tasked to evaluate the risks submitted and prepares the enterprise risk management matrices. These are then presented and discussed with the Risk Oversight Committee.</p> <p>Enterprise Risk Management https://www.bellecorp.com/enterprise-risk-management/</p> <p>Manual on Corporate Governance (February 2021), item 12.4, pp. 39-40 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p><i>Indicate frequency of review of the enterprise risk management framework.</i></p> <p>The framework is reviewed annually. The last review of the ERM was done in February and July 2025, and April 2026.</p>	
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Supplement to Recommendations 12.1

<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to a document containing the company's compliance program covering compliance with laws and relevant regulations.</i></p> <p>The Board designated a Compliance Officer who monitors the progress of the Company's corporate governance initiatives. This is in line with the Board's thrust to ensure adherence to corporate principles and best practices. The Compliance Officer attends ethics and compliance programs provided by regulators and accredited facilitators. These enable the Compliance Officer to identify and reduce instances of violations, prevent the possibility of being sanctioned by the regulators, and help make the company run efficiently.</p> <p>The Governance Department, in its effort to assist the Compliance Officer, is in constant coordination the Legal Counsel, Corporate Secretary, Finance Department, external auditors and other consultants in order to keep abreast with relevant laws and regulations. New issuances are immediately communicated to all other departments, with proper training conducted when necessary. Should there be instances of infractions, the Governance Department through the Compliance Officer, promptly addresses these through corrective means.</p> <p>Manual on Corporate Governance (February 2021), item 1.5, p. 9-10 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p>	
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		<p><i>Indicate frequency of review.</i></p> <p>The review of compliance is done annually. Should there be new memorandum circulars or issuances or notices from the regulators, these are immediately cascaded by the Governance Department to all concerned, for their reference or compliance.</p>	
<p>Optional: Recommendation 12.1</p>			
<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>	<p><i>Provide information on IT governance process.</i></p> <p>With the current business environment, Information Technology risks are ever increasing. These cover unauthorized access to confidential data, loss or release of critical information, corruption data, regulatory violations, and possible increase in costs and inefficiencies.</p> <p>In order to address these risks, Belle has a co-location arrangement with redundant capability and automatic fail-over set-up for disaster recovery. It also continues to implement enterprise security solutions to manage external and internal threats. Annual review of technology roadmap to ensure the alignment between the business and information technology is performed.</p> <p>SEC Form 17-A Annual Report for 2025, p. 11 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p> <p>The Board, through its Risk Oversight Committee, ensures that IT issues such as disruption, cybersecurity, and other disaster recovery are discussed and corresponding action plans are specified to mitigate the risks identified.</p>	

		<p>Summary of Board Activities for 2025 https://www.bellecorp.com/wp-content/uploads/2026/05/2025-Summary-of-Board-Activities.pdf</p> <p>Risk Oversight Committee Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Risk-Oversight-Comm-Charter.pdf</p> <p>https://www.bellecorp.com/board-matters/</p>	
Recommendation 12.2			
1. Company has in place an independent internal audit function that provides an independent and objective assurance, and consulting services designed to add value and improve the company's operations.	COMPLIANT	<p><i>Disclose if the internal audit is in-house or outsourced. If outsourced, identify external firm.</i></p> <p>The Internal Audit function is in-house.</p>	
Recommendation 12.3			
1. Company has a qualified Chief Audit Executive (CAE) appointed by the Board.	COMPLIANT	<p><i>Identify the company's Chief Audit Executive (CAE) and provide information on or reference to a document containing his/her responsibilities.</i></p> <p>Under Audit Committee: Internal Audit Charter https://www.bellecorp.com/board-matters/</p> <p>https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-FINAL-Internal-Audit-Charter-12may23.pdf</p> <p>Mr. Jesus Ricardo Pineda is Belle's Head of Internal Audit.</p>	

		<p>The Internal Audit Head (IAH), appointed by the Board, shall oversee and be responsible for the internal audit activity of the organization.</p> <p>The following are the responsibilities of the IAH, among others:</p> <ul style="list-style-type: none"> a. Periodically reviews the Internal Audit Charter and presents it to Senior Management and the Audit Committee for approval; b. Establishes a risk-based internal audit plan, including policies and procedures, to determine the priorities of the internal audit activity, consistent with the organization’s goals; c. Communicates the internal audit activity’s plans, resource requirements and impact of resource limitations, as well as significant interim changes, to Senior Management and the Audit Committee for review and approval; d. Spearheads the performance of the internal audit activity to ensure it adds value to the organization; e. Reports periodically to the Audit Committee on the internal audit activity’s performance relative to its plan; and f. Presents findings and recommendations to the Audit Committee and gives advice to Senior Management and the Board on how to improve internal processes. 	
<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>	<p>COMPLIANT</p>	<p>Belle’s Internal Audit Head oversees and is responsible for the internal audit activity of the organization.</p> <p>Under Audit Committee: Internal Audit Charter https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-FINAL-Internal-Audit-Charter-12may23.pdf</p> <p>Audit Committee Charter</p>	

		https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Audit-Comm-Charter.pdf https://www.bellecorp.com/board-matters/	
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	<i>Identify qualified independent executive or senior management personnel, of applicable.</i> This is not applicable. There is no internal audit activity being outsourced.	
Recommendation 12.4			
1. Company has a separate risk management function to identify, assess and monitor key risk exposures.	COMPLIANT	<i>Provide information on company's risk management function.</i> The Board oversees that a sound enterprise risk management (ERM) framework is in place to effectively identify, monitor, assess and manage key business risks. Enterprise Risk Management https://www.bellecorp.com/enterprise-risk-management/ Manual on Corporate Governance (February 2021), item 2.1.p, p. 12; item 12.4, pp. 39-40 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/ Belle has a separate risk management function to identify, assess and monitor key risk exposures: a. Defining a risk management strategy;	

		<ul style="list-style-type: none"> b. Identifying and analyzing key risk exposures relating to environmental, social and governance (ESG) factors and the achievement of the organization’s strategic objectives; c. Evaluating and categorizing each identified risk using the Corporation’s predefined risk categories and parameters; d. Establishing a risk register with clearly defined, prioritized and residual risks; e. Developing a risk mitigation plan for the most important risks to the Corporation, as defined by the risk management strategy; f. Communicating and reporting significant risk exposures including business risks (i.e., strategic, compliance, operational, financial and reputational risks), control issues and risk mitigation plan to the Board Risk Oversight Committee; and g. Monitoring and evaluating the effectiveness of the organization's risk management processes. 	
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Supplement to Recommendation 12.4

<p>1. Company seeks external technical support in risk management when such competence is not available internally.</p>	<p>COMPLIANT</p>	<p><i>Identify source of external technical support, if any.</i></p> <p>The Risk Oversight Committee (ROC) is responsible for the oversight of Belle’s Enterprise Risk Management system to ensure its functionality and effectiveness. Currently, Belle is able to manage its ERM system internally.</p> <p>The Chief Risk Officer may seek external technical support if and when required as contained in the Risk Oversight Committee (ROC) Charter, item 5.4</p> <p>https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Risk-Oversight-Comm-Charter.pdf</p>	
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<https://www.bellecorp.com/board-matters/>

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.

Michelle T. Hernandez, 54, Filipino, is the Chief Risk Officer, Compliance Officer and Vice President for Governance, in which capacity she is mainly responsible for developing, implementing and managing various strategies, processes and policies related to Corporate Governance, Enterprise Risk Management and Corporate Affairs for the Company and its subsidiaries. She is also the Chief Risk Officer and Compliance Officer of Premium Leisure Corp., Pacific Online Systems Corporation's Compliance Officer, and APC Group, Inc.'s Chief Risk Officer.

2. CRO has adequate authority, stature, resources and support to fulfill his/her responsibilities.

COMPLIANT

Michelle T. Hernandez is Belle's Vice President for Governance. She has adequate authority, stature, resources and support to fulfill her responsibilities.

As provided for in the Risk Oversight Committee Charter, she may engage the services of a consultant for a more independent assessment of the risk management infrastructure and review different units' best practices.

Risk Oversight Committee Charter, item 5.4

<https://www.bellecorp.com/wp-content/uploads/2025/01/Belle-Risk-Oversight-Comm-Charter.pdf>

<https://www.bellecorp.com/board-matters/>

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	<p><i>Provide link to CEO and CAE's attestation.</i></p> <p>The annual confirmation of Internal Audit/Control Adequacy is attested by the CEO, IAH, and Compliance Officer https://www.bellecorp.com/wp-content/uploads/2026/04/Internal-Audit-Attestation-2025.pdf https://www.bellecorp.com/corporate-governance/board-matters</p>	
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	<p><i>Provide link or reference to the company's Manual on Corporate Governance where shareholders' rights are disclosed.</i></p> <p>The Board ensures that basic shareholders rights are disclosed in Belle's MCG.</p> <p>Manual on Corporate Governance (February 2021), item 13.4, pp. 41-44 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p>	
2. Board ensures that basic shareholder rights are disclosed on the company's website.	COMPLIANT	<p><i>Provide link to company's website</i></p> <p>The Board ensures that basic shareholders rights are disclosed in Belle's website.</p>	

		<p>Manual on Corporate Governance (February 2021), item 13.4, pp. 41-44 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>Corporate Disclosure Policy https://www.bellecorp.com/wp-content/uploads/2025/04/01a.-GCA-Policy-GOV-2018-001-Disclosures.pdf</p>	
Supplement to Recommendation 13.1			
1. Company's common share has one vote for one share.	COMPLIANT	<p>Each shareholder shall have one vote for each share of stock as per By Laws, Article II, Section 5 of By Laws, p.29 of pdf https://www.bellecorp.com/wp-content/uploads/2025/04/Amended-By-Laws_BEL_Redacted-reduced.pdf</p> <p>SEC Form 20-IS for 2026 ASM (Definitive), p.14: Voting Securities and Principal Holders Thereof https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p> <p>SEC Form 20-IS for 2025 ASM (Definitive), p.11 Voting Securities and Principal Holders Thereof https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p>	
2. Board ensures that all shareholders of the same class are treated equally with respect	COMPLIANT	<i>Provide information on all classes of shares, including their voting rights, if any.</i>	

<p>to voting rights, subscription rights and transfer rights.</p>		<p>The Board ensures that all shareholders are treated equally with respect to voting rights, subscription rights and transfer rights.</p> <p>Belle has only one share class.</p> <p>By Laws, Article II, Section 5 of By Laws, p.29 of pdf https://www.bellecorp.com/wp-content/uploads/2025/04/Amended-By-Laws_BEL_Redacted-reduced.pdf</p> <p>Manual on Corporate Governance (February 2021), item 13.4, pp. 41-44 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p>	
<p>3. Board has an effective, secure, and efficient voting system.</p>	<p>COMPLIANT</p>	<p><i>Provide link to voting procedure. Indicate if voting is by poll or show of hands.</i></p> <p>Voting is made through a secure online voting facility accessible only to verified stockholders to protect the integrity and secrecy of votes cast.</p> <p>Shareholders are allowed to vote cumulatively.</p> <p>Voting is by poll.</p>	

		<p>SEC Form 20-IS for 2026 ASM (Definitive), p.14: Voting Securities; pp.86-88 of pdf (Schedule A: Guidelines for Participating via Remote Communication and Voting in Absentia) https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p> <p>SEC Form 20-IS for 2025 ASM (Definitive), p.11: Voting Securities; pp.84-86 of pdf (Schedule A: Guidelines for Participating via Remote Communication and Voting in Absentia) https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p> <p>Apart from voting by proxy, voting in absentia and thru remote communication were implemented to encourage participation among the shareholders.</p> <p>The Board of Directors adopted a resolution allowing stockholders to participate, and to exercise their right to vote, via remote communication or in absentia.</p>	
<p>4. Board has an effective shareholder voting mechanism such as supermajority or “majority of minority” requirements to protect minority shareholders against actions of controlling shareholders.</p>	<p>COMPLIANT</p>	<p><i>Provide information on shareholder voting mechanisms such as supermajority or “majority of minority”, if any.</i></p> <p>Stockholders are allowed to do cumulative voting.</p> <p>SEC Form 20-IS for 2025 ASM (Definitive), Item 4.d, pp.14-16 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p> <p>Results of 2025 ASM, p. 8, Item d https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-Results-of-2025-Annual-Stockholders-Meeting-28apr25.pdf</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>	<p><i>Provide information on how this was allowed by board (i.e., minutes of meeting, board evaluation).</i></p> <p>The Board of Directors on February 24, 2021 approved the final version of the revised Manual on Corporate Governance, which was submitted to the SEC and PSE. It contains, among others, the approval for the shareholders to call a special shareholders' meeting and submit a proposal for consideration at the special or general meeting.</p> <p>Manual on Corporate Governance (February 2021), item 13.4, p. 41 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p>	
<p>6. Board clearly articulates and enforces policies with respect to treatment of minority shareholders.</p>	<p>COMPLIANT</p>	<p><i>Provide information or link/reference to the policies on treatment of minority shareholders.</i></p> <p>Manual on Corporate Governance (February 2021), item 13.4, pp. 41-44 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/</p>	
<p>7. Company has a transparent and specific dividend policy.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to the company's Dividend Policy.</i></p> <p>Manual on Corporate Governance (February 2021), p. 43</p>	

		<p>https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>SEC Form 17-A Annual Report for 2025, p. 14 https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement Website.pdf</p> <p>SEC Form 20-IS for 2026 ASM (Definitive), p.74 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement website.pdf</p> <p>SEC Form 20-IS for 2025 ASM (Definitive), pp. 72 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE Website-r.pdf</p> <p><i>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.</i></p> <p>The Company paid dividends to stockholders within 30 days after declaration or approval by the Board.</p> <p>On February 26, 2026, the BOD approved the declaration of cash dividend of ₱0.06 per share amounting to approximately ₱594</p>	
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		<p>million to shareholders of record as of March 13, 2026, paid on March 27, 2026.</p> <p>Disclosure on 2026 Dividend Declaration https://www.bellecorp.com/wp-content/uploads/2026/02/BEL-SEC-Form-17-C-2026-Declaration-of-Cash-Dividend.pdf</p> <p>On February 21, 2025, the BOD approved the declaration of cash dividend of ₱0.06 per share to shareholders of record as of March 7, 2025, paid on March 21, 2025.</p> <p>Disclosure on 2025 Dividend Declaration https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-SEC-Form-17-C-Declaration-of-Dividend-21feb25_website.pdf</p> <p>There were no dividends paid in 2024.</p>	
Optional: Recommendation 13.1			
<p>1. Company appoints an independent party to count and/or validate the votes at the Annual Shareholders' Meeting.</p>	<p>COMPLIANT</p>	<p>Ms. Cristina Castro Naguit was appointed as an independent party to count and validate the votes received during the 2025 and 2026 ASMs.</p> <p>Minutes of the 2025 ASM approved during the April 27, 2026 ASM, page 2, paragraph 5 https://www.bellecorp.com/wp-content/uploads/2026/04/BELLE-ASM-2025-Minutes-approved-on-27apr26.pdf</p> <p>Minutes of the 2026 ASM (draft), page 2, paragraph 5 https://www.bellecorp.com/wp-content/uploads/2026/05/BELLE-ASM-2026-Draft-Minutes-CC.pdf</p>	

Recommendation 13.2			
<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>	<p><i>Indicate the number of days before the annual stockholders' meeting or special stockholders' meeting when the notice and agenda were sent out.</i></p> <p>The notice was posted via PSE EDGE and on the Corporation's website starting March 17, 2025, or least 28 days prior the ASM scheduled on April 28, 2025. The Notice and Agenda of the meeting was published in the printed and online editions of Business World and the Daily Tribune on March 25, and 26, 2025.</p> <p>SEC Form 20-IS for 2025 ASM (Definitive) https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p> <p>On the other hand, the Notice and Agenda of the April 27, 2026 ASM were published in PSE Edge on March 23, 2026, while the printed and online editions of Business World and the Daily Tribune were on March 25 and 26, 2026.</p> <p>SEC Form 20-IS for 2026 ASM (Definitive) https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p> <p>. <i>Provide link to the Agenda included in the company's Information Statement (SEC Form 20-IS)</i></p> <p>SEC Form 20-IS for 2026 ASM (Definitive), p. 2 (Agenda), p. 3 (Rationale for the Agenda)</p>	

		https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf SEC Form 20-IS for 2025 ASM (Definitive), p. 2 (Agenda), p. 3 (Rationale for the Agenda) https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf	
Supplemental to Recommendation 13.2			
1. Company's Notice of Annual Stockholders' Meeting contains the following information:	COMPLIANT	<i>Provide link or reference to the company's notice of Annual Shareholders' Meeting</i> SEC Form 20-IS for 2026 ASM (Definitive), p. 6 of pdf https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf SEC Form 20-IS for 2025 ASM (Definitive), p.6 of PDF https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf	
a. The profiles of directors (i.e., age, academic qualifications, date of first appointment, experience, and directorships in other listed companies)	COMPLIANT	SEC Form 20-IS for 2026 ASM (Definitive), pp.16-19 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf SEC Form 20-IS for 2025 ASM (Definitive), pp. 6, 9, 15-17 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf	
b. Auditors seeking appointment/re-appointment	COMPLIANT	SEC Form 20-IS for 2026 ASM (Definitive), p. 3 (Rationale for Agenda Items and Proxy Form), pp. 29, 32 (Appointment of External Auditor)	

		https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf SEC Form 20-IS for 2025 ASM (Definitive), pp. 2-3 (Rationale for Agenda Items and Proxy Form), 25 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf	
c. Proxy documents	COMPLIANT	https://www.bellecorp.com/disclosures/ Proxy Form for 2026 ASM https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-2026-DIS-Proxy-Form.pdf Proxy Form for 2025 ASM https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-ASM-Proxy-Form.pdf SEC Form 20-IS for 2026 ASM (Definitive), p.4-6 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf SEC Form 20-IS for 2025 ASM (Definitive), p.4-6 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf	
Optional: Recommendation 13.2			
1. Company provides rationale for the agenda items for the annual stockholders meeting	COMPLIANT	<i>Provide link or reference to the rationale for the agenda items</i> SEC Form 20-IS for 2026 ASM (Definitive), p. 3 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf	

		<p>SEC Form 20-IS for 2025 ASM (Definitive), p.3 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p>	
Recommendation 13.3			
<p>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.</p>	COMPLIANT	<p><i>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.</i></p> <p>As contained in the Company’s Definitive Information Statement, shareholders are encouraged to send in their questions thru corsec@bellecorp.com at least three (3) days before the scheduled ASM. During the ASM, the moderator will read the questions, and Company representatives shall answer the questions as time will allow. Questions not addressed due to time constraints shall be responded thru the Company’s Investor Relations’ Department.</p> <p>After the President’s delivery of his report on the 2025 Results of Operations, the Chairman reminded the shareholders that questions on the report will be addressed during the Open Forum. The Q&A or Open Forum was conducted after the Appointment of External Auditors was taken up.</p> <p>Minutes of the April 27, 2026 ASM (draft), Q&A is under “Other Matters”, p. 8 https://www.bellecorp.com/wp-content/uploads/2026/05/BELLE-ASM-2026-Draft-Minutes-CC.pdf</p>	

		<p>The Q&A or Open Forum during the April 28, 2025 ASM was conducted after the Appointment of External Auditors agenda item.</p> <p>Minutes of the April 28, 2025 ASM (draft), Q&A is under “Other Matters”, p. 8 https://www.bellecorp.com/wp-content/uploads/2025/05/BELLE_ASM-2025_Draft-Minutes-for-website-FINAL-CLEAN.pdf</p>	
<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide link to minutes of meeting in the company website. Indicate voting results for all agenda items, including the approving, dissenting and abstaining votes. Indicate also if the voting on resolutions was by poll. Include whether there was opportunity to ask questions and the answers given, if any.</i></p> <p>May 31, 2024 ASM Minutes approved during the April 28, 2025 ASM https://www.bellecorp.com/wp-content/uploads/2025/05/BEL-May-31-2024-ASM-Minutes-approved.pdf</p> <p>April 28, 2025 ASM Minutes approved during the April 27, 2026 ASM https://www.bellecorp.com/wp-content/uploads/2026/04/BELLE-ASM-2025-Minutes-approved-on-27apr26.pdf</p> <p>April 27, 2026 ASM Minutes (draft) https://www.bellecorp.com/wp-content/uploads/2026/05/BELLE-ASM-2026-Draft-Minutes-CC.pdf</p>	

		<p>Voting on resolutions was done by poll based on the number of shares owned by a shareholder. Proxy forms were received and votes cast through the electronic voting portal were tabulated.</p> <p>The Q & A during the Open Forum may be found on page 8 of the 2024 ASM Minutes, page 8 of the 2025 ASM Minutes, and page 8 of the 2026 ASM Minutes (draft).</p> <p>After the President’s delivery of his reports on the 2024 and 2025 Results of Operations, the Chairman reminded the shareholders that questions on the report will be addressed during the Open Forum. The Q&A or Open Forum was conducted after the Appointment of External Auditors was taken up.</p> <p>The D-IS for 2026 ASM, Schedule A, p. 92 of pdf states that the Company will have an Open Forum during the ASM. Stockholders may send in their question thru corsec@bellec corp.com. These questions shall be addressed during the meeting and for those not entertained during the meeting, these shall be responded to by Investor Relations.</p> <p>https://www.bellec corp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p>	
Supplement to Recommendation 13.3			
<p>1. Board ensures the attendance of the external auditor and other relevant individuals to answer shareholders questions during the ASM and SSM.</p>	<p>COMPLIANT</p>	<p><i>Indicate if the external auditor and other relevant individuals were present during the ASM and/or special meeting.</i></p> <p>Representatives of the External Auditor, Reyes Tacandong & Co. as well as the Company’s Chief Financial Officer, Internal Audit Head, and Chief Risk Officer and Vice President for Governance</p>	

		<p>and Investor Relations were present during the April 28, 2025 ASM.</p> <p>April 28, 2025 ASM Minutes approved during the April 27, 2026 ASM https://www.bellecorp.com/wp-content/uploads/2026/04/BELLE-ASM-2025-Minutes-approved-on-27apr26.pdf</p> <p>Representatives of the External Auditor, Reyes Tacandong & Co. as well as the Board Advisers, Chief Financial Officer, Corporate Secretary, Assistant Corporate Secretary and Compliance Officer/Chief Risk Officer and Vice President for Governance were present during the April 27, 2026 ASM.</p> <p>April 27, 2026 ASM Minutes (draft) https://www.bellecorp.com/wp-content/uploads/2025/05/BELLE_ASM-2025_Draft-Minutes-for-website-FINAL-CLEAN.pdf</p>	
Recommendation 13.4			
<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide details of the alternative dispute resolution made available to resolve intra-corporate disputes.</i></p> <p>Manual on Corporate Governance (February 2021), item 13.5, p. 44 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf https://www.bellecorp.com/manual-on-corporate-governance/ Alternative Dispute Resolution System</p>	

		https://www.bellecorp.com/wp-content/uploads/2025/04/GCA-Policy-GOV-2017-009-DISPUTE_0.pdf	
2. The alternative dispute mechanism is included in the company's Manual on Corporate Governance.	COMPLIANT	<p><i>Provide link/reference to where it is found in the Manual on Corporate Governance.</i></p> <p>Manual on Corporate Governance (February 2021), item 13.5, p. 44</p> <p>https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p>	
Recommendation 13.5			
1. Board establishes an Investor Relations Office (IRO) to ensure constant engagement with its shareholders.	COMPLIANT	<p><i>Disclose the contact details of the officer/office responsible for investor relations:</i></p> <p>1. Name of the person – Michelle T. Hernandez 2. Telephone number – (632) 8662-8888 3. E-mail address – michelle.hernandez@bellecorp.com</p>	
2. IRO is present at every shareholder's meeting.	COMPLIANT	<p><i>Indicate if the IRO was present during the ASM.</i></p> <p>Yes, Michelle T. Hernandez, was present. She also hosted the meetings.</p> <p>Minutes of the April 27, 2026 ASM (draft) https://www.bellecorp.com/wp-content/uploads/2026/05/BELLE_ASM-2026_Draft-Minutes-C.pdf</p>	

		<p>Minutes of the April 28, 2025 ASM https://www.bellecorp.com/wp-content/uploads/2026/04/BELLE-ASM-2025-Minutes-approved-on-27apr26.pdf</p>	
Supplemental Recommendations to Principle 13			
1. Board avoids anti-takeover measures or similar devices that may entrench ineffective management or the existing controlling shareholder group	COMPLIANT	<p><i>Provide information on how anti-takeover measures or similar devices were avoided by the board, if any.</i></p> <p>Take-over is not possible since the public float is only at 44.59%.</p>	
2. Company has at least thirty percent (30%) public float to increase liquidity in the market.	COMPLIANT	<p><i>Indicate the company's public float.</i></p> <p>44.59% as of December 31, 2025. (Public Ownership Report)</p> <p>https://www.bellecorp.com/wp-content/uploads/2026/04/BEL-2025-POR-31Dec2025-Website-1.pdf</p>	
Optional: Principle 13			
1. Company has policies and practices to encourage shareholders to engage with the company beyond the Annual Stockholders' Meeting	COMPLIANT	<p><i>Disclose or provide link/reference to policies and practices to encourage shareholders' participation beyond ASM</i></p> <p>https://www.bellecorp.com/presentations-to-investors/</p> <p>Shareholders are also encouraged to report questionable activities, fraudulent dealings and unethical conduct by phone, mail, electronic email thru Company's Head of Corporate Governance who shall endorse the matter to the Ethics Committee for investigation. Such reports shall be acknowledged within 24 hours from receipt of the same.</p>	

The website also has a “Contact Us” section in the corporate website, which provides the contact information for Stakeholders and Investor Relations. This tool may be used to communicate their requests for such as but not limited to updating their contact information which the Company shall submit to the Stock Transfer Agent, dividend checks for replacement, unreceived dividend checks, and transfer of ownership of shares due to the shareholder’s death.

Manual on Corporate Governance, item 13.6, p. 44

<https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf>

<https://www.bellecorp.com/manual-on-corporate-governance/>

Belle Website / Contact Us

<https://www.bellecorp.com/contact-us/>

SEC Form 20-IS for 2026 ASM (Definitive), p.84

https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf

SEC Form 20-IS for 2025 ASM (Definitive), p. 82

https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf

Contact for Stakeholders’ Concerns

<https://www.bellecorp.com/contact-us/>

Contact Details for Stakeholders’ Concerns:

Michelle T. Hernandez - Head, Governance Dept.

		<p>5/F, Tower A, Two Ecom Center, Palm Coast Ave., MOA Complex, Pasay City Email: ethicscommittee@bellocorp.com Tel. No. (632) 8662-8888</p>	
<p>2. Company practices secure electronic voting in absentia at the Annual Shareholders' Meeting.</p>	<p>COMPLIANT</p>	<p>Stockholders who have successfully registered shall be notified via email of their unique log-in credentials for the voting portal.</p> <p>Stockholders can then cast their votes for specific items in the agenda, as follows:</p> <ol style="list-style-type: none"> 1. Access the voting portal by clicking the link, and log in using the unique credentials sent by email to the email-address of the stockholder provided to the Company. 2. Upon accessing the portal, the stockholder can vote on each agenda item. <p>A brief description of each item for stockholders' approval are appended as Annex A to the Notice of Meeting.</p> <p>A stockholder has the option to vote "Yes", "No", or "Abstain" on each agenda item for approval.</p> <p>For the election of directors, the stockholder has the option to vote for all nominees, withhold vote for any of the nominees (abstain), or vote for certain nominees only.</p> <p>SEC Form 20-IS for 2026 ASM (Definitive), pp. 86-88, Schedule A – Guidelines for Participating via Remote Communication and Voting In Absentia - Online Voting https://www.bellocorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p>	

SEC Form 20-IS for 2025 ASM (Definitive), pp.85-86, Schedule "A" – Guidelines for Participating via Remote Communication and Voting In Absentia - Online Voting
https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf

Duties to Stakeholders

Principle 14: The rights of stakeholders established by law, by contractual relations and through voluntary commitments must be respected. Where stakeholders’ rights and/or interests are at stake, stakeholders should have the opportunity to obtain prompt effective redress for the violation of their rights.

Recommendation 14.1

1. Board identifies the company’s various stakeholders and promotes cooperation between them and the company in creating wealth, growth and sustainability.

COMPLIANT

Identify the company’s shareholder and provide information or reference to a document containing information on the company’s policies and programs for its stakeholders.

Stakeholders are defined as any individual, organization or society at large who can either affect and/or be affected by the Corporation’s strategies, policies, business decisions and operations, in general. This includes, among others, customers, creditors, employees, suppliers, investors, as well as the government and communities in which it operates.

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 shall have the opportunity to obtain prompt effective redress for the violation of their rights.

The Board shall continue to identify the Corporation’s various stakeholders and promote cooperation between them and the Corporation in creating shared value.

<https://www.bellecorp.com/code-of-business-conduct-and-ethics/>

Employee Welfare

<https://www.bellecorp.com/wp-content/uploads/2025/05/Belle-2024-IR-Human-Capital-Employee-Welfare.pdf>

2025 Integrated Report, p. 36

<https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf>

Training and Orientation

2025 Integrated Report, p. 14

<https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf>

Manual on Corporate Governance (February 2021), item 14, pp. 44-45

<https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf>

<https://www.bellecorp.com/manual-on-corporate-governance/>

Code of Business Conduct and Ethics (May 2018)

https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf

<https://www.bellecorp.com/code-of-business-conduct-and-ethics/>

		<p>With the publication of the Company's 2018 to 2020 Sustainability Reports and its 2021-2025 Integrated Reports, the Company affirms its commitment to continuously partner with its various stakeholders. Using the Sustainability Roadmap, which the Board approved on October 25, 2019, the Company will use such as a guide as it embeds sustainability within its culture, systems and processes.</p> <p>The 2025 Integrated Report provides an overview of Belle's progress, achievements and updates across the Company and its business units. The information and data presented in this report aim to accurately and objectively showcase our value creation and the Company's commitment to integrated thinking and being at par with the latest reporting standards. It covers Belle's economic, operational, environmental and social performance, as well as its corporate governance practices.</p> <p>2025 Integrated Report https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf https://www.bellecorp.com/sustainable-development/</p>	
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>	<p><i>Identify policies and programs for the protection and fair treatment of company's stakeholders.</i></p> <p>The policies and programs for the protection and fair treatment of company's stakeholders are found in: Manual on Corporate Governance (February 2021), item 14, pp. 44-46 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p>	

		<p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>Code of Business Conduct and Ethics (May 2018) https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf</p> <p>The Company has provided the contact person for stakeholders' concerns in the company website:</p> <p>Michelle T. Hernandez - Head, Governance Dept. 5/F, Tower A, Two Ecom Center, Palm Coast Ave., MOA Complex, Pasay City Email: ethicscommittee@bellecorp.com Tel. No. (632) 8662-8888</p> <p>Corporate disclosures are also timely filed for its shareholders. Apart from the annual and financial reports, dividend declarations, and notices of stockholders meetings among others are filed as well.</p> <p>https://www.bellecorp.com/disclosures/</p> <p>https://www.bellecorp.com/wp-content/uploads/2026/02/BEL-SEC-Form-17-C-2026-Declaration-of-Cash-Dividend.pdf</p> <p>https://www.bellecorp.com/wp-content/uploads/2026/02/BEL-SEC-Form-17-C-2026-Notice-of-ASM_website.pdf</p>	
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>	<p><i>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.</i></p>	

		<p>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 shall have the opportunity to obtain prompt effective redress for the violation of their rights.</p> <p>The Board shall adopt a transparent framework and process that allows stakeholders to communicate with the Corporation and to obtain redress for the violation of their rights.</p> <p>Manual on Corporate Governance (February 2021), item 14, pp. 44-46 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>SEC Form 20-IS for 2025 ASM (Definitive), p. 82 https://www.bellecorp.com/wp-content/uploads/2025/04/BEL-2025-DIS-17mar25-PSE_Website-r.pdf</p> <p>SEC Form 20-IS for 2026 ASM (Definitive), p. 84 https://www.bellecorp.com/wp-content/uploads/2026/03/Belle-2026-Definitive-Information-Statement_website.pdf</p> <p>Contact Details for Stakeholders' Concerns: Michelle T. Hernandez - Head, Governance Dept. 5/F, Tower A, Two Ecom Center, Palm Coast Ave., MOA Complex, Pasay City Email: ethicscommittee@bellecorp.com Tel. No. (632) 8662-8888</p> <p><i>Provide information on whistleblowing policy, practices and procedures for stakeholders.</i></p> <p>Policy on Accountability, Integrity & Vigilance – Whistle Blowing:</p>	
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		<p>The Company uses a whistle blowing policy, which employees, customers, shareholders and stakeholders can make use of to report questionable activities, unethical conduct, fraud or malpractice by mail, phone or electronic mail in strictest confidentiality to allay fears of retaliation. The Company's Head of Corporate Governance (CG) shall establish the materiality and validity of all whistle-blower reports. Reports may also be submitted to any Department Head of the Company. The Head of CG shall endorse the report to the Ethics Committee (Management level) for further investigation if the report is deemed well-substantiated. On the other hand, if the report is deemed unsupported, the Head of CG shall inform the whistleblower of the status of the report within 24 hours from receipt of the assessment. All disclosures, statuses and resolutions shall be regularly reported to the CG Committee.</p> <p>https://www.bellecorp.com/wp-content/uploads/2025/04/Accountability-Integrity-Vigilance-Whistle-Blowing.pdf</p> <p>https://www.bellecorp.com/company-policies/</p> <p>https://www.bellecorp.com/corporate-governance/company-policies</p>	
Supplement to Recommendation 14.3			
<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>	<p><i>Provide information on the alternative dispute resolution system established by the company.</i></p> <p>Alternative Dispute Resolution It is the responsibility of the Board of Directors to establish an alternative dispute resolution system to settle intra-corporate disputes in an amicable and effective manner.</p>	

		<p>As such, the Board of Directors normally engages the services of a neutral third party to assist in the resolution of issues between the Company and stockholders, third parties and regulatory authorities. The alternative dispute resolution system may include arbitration, mediation, conciliation, early neutral evaluation, mini-trial, or any combination thereof, as the Company and the circumstances sees fit.</p> <p>https://www.bellecorp.com/wp-content/uploads/2025/04/GCA-Policy-GOV-2017-009-DISPUTE_0.pdf</p> <p>https://www.bellecorp.com/company-policies/</p>	
Additional Recommendations to Principle 14			
<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><i>Disclose any request for exemption by the company and the reason for the request.</i></p> <p>No such request for any exemption from the application of a law, rule or regulation.</p>	
<p>2. Company respects intellectual property rights.</p>	COMPLIANT	<p><i>Provide specific instances, if any.</i></p> <p>Governance Department is in constant coordination with the Legal Department to monitor and request for the renewal of the registration of logos/brand marks, business names etc. of Belle and subsidiaries with the Intellectual Property Office of the Philippines (IPOP HL). The logo and name of the Company are currently registered with the IPOP HL.</p>	
Optional: Principle 14			
<p>1. Company discloses its policies and practices that address customers' welfare</p>	COMPLIANT	<p><i>Identify policies, programs and practices that address customers' welfare or provide link/reference to a document containing the same.</i></p>	

Code of Business Conduct and Ethics, p. 3
https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf

<https://www.bellecorp.com/code-of-business-conduct-and-ethics/>

Belle recognizes that the core of its business is its customers, and values customer satisfaction and loyalty. Thus, all directors, officers, and employees shall be guided by fairness, professionalism, courtesy and respect when dealing with customers, and shall endeavor to provide excellent and diligent services at all times. No false or misleading information shall be provided to customers. The Company has a dedicated customer service group to address the concerns / queries of all current and potential buyers.

The Company uses its [Whistle-Blowing Policy](#), which employees, customers, shareholders and stakeholders can make use of to report questionable activities, unethical conduct, fraud or malpractice by mail, phone or electronic mail in strictest confidentiality to allay fears of retaliation. The Company's Head of Corporate Governance (CG) shall establish the materiality and validity of all whistle-blower reports. Reports may also be submitted to any Department Head of the Company. The Head of CG shall endorse the report to the Ethics Committee (Management level) for further investigation if the report is deemed well-substantiated. On the other hand, if the report is deemed unsupported, the Head of CG shall inform the whistle-blower of the status of the report within 24 hours from receipt of the assessment. All disclosures, statuses and resolutions shall be regularly reported to the CG Committee. Reports may be submitted to the:

Head, Governance Department
Belle Corporation
5/F Tower A, Two E-Com Center

		<p>Palm Coast Ave., Mall of Asia Complex CBP 1-A, Pasay 1300 Philippines email address: ethicscommittee@bellocorp.com Tel. No.: (632) 8662-8888</p>	
<p>2. Company discloses its policies and practices that address supplier/contractor selection procedures</p>	<p>COMPLIANT</p>	<p><i>Identify policies, programs and practices that address supplier/contractor selection procedures or provide link/reference to a document containing the same.</i></p> <p>The supplier/contractor selection adheres to the Vendor Accreditation and Selection Policy https://www.bellocorp.com/wp-content/uploads/2025/04/GCA-Policy-GOV-2017-008-VENDOR-ACCR_0.pdf https://www.bellocorp.com/company-policies/</p>	

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

<p>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.</p>	<p>COMPLIANT</p>	<p><i>Provide information on or link/reference to company policies programs and procedures that encourage employee participation.</i></p> <p>Belle is composed of a diverse, talented and agile team of employees, who are considered as the Company's greatest strength. In 2025, Belle consistently implemented health, safety and wellness programs.</p> <p>Employees attended a total of 544 training hours. Employees also participated in environmental-worth initiatives such as tree-planting and coastal clean-up both held in September.</p> <p>The Company also developed careers of employees and allowed high performers to occupy leadership roles.</p>	
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		<p>Manual on Corporate Governance (February 2021), item 15.1, p. 45 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>Code of Business Conduct and Ethics, Item D, p. 4 https://www.bellecorp.com/corporate-governance/code-business-conduct-and-ethics</p> <p>Employee Welfare and Trainings and Orientation participated in by the employees</p> <p>Employee Welfare 2025 Integrated Report, pp. 16-17, 34, 36-37 https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf</p> <p>Training and Development 2025 Integrated Report, p. 17 https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf</p> <p>https://www.bellecorp.com/code-of-business-conduct-and-ethics/</p> <p>Powered by a highly qualified, trained and engaged workforce, Belle Corporation prioritizes employee welfare, recognizes and rewards high performers, and provides a healthy and safe working environment and equal opportunities regardless of age, race, gender and religion. The Company aspires to be an employer of choice offering competitive compensation and benefits, career growth, training and volunteering opportunities, work-life balance, engagement programs, among others.</p>	
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		Belle Corporation creates and provides many opportunities for career development and advancement to its directors, officers and employees. There are available training and orientation programs for all career levels and functions.	
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	<p><i>Disclose if company has in place a merit-based performance incentive mechanism such as an employee stock option plan (ESOP) or any such scheme that awards and incentivizes employees, at the same time aligns their interests with those of the shareholders.</i></p> <p>On an annual basis, performance is measured against defined targets, which are based on both financial and non-financial indicators of progress towards the short and long-term goals of the Company.</p> <p>Employee compensation and rewards are determined based on the individual performance of the employee and overall Company performance.</p> <p>A merit-based performance incentive mechanism is in place, which is promulgated annually awards and incentivizes deserving employees, at the same time aligns their interests with those of the shareholders.</p> <p>SEC Form 17A Annual Report for 2025, p. 50, Stock Warrants and Options Outstanding https://www.bellecorp.com/wp-content/uploads/2026/03/BEL-SEC-Form-17-A-for-year-ended-December-31-2025with-SEC-Acknowledgement_Website.pdf</p>	
2. Company has policies and practices on health, safety and welfare of its employees.	COMPLIANT	<p><i>Disclose and provide information on policies and practices on health, safety and welfare of employees. Include statistics and data, if any.</i></p> <p>Code of Business Conduct and Ethics, p. 4</p>	

		<p>https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf</p> <p>https://www.bellecorp.com/code-of-business-conduct-and-ethics/</p> <p>Manual on Corporate Governance (February 2021), item 15.1, p. 45 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p> <p>View statistics and data on Employee Welfare and Trainings and Orientation participated in by the employees</p> <p>Employee Welfare, Employee Diversity, 2025 Integrated Report, p. 16 https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf</p> <p>Training and Development, 2025 Integrated Report, p. 17 https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf</p>	
<p>3. Company has policies and practices on training and development of its employees.</p>	<p>COMPLIANT</p>	<p><i>Disclose and provide information on policies and practices on training and development of employees. Include information on any training conducted or attended.</i></p> <p>Manual on Corporate Governance (February 2021), item 15.1, p. 45 https://www.bellecorp.com/wp-content/uploads/2025/02/Amended-MCG-02242021-WEBSITE.pdf</p> <p>https://www.bellecorp.com/manual-on-corporate-governance/</p>	

		<p>Powered by a highly qualified, trained and engaged workforce, Belle Corporation prioritizes employee welfare, recognizes and rewards high performers, and provides a healthy and safe working environment and equal opportunities regardless of age, race, gender and religion. The Company aspires to be an employer of choice offering competitive compensation and benefits, career growth, training and volunteering opportunities, work-life balance, engagement programs, among others.</p> <p>https://www.bellecorp.com/wp-content/uploads/2025/05/Belle-2024-IR-Human-Capital-Employee-Welfare.pdf</p> <p>Training and Development Belle Corporation creates and provides many opportunities for career development and advancement to its directors, officers and employees. There are available training and orientation programs for all career levels and functions.</p> <p>https://www.bellecorp.com/wp-content/uploads/2025/05/Belle-2024-IR-Social-Performance.pdf</p> <p><i>View statistics and data on Employee Welfare and Trainings and Orientation participated in by the employees</i></p> <p>2025 Integrated Report https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf</p> <p>Employee Welfare, 2025 Integrated Report, p. 16 https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf</p> <p>Training and Development, 2025 Integrated Report, p. 17 of pdf</p>	
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		https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf Code of Business Conduct and Ethics (May 2018) https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf https://www.bellecorp.com/code-of-business-conduct-and-ethics/	
Recommendation 15.2			
1. Board sets the tone and makes a stand against corrupt practices by adopting an anti-corruption policy and program in its Code of Conduct.	COMPLIANT	<i>Identify or provide link/reference to the company's policies, programs and practices on anti-corruption.</i> Policy on Accountability, Integrity and Vigilance (Whistle-Blowing) https://www.bellecorp.com/wp-content/uploads/2025/04/Accountability-Integrity-Vigilance-Whistle-Blowing.pdf https://www.bellecorp.com/company-policies/ Code of Business Conduct and Ethics (May 2018) https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf	
2. Board disseminates the policy and program to employees across the organization through trainings to embed them in the company's culture.	COMPLIANT	<i>Identify how the board disseminated the policy and program to employees across organization.</i> The Board, through the CG Committee, Belle HRD and Governance Departments, disseminates policies to employees thru email blasts, posting on the BEL portal, conducting regular training sessions and during onboarding for new hires. The policies are also posted on BEL corporate website and portal/intranet.	

		<p>In January 2025 and January 2026, employees were provided with a refresher training on HRD, governance, administration and data privacy-related matters.</p> <p>https://www.bellecorp.com/code-of-business-conduct-and-ethics/</p>	
Supplement to Recommendation 15.2			
<p>1. Company has clear and stringent policies and procedures on curbing and penalizing employee involvement in offering, paying and receiving bribes.</p>	COMPLIANT	<p><i>Identify or provide link/reference to the company policy and procedures on penalizing employees involved in corrupt practices.</i></p> <p>Policy on Accountability, Integrity and Vigilance (Whistle-Blowing) https://www.bellecorp.com/wp-content/uploads/2025/04/Accountability-Integrity-Vigilance-Whistle-Blowing.pdf</p> <p>https://www.bellecorp.com/company-policies/</p> <p>Code of Business Conduct and Ethics (May 2018), Annex 6 https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf</p> <p>https://www.bellecorp.com/code-of-business-conduct-and-ethics/</p> <p><i>Include any finding of violations of the company policy.</i> Since the policy was released, there are no reported violations of the policies of the CBCE.</p>	
Recommendation 15.3			
<p>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</p>	COMPLIANT	<p><i>Disclose or provide link/reference to the company whistle-blowing policy and procedure for employees.</i></p> <p>Policy on Accountability, Integrity and Vigilance (Whistle-Blowing)</p>	

		<p>https://www.bellecorp.com/wp-content/uploads/2025/04/Accountability-Integrity-Vigilance-Whistle-Blowing.pdf</p> <p>https://www.bellecorp.com/company-policies/</p> <p>Code of Business Conduct and Ethics (May 2018), Annex 6 https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf</p> <p>https://www.bellecorp.com/code-of-business-conduct-and-ethics/</p> <p><i>Indicate if the framework includes procedures to protect the employees from retaliation.</i></p> <p>Anyone who in good faith reports a violation of the Code or policies, or law shall not be retaliated upon or suffer harassment or adverse employment consequence. Belle expressly disapproves of acts of retaliation, intimidation and other harmful actions.</p> <p><i>Provide contact details to report any illegal or unethical behavior.</i></p> <p>Head, Governance Department Belle Corporation 5/F Tower A, Two E-Com Center Palm Coast Ave., Mall of Asia Complex CBP 1-A, Pasay 1300 Philippines Email address: ethicscommittee@bellecorp.com Tel. No.: (632) 8662-8888</p>	
<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>	<p>The CBCE, Code of Discipline, and other relevant rules and regulations, shall serve as guide in determining the penalties and sanctions to be imposed by HR where violations are proven and validated by the Internal Audit Group.</p>	

		<p>The principle of due process shall be observed in the handling of all cases.</p> <p>The Corporate Governance Committee, as it is in charge of monitoring compliance with the Code of Conduct and Business Ethics, applicable laws, rules and regulations, etc., shall be informed of all such complaints or reports and their status to be rendered by the Ethics Committee. This Committee is composed of the Heads of Governance, Internal Audit and Human Resources which is tasked to further investigate a report if such is well substantiated. Concerns complaints may be sent thru ethicscommittee@bellecop.com.</p>	
<p>3. Board supervises and ensures the enforcement of the whistleblowing framework.</p>	<p>COMPLIANT</p>	<p><i>Provide information on how the board supervised and ensured enforcement of the whistleblowing framework, including any incident of whistleblowing.</i></p> <p>The Board, through the Corporate Governance Committee and the HRD and Governance departments, supervises and ensures enforcement of the whistle-blowing framework.</p> <p>Reports of violation are sent to the Ethics Committee, which is tasked to conduct investigations of the said allegation. It has also been mandated to acknowledge reports within a reasonable period of time. All complaints shall thereafter be presented to the CG Committee which includes sanctions rendered by the Ethics Committee.</p> <p>Since it was released, there are no reported violations of the policies on the CBCE.</p>	
<p>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.</p>			
<p>Recommendation 16.1</p>			

<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>	<p><i>Provide information or reference to a document containing information on the company's community involvement and environment-related programs.</i></p> <p>https://www.bellecorp.com/sustainability/sustainable-development</p> <p>2025 Integrated Report, pp. 18-19, 34 of pdf for environment-related programs; pp. 34, 36-37 for community involvement initiatives</p> <p>https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf</p>	
<p>Optional: Principle 16</p>			
<p>1. Company ensures that its value chain is environmentally friendly or is consistent with promoting sustainable development</p>	<p>COMPLIANT</p>	<p><i>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.</i></p> <p>2025 Integrated Report, pp. 18-19, 34 for environment-related programs; pp. 34, 36-37 for community involvement initiatives</p> <p>https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf</p> <p>Our 2025 Integrated Report embodies the Company's ESG initiatives and identifies the shareholder value it has created for the benefit of its stakeholders. Apart from the financial results, efforts to explore opportunities and forge relationships were evident as the Company achieved good results in 2025.</p> <p>Adherence to good governance practices is prioritized by the Company's as it continues to do business. Belle is also focused on providing stable employment and keeping its employees engaged and empowered, and ensuring that no one is left behind. Our deep-rooted purpose is to deliver sustainable products and services. Hence, we</p>	

		worked side-by-side with our employees and business partners to realize these aspirations ultimately.	
2. Company exerts effort to interact positively with the communities in which it operates	COMPLIANT	<p><i>Identify or provide link/reference to policies, programs and practices to interact positively with the communities in which it operates.</i></p> <p>The Company identified the topics which are material to its strategy through its stakeholder and materiality assessment, which sought to help address the areas of concern, and create positive impacts in all aspects of its businesses. Belle actively engages with its external stakeholders, crafts broader plans, and initiates actions and strategies, which are responsive and appropriate so concerns are addressed and goals are met.</p> <p>2025 Integrated Report, pp. 34, 36-37 for community involvement initiatives https://www.bellecorp.com/wp-content/uploads/2026/03/FA-Belle-IR-2025-for-website-2.pdf</p> <p>Code of Conduct and Business Ethics (May 2018), p. 5 https://www.bellecorp.com/wp-content/uploads/2025/02/BEL_CBCE_May_2018_0.pdf</p> <p>https://www.bellecorp.com/code-of-business-conduct-and-ethics/</p>	

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 Pasig on _____ 2026.

A

SIGNATURE

Willy N. Odiar
Chairman of the Board

Armin Antonio B. Raquel Santos
President and CEO

Maria Gracia P. Tan
Lead Independent Director

Laurito E. Serrano
Independent Director

Paquito N. Ochoa, Jr.
Independent Director

Jason C. Nalupta
Corporate Secretary

Michelle T. Hernandez
Compliance Officer



MAY 18 2026

Subscribed and sworn to before me this _____ day of _____ 2026,
affiants exhibiting to me their Tax Identification Number (TIN) cards, with the following TINs:

Name: TIN:

Willy N. Ocier
Armin Antonio B. Raquel Santos
Maria Gracia P. Tan
Paquito N. Ochoa, Jr.
Laurito E. Serrano
Jason C. Nalupta
Michelle T. Hernandez

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Series of 2026

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AARON CRAIGG EMMANUEL D. TOLENTINO
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Commission Expires on December 31, 2027
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PTR No. 3986122/01.14.26/Pasig City
IBP No. 583867/01.02.26/PSA
Roll of Attorneys No. 9114
Admitted to the Bar on January 2025