COVER SHEET

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SEC Registration Number

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Securities and Exchange Commission
PHILIPPINES

SEC FORM – I-ACGR

INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

CTD MAY 27 2019 3
BY:
RECEIVED SUBJECT TO REVIEW OF FORM AND CONTENTS

GENERAL INSTRUCTIONS

A. Use of Form I-ACGR

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

B. Preparation of Report

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

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

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

C. Signature and Filing of the Report

a. Three (3) copies of a fully accomplished I-ACGR shall be filed with the Main Office of the Commission **on or before May 30 of the following year for every year that the company remains listed in the PSE;**

b. At least one (1) complete copy of the I-ACGR shall be duly notarized and shall bear **original and manual** signatures

c. The I-ACGR shall be signed under oath by: (1) Chairman of the Board; (2) Chief Executive Officer or President; (3) All Independent Directors; (4) Compliance Officer; and (5) Corporate Secretary.

d. The I-ACGR shall cover all relevant information from January to December of the given year.

e. All reports shall comply with the full disclosure requirements of the Securities Regulation Code.

Securities and Exchange Commission
PHILIPPINES

SEC FORM – I-ACGR

INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

1. For the fiscal year ended **2018**.

2. SEC Identification Number **12998**. 3. BIR Tax Identification No. **000-064-134-000**.

4. Exact name of issuer as specified in its charter **RFM CORPORATION**.

5. **MANDALUYONG CITY, METRO MANILA**
Province, Country or other jurisdiction of incorporation or organization

6. [ ] (SEC Use Only)
Industry Classification Code:

7. **RFM Corporate Center, Pioneer Cor. Sheridan Sts., Mandaluyong City**
Address of principal office

1550
Postal Code

8. **(632) 6318101**
Issuer's telephone number, including area code

9. **Not Applicable**
Former name, former address, and former fiscal year, if changed since last report.

INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT			
	COMPLIANT/ NON-COMPLIANT	**ADDITIONAL INFORMATION**	**EXPLANATION**
The Board's Governance Responsibilities			
Principle 1: The company should be headed by a competent, working board to foster the long- term success of the corporation, and to sustain its competitiveness and profitability in a manner consistent with its corporate objectives and the long- term best interests of its shareholders and other stakeholders.			
Recommendation 1.1			
1. Board is composed of directors with collective working knowledge, experience or expertise that is relevant to the company's industry/sector.	Compliant	Please refer to **Article 3, Paragraph C, Page 6** of the Corporation's **Manual of Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx for the Qualifications of Directors. Please also refer to **Pages 20 to 23** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx for the academic qualifications, industry knowledge, professional experience, expertise and relevant trainings of directors and to **Paragraph 6 (Nomination and Voting Procedures), Page 3**, of the Corporation's **Corporate Governance Committee Charter** with link at http://www.rfm.com.ph/CorporateGovernance/BoardCommitteesAndMembers.aspx for the qualification standards for directors to facilitate the selection of potential nominees and to serve as benchmark for the evaluation of its performance.	
2. Board has an appropriate mix of competence and expertise.	Compliant		

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		
Recommendation 1.2			
1. Board is composed of a majority of non-executive directors.	Compliant	Please refer to the Table found in **Pages 19 to 20** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx identifying the directors and the type of their directorships.	
Recommendation 1.3			
1. Company provides in its Board Charter and Manual on Corporate Governance a policy on training of directors.	Compliant	Please refer to **Article 3, Paragraph I, Page 13** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx relating to its policy on training of directors	

2. Company has an orientation program for first time directors.	Compliant	Please refer to **Paragraph I, Article 3, Page 13** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx relating to the policy on training of directors. Please refer to the attached **ACGT Program** marked and made an integral part hereof as **Annex "A"** containing information on the Corporate Governance Seminar provided by the Institute of Corporate Directors which represent the training of directors for 2018, including the number of hours attended and topics covered.	
3. Company has relevant annual continuing training for all directors.	Compliant		
Recommendation 1.4			
1. Board has a policy on board diversity.	Compliant	Please refer to **Article 3, Paragraph A, Page 4** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx containing information on the company's board diversity policy. As of 31 December 2018, the Corporation's Board of Directors is composed of **eight (8) males and three (3) females** and each of whom has diverse educational, business and professional backgrounds.	

Optional: Recommendation 1.4			
1. Company has a policy on and discloses measurable objectives for implementing its board diversity and reports on progress in achieving its objectives.			
Recommendation 1.5			
1. Board is assisted by a Corporate Secretary.	Compliant	The Corporation's Corporate Secretary is **Atty. Mitchie Vanessa T. Magomnang**. Please refer to **Pages 19 to 26** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx for the information on the Corporate Secretary, including her name and qualifications. Please refer to **Paragraph O, Article 3, Pages 21 to 22** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx for the Corporate Secretary's duties and functions.	
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		

4. Corporate Secretary attends training/s on corporate governance.		**Please refer to the attached copy of the Certificate of Attendance dated 13 December 2018**, marked and made an integral part hereof as **Annex "B",** certifying that the Corporate Secretary had attended the Annual Corporate Governance Seminar Training Program provided by the Institute of Corporate Directors. Meanwhile, please refer to **Annex "A"** hereof for the information on the said corporate governance training attended, including number of hours and topics covered.	
Optional: Recommendation 1.5			
1. Corporate Secretary distributes materials for board meetings at least five business days before scheduled meeting.	Compliant	The Corporate Secretary confirms that Board materials are sent at least five business days before a scheduled meeting.	

Recommendation 1.6			
1. Board is assisted by a Compliance Officer.	Compliant	The Corporation's Compliance Officer is Vice-President and Chief Finance Officer, **Mr. Enrique Oliver I. Rey-Matias**. Please refer to PSE Form 4-25 dated July 25, 2017 with link at http://www.rfm.com.ph/CompanyDisclosures/PSEDisclosures.aspx and **Page 20** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx for the information on the Compliance Officer, including his name and qualifications. Please refer to **Paragraph P, Article 3, Pages 22 to 23** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx for the Compliance Officer's duties and functions.	
2. Compliance Officer has a rank of Senior Vice President or an equivalent position with adequate stature and authority in the corporation.	Compliant		
3. Compliance Officer is not a member of the board.	Compliant		

4. Compliance Officer attends training/s on corporate governance.	Compliant	Please refer to the attached copy of the **Certificate of Attendance dated 13 December 2018**, marked and made an integral part hereof as **Annex "C",** certifying that the Compliance Officer had attended the Annual Corporate Governance Seminar Training Program provided by the Institute of Corporate Directors. Meanwhile, please refer to **Annex "A"** hereof for the information on the said corporate governance training attended, including number of hours and topics covered.	
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	Please refer to **Paragraph F, Article 3, Pages 11 to 12** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx which provides that a director's office is one of trust and confidence and he or she shall act in a manner characterized by transparency, accountability and fairness. He should also exercise leadership, prudence and integrity in directing the Corporation towards sustained progress. Moreover, under the same provisions, one of the norms of conduct that a director shall observe is to act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the Corporation and all shareholders.	

Recommendation 2.2			
1. Board oversees the development, review and approval of the company's business objectives and strategy.	Compliant	Please refer to **Paragraph E (2) (v) (vi) and (vii), Article 3, Page 10** of the Corporation's **Manual on Corporate Governance** with link at with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx which provides that the Board shall provide sound strategic policies and guidelines to the Corporation on major capital expenditures, establish programs that can sustain its long-term viability and strength, and periodically evaluate and monitor the implementation of such policies and strategies, including business plans, operating budgets and Management's overall performance. Part of the Agenda of the Board's scheduled regular meetings, are the financial and operating highlights of the previous month and year to date (YTD). Furthermore, the Corporation's Annual Business Plan (ABP) is communicated to the Board for its review.	
2. Board oversees and monitors the implementation of the company's business objectives and strategy.	Compliant		
Supplement to Recommendation 2.2			
1. Board has a clearly defined and updated vision, mission and core values.	Compliant	Please refer to the link http://www.rfm.com.ph/AboutUs/OurMissionAndVision.aspx which contains the Corporation's statements of its Mission, Vision and Commitment.	

2. Board has a strategy execution process that facilitates effective management performance and is attuned to the company's business environment, and culture.	Compliant	Please refer to **Paragraph E (2) (ii)**, **Article 3**, **Page 10** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx which provides that the Board shall 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.	
Recommendation 2.3			
1. Board is headed by a competent and qualified Chairperson.	Compliant	The Corporation's Chairman of the Board is **Mr. Jose S. Concepcion, Jr**. Please refer to **Pages 19 to 21** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx for the information on the Chairman of the Board, including his name and qualifications. Please refer to **Paragraph B**, **Article 3**, **Pages 4 to 5** of the Corporation's **Manual on Corporate Governance** for the Chairman of the Board's duties and functions.	

Recommendation 2.4			
1. Board ensures and adopts an effective succession planning program for directors, key officers and management.	Compliant	Please refer to **Paragraph E (2) (iv), Article 3, Page 10** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx which provides that the Board shall adopt and ensure a professional development program and an effective succession planning program for directors, key officers and Management to ensure growth and a continued increase in the shareholders' value, including a policy on the retirement age for directors and key officers as part of management succession and to promote dynamism in the Corporation.	
2. Board adopts a policy on the retirement for directors and key officers.	Compliant		
Recommendation 2.5			
1. Board aligns the remuneration of key officers and board members with long-term interests of the company.	Compliant	Please refer to **Paragraph K, Article 3, Page 14** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
2. Board adopts a policy specifying the relationship between remuneration and performance.	Compliant		
3. Directors do not participate in discussions or deliberations involving his/her own remuneration.	Compliant		

Optional: Recommendation 2.5			
1. Board approves the remuneration of senior executives.			
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.			
Recommendation 2.6			
1. Board has a formal and transparent board nomination and election policy.	Compliant	The Corporation'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, including minority shareholders, are provided for under the **Corporate Governance Committee Charter** with link at http://www.rfm.com.ph/CorporateGovernance/BoardCommitteesAndMembers.aspx. Under **Paragraph N (1) (g) and (h), Article 3, Pages 15 to 16** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx, the Corporate Governance Committee determines the nomination and election process for the directors and pre-screens and shortlist all candidates based on certain guidelines.	
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 of the Board's processes in the nomination, election or replacement of a director.	Compliant		
6. Board has a process for identifying the quality of directors that is aligned with the strategic direction of the company.	Compliant		

Optional: Recommendation to 2.6			
1. Company uses professional search firms or other external sources of candidates (such as director databases set up by director or shareholder bodies) when searching for candidates to the board of directors.			
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	**Paragraph H, Article 3, Page 13** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx, provides the overall responsibility of the Board to adopt a group-wide policy and system governing RPTs and other unusual or infrequently occurring transactions particularly those which pass certain thresholds of materiality and that the policy should encompass all entities within the Group, taking into account their size, structure, risk profile and complexity of operations.	
2. RPT policy includes appropriate review and approval of material RPTs, which guarantee fairness and transparency of the transactions.	Not Compliant		The Board of Directors adopted the Corporation's Related Party Transactions policy, as recommended by the Corporate Governance Committee, on 30 January 2019.

3. RPT policy encompasses all entities within the group, taking into account their size, structure, risk profile and complexity of operations.	Compliant		
Supplement to Recommendations 2.7			
1. Board clearly defines the threshold for disclosure and approval of RPTs and categorizes such transactions according to those that are considered *de minimis* 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.	Not Compliant	Provide information on a materiality threshold for RPT disclosure and approval, if any. Provide information on RPT categories	The Board of Directors adopted the Corporation's Related Party Transactions policy, as recommended by the Corporate Governance Committee, on 30 January 2019. Meanwhile, **Paragraph N (4), Article 3, Pages 20 to 21** of the of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx, provides for the guidelines by which the Audit Committee, as the related party transactions body, may review all material RPTs.

2. Board establishes a voting system whereby a majority of non-related party shareholders approve specific types of related party transactions during shareholders' meetings.	Not Compliant	Provide information on voting system, if any.	The Board of Directors adopted the Corporation's Related Party Transactions policy, as recommended by the Corporate Governance Committee, on 30 January 2019.
Recommendation 2.8			
1. Board is primarily responsible for approving the selection of Management led by the Chief Executive Officer (CEO) and the heads of the other control functions (Chief Risk Officer, Chief Compliance Officer and Chief Audit Executive).	Compliant	Please refer to **Paragraph E (iii), (xix), and (xx), Article 3, Pages 10 to 11** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx. Please refer to **Pages 19 to 26** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx for the information on the Executive Officers, including their names and qualifications.	
2. Board is primarily responsible for assessing the performance of Management led by the Chief Executive Officer (CEO) and the heads of the other control functions (Chief Risk Officer, Chief Compliance Officer and Chief Audit Executive).	Compliant	Please refer to **Paragraph E (vii), Article 3, Page 10** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx. The Corporation is currently formulating the assessment process and the frequency of assessment of performance.	

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	Please refer to **Paragraph E (iv), Article 3, Page 10** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
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	The Corporation implements a Performance-Based Variable Pay Scheme (PBVPS).	
Recommendation 2.10			
1. Board oversees that an appropriate internal control system is in place.	Compliant	Please refer to **Paragraphs E (xii) and (xvi), and G, Article 3, Page 11, 12 and 13** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
2. The internal control system includes a mechanism for monitoring and managing potential conflict of interest of the Management, members and shareholders.	Compliant		
3. Board approves the Internal Audit Charter.	Compliant	Please refer to the attached copy of the Corporation's **Internal Audit Charter** with link at http://www.rfm.com.ph/CorporateGovernance/InternalAudit.aspx.	

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	Please refer to **Paragraph N (4), Article 3, Pages 19 to 20** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx whereby the Audit Committee is mandated to act as a risk oversight body which shall be responsible for the oversight of the Corporation's Enterprise Risk Management System, including the responsibility to develop a formal enterprise risk management plan. Please also refer to **Article 6, Pages 26 to 27** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx under which the Corporation's Risk Management Group is created and defines its composition and functions, and the appointment of the Risk Management Officer and defines his/her function. The Corporation's **Risk Management Management Policies and Procedure** may be accessed at http://www.rfm.com.ph/CorporateGovernance/RiskManagement.aspx.	

2. The risk management framework guides the board in identifying units/business lines and enterprise-level risk exposures, as well as the effectiveness of risk management strategies.	Compliant		
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	The Board's roles, responsibilities and accountabilities in carrying out its fiduciary role as well as the guide to the directors' performance of their duties are embodied in the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx and which posted in the Corporation's website.	
2. Board Charter serves as a guide to the directors in the performance of their functions.	Compliant		
3. Board Charter is publicly available and posted on the company's website.	Compliant		

Additional Recommendation to Principle 2			
1. Board has a clear insider trading policy.	Not Compliant	Provide information on or link/reference to a document showing company's insider trading policy.	The Board of Directors adopted the Corporation's Insider Trading policy, as recommended by the Corporate Governance Committee, on 30 January 2019. Nonetheless, the **Corporation's Code of Business Principles** as published in its website with the link http://www.rfm.com.ph/CorporateGovernance/CodeOfBusinessConductAndEthics.aspx and under the heading Compliance to Law, provides that the Corporation and its employees shall thoroughly observe compliance with national and local laws and regulations under which they operate.
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.			
2. Company discloses the types of decision requiring board of directors' approval.			

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	**Paragraph N**, **Article 3**, **Pages 15 to 21** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx constituted the Corporate Governance Committee, Compensation Committee and the Audit Committee to aid the Board in complying with the principles of good corporate governance.	
Recommendation 3.2			
1. Board establishes an Audit Committee to enhance its oversight capability over the company's financial reporting, internal control system, internal and external audit processes, and compliance with applicable laws and regulations.	Compliant	**Paragraph N (4)**, **Article 3**, **Pages 17 to 21** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx constituted the Audit Committee and set out its duties, responsibilities and functions. Under **Article 5 (B)**, **Page 5** of the same **Manual**, the Board, after consultation with the Audit Committee, shall recommend to the stockholders an external auditor. In turn, under **Article 5 (A) (v)** of the same **Manual**, the external auditor shall be selected and appointed by the stockholders upon recommendation of the Audit Committee.	

2. Audit Committee is composed of at least three appropriately qualified non-executive directors, the majority of whom, including the Chairman is independent.	Compliant	**Paragraph N (4)**, **Article 3**, **Page 17** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx, provides for the composition of the chairmanship and membership o the Audit Committee, including the members' qualifications and type of directorship.	
3. All the members of the committee have relevant background, knowledge, skills, and/or experience in the areas of accounting, auditing and finance.	Compliant	**Paragraph N (4)**, **Article 3**, **Page 17** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx, requires that each member of the Audit Committee shall have adequate understanding at least or competence at most of the Corporation's financial management systems and environment. Please refer to **Pages 21 and 23** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx for the information on the qualifications and educational and professional backgrounds of Audit Committee members Joseph D. Server, Jr., Romeo L. Bernardo and Lilia R. Bautista.	

4. The Chairman of the Audit Committee is not the Chairman of the Board or of any other committee.	Compliant	**Paragraph N (4), Article 3, Page 17** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx, requires that the Chairman of the Audit Committee should not be the Chairman of the Board or of any other committees.	
Supplement to Recommendation 3.2			
1. Audit Committee approves all non-audit services conducted by the external auditor.	Compliant	**Paragraph N (4), Article 3, Page 19** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx, mandates the Audit Committee to evaluate and determine the non-audit work, if any, of the external auditor. Furthermore, the Audit Committee shall disallow any non-audit work that will conflict with his duties as an external auditor or may pose a threat to his independence. The non-audit work, if allowed, should be disclosed in the Corporation's annual report.	

2. Audit Committee conducts regular meetings and dialogues with the external audit team without anyone from management present.	Compliant	Provide proof that the Audit Committee conducted regular meetings and dialogues with the external audit team without anyone from the management present.	The Corporation's external auditor was invited to and took part in ten (10) out of the eleven (11) the meetings of the Audit Committee to present and discuss the status of its audit, whereby the VP & CFO, AVP & Group Controller, and Head of Internal Audit were also present. In one of the said meetings or on 10 July 2018, the Audit Committee conducted an executive session with the external auditor, without anyone from the management present. Please refer to the attached copies of the Attendance Sheets of the Audit Committee's meetings in 2018, respectively marked and made integral parts hereof as **Annexes "D" to "D-10"**.
Optional: Recommendation 3.2			
1. Audit Committee meet at least four times during the year.	Compliant	As shown in the answer above, the Audit Committee met eleven (11) times during the year.	
2. Audit Committee approves the appointment and removal of the internal auditor.	Compliant	The authority to appoint and remove the internal auditor rests with the Audit Committee pursuant to **Article 5, Page 3** of the Corporation's **Audit Committee Charter** with link at http://www.rfm.com.ph/CorporateGovernance/BoardCommitteesAndMembers.aspx	

Recommendation 3.3			
1. Board establishes a Corporate Governance Committee tasked to assist the Board in the performance of its corporate governance responsibilities, including the functions that were formerly assigned to a Nomination and Remuneration Committee.	Compliant	**Paragraph N (1)**, **Article 3**, **Pages 15 to 16** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx constituted the Corporate Governance Committee and set out its duties, responsibilities and functions. The Committee undertook the process of identifying the quality of directors aligned with the company's strategic direction by considering certain guidelines in the pre-screening and shortlisting of candidates for directorship, the optimum number of directors based on their performing capacities, and their low indicative limit on membership in other corporate boards.	

2. Corporate Governance Committee is composed of at least three members, all of whom should be independent directors.	Not Compliant	Provide information or link/reference to a document containing information on the members of the Corporate Governance Committee, including their qualifications and type of directorship.	**Paragraph N (1), Article 3, Page 15** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx, provides for the composition of the chairmanship and membership of the Corporate Committee, including the members' qualifications and type of directorship. However, since the Corporation has only two (2) independent directors, the current composition of the Corporate Governance Committee are two (2) independent directors and one (1) non-executive director.
3. Chairman of the Corporate Governance Committee is an independent director.	Compliant	The Corporation's Corporate Governance Committee is chaired by Mr. Romeo L. Bernardo who is an independent director. Please refer to **Page 23** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx for the information on the qualifications and educational and professional backgrounds of Mr. Romeo L. Bernardo.	

Optional: Recommendation 3.3.			
1. Corporate Governance Committee meet at least twice during the year.	Compliant	Please refer to the **Attendance Sheets** of the Corporate Governance Committee Meetings, hereto attached respectively marked as **Annexes "F" to "F-2"**.	
Recommendation 3.4			
1. Board establishes a separate Board Risk Oversight Committee (BROC) that should be responsible for the oversight of a company's Enterprise Risk Management system to ensure its functionality and effectiveness.	Not Compliant	Provide information or link/reference to a document containing information on the Board Risk Oversight Committee (BROC), including its functions	**Paragraph (N) (4), Article 3, Page 19** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx, provides that the Audit Committee also acts as a risk oversight body which shall be responsible for the oversight of the Corporation's Enterprise Risk Management System to ensure its functionality and effectiveness. Moreover, the Corporation has formally established the Risk Management Group which shall be composed of the heads of the Corporation's different departments as members and headed by the Risk Management Officer (RMO) and who shall meet at least once every quarter through a risk management meeting. Please refer to **Article 6, Pages 26 to 27** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.

2. BROC is composed of at least three members, the majority of whom should be independent directors, including the Chairman.	Not Compliant	Provide information or link/reference to a document containing information on the members of the BROC, including their qualifications and type of directorship	The Audit Committee, acting as a risk oversight body, is composed of at least three (3) appropriately qualified non-executive directors, the majority of whom, including the Chairman, should be independent. Please refer to **Pages 21 and 23** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx for the information on the qualifications and educational and professional backgrounds of Audit Committee members Joseph D. Server, Jr., Romeo L. Bernardo and Lilia R. Bautista.

3. The Chairman of the BROC is not the Chairman of the Board or of any other committee.	Not Compliant	Provide information or link/reference to a document containing information on the Chairman of the BROC	The Audit Committee, acting as a risk oversight body, is composed of at least three (3) appropriately qualified non-executive directors, the majority of whom, including the Chairman, should be independent. Please refer to **Pages 21 and 23** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx for the information on the qualifications and educational and professional backgrounds of Audit Committee members Joseph D. Server, Jr., Romeo L. Bernardo and Lilia R. Bautista.
4. At least one member of the BROC has relevant thorough knowledge and experience on risk and risk management.	Not Compliant	Provide information or link/reference to a document containing information on the background, skills, and/or experience of the members of the BROC.	The Audit Committee, acting as a risk oversight body, is composed of at least three (3) appropriately qualified non-executive directors, the majority of whom, including the Chairman, should be independent. Please refer to **Pages 21 and 23** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx for the information on the qualifications and educational and professional backgrounds of Audit Committee members Joseph D. Server, Jr., Romeo L. Bernardo and Lilia R. Bautista.

Recommendation 3.5			
1. Board establishes a Related Party Transactions (RPT) Committee, which is tasked with reviewing all material related party transactions of the company.	Not Compliant	Provide information or link/reference to a document containing information on the Related Party Transactions (RPT) Committee, including its functions.	**Paragraph (N) (4), Article 3, Page 20** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx, provides that the Audit Committee also acts as a related party transactions body, which is tasked with reviewing all material related party transactions (RPTs) of the Corporation.
2. RPT Committee is composed of at least three non-executive directors, two of whom should be independent, including the Chairman.	Not Compliant	Provide information or link/reference to a document containing information on the members of the RPT Committee, including their qualifications and type of directorship.	The Audit Committee, acting as a risk oversight body, is composed of at least three (3) appropriately qualified non-executive directors, the majority of whom, including the Chairman, should be independent. Please refer to **Pages 22 and 23** of the Corporation's **2017 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx for the information on the qualifications and educational and professional backgrounds of Audit Committee members Joseph D. Server, Jr., Romeo L. Bernardo and Lilia R. Bautista.

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	Please refer to the **Audit Committee Charter, Compensation Committee Charter, and Corporate Governance Committee Charter** with link at http://www.rfm.com.ph/CorporateGovernance/BoardCommitteesAndMembers.aspx.	
2. Committee Charters provide standards for evaluating the performance of the Committees.	Not Compliant		The Charter of the Corporate Governance Committee provides that the Committee shall oversee the periodic performance evaluation of the Board and its committees as well as executive management, and conducts an annual self-evaluation of its performance. The Board and the Audit Committee have their separate Self-Assessment Forms while the corresponding self-assessment forms for the Corporate Governance Committee and the Compensation Committee are currently being drafted and developed.
3. Committee Charters were fully disclosed on the company's website.	Compliant	Please refer to the **Audit Committee Charter, Compensation Committee Charter, and Corporate Governance Committee Charter** with link at http://www.rfm.com.ph/CorporateGovernance/BoardCommitteesAndMembers.aspx.	

Principle 4: To show full commitment to the company, the directors should devote the time and attention necessary to properly and effectively perform their duties and responsibilities, including sufficient time to be familiar with the corporation's business.			
Recommendation 4.1			
1. The Directors attend and actively participate in all meetings of the Board, Committees and shareholders in person or through tele-/videoconferencing conducted in accordance with the rules and regulations of the Commission.	Compliant	Please refer to **Paragraph J, Article 3, Pages 13 to 14** of the **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx. Please also refer to the attached copy of **SEC Form 17-C (Attendance of Directors) dated 18 January 2019**, marked and made an integral part hereof as **Annex "E"**, relative to the attendance and participation of directors in Board Meetings. Please refer to the **Minutes of the 2018 Annual Stockholders' Meeting and 2018 Special Stockholders' Meeting** with link at http://www.rfm.com.ph/CompanyDisclosures/MinutesOfASM.aspx relative to the attendance and participation of directors in the shareholders' meeting. Please refer to **Attendance Sheets** of the Audit Committee and Corporate Governance Committee Meetings, hereto attached respectively marked as **Annexes "D" to "D-10" and Annexes "F" to "F-2"**.	

2. The directors review meeting materials for all Board and Committee meetings.	Compliant	The board meeting materials and minutes of committee meetings are provided to the Board on the day of meeting and some matters cited in the Agenda were previously discussed in committee meetings held prior to the Board meeting.	
3. The directors ask the necessary questions or seek clarifications and explanations during the Board and Committee meetings.	Compliant	**Paragraph (E) (2) (xvii)** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx mandates that independent views during Board meeting shall be given due consideration and all meetings shall be duly minuted, while **Paragraph (F) (iv)** of the same **Manual** provides that a director shall act judiciously on matters brought before the Board, thoroughly evaluating the issues involved before making any decision.	

Recommendation 4.2			
1. Non-executive directors concurrently serve in a maximum of five publicly-listed companies to ensure that they have sufficient time to fully prepare for minutes, challenge Management's proposals/views, and oversee the long-term strategy of the company.	Compliant	**Paragraph A**, **Article 3**, **Page 3**, of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx provides that the Board may consider the adoption of guidelines in the number of directorships that its members can hold. The number should take into consideration the ability of the director to diligently and efficiently perform his duties and responsibilities and the nature and kind of corporations he or she may be a director of, regardless of the number of directorships that he or she may be holding. Currently, none of the Corporation's non-executive directors serve in more than five (5) publicly listed companies. Please refer to the hereto attached List of the Members of the Board of Directors who are also directors of publicly-listed companies, marked and made an integral part hereof as **Annex "G"**.	

Recommendation 4.3			
1. The directors notify the company's board before accepting a directorship in another company.	Compliant	**Paragraph A, Article 3, Page 3,** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx provides that a director should notify the Board where he/she is an incumbent director before accepting a directorship in another listed company.	
Optional: Principle 4			
1. Company does not have any executive directors who serve in more than two boards of listed companies outside of the group.	Compliant	Currently, none of the Corporation's executive directors serve in more than two (2) publicly listed companies outside RFM Group of Companies. Please refer to the hereto attached List of Members of the Board of Directors who are also directors of publicly-listed companies, marked and made an integral part hereof as **Annex "G"**.	
2. Company schedules board of directors' meetings before the start of the financial year.			
3. Board of directors meet at least six times during the year.	Compliant	The Board of Directors met seven (7) times in 2018 as shown in the hereto attached copy of **SEC Form 17-C (Attendance of Directors) dated 18 January 2019**, marked and made an integral part hereof as **Annex "E"**, relative to the number of Board Meetings conducted for the year.	

4. Company requires as minimum quorum of at least 2/3 for board decisions.		Indicate the required minimum quorum for board decisions	
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.	Not Compliant	Provide information or link/reference to a document containing information on the number of independent directors in the board	In consideration of the Corporation's size, risk profile and complexity of operations, **Paragraph A, Article 3, Page 3**, of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx provides that **at least two (2)** of its eleven (11) members of the Board shall be Independent Directors. Currently, the membership of the Board is composed of a majority of non-executive directors and ensures that no director or small group of directors can dominate the decision-making process.

Recommendation 5.2			
1. The independent directors possess all the qualifications and none of the disqualifications to hold the positions.	Compliant	**Paragraph A, Article 3, Page 3**, of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx provides that the Board should ensure that its independent directors possess the necessary qualifications and none of the disqualifications for an independent director to hold the position.	
Supplement to Recommendation 5.2			
1. Company has no shareholder agreements, by-laws provisions, or other arrangements that constrain the directors' ability to vote independently.	Compliant	**Paragraph F, Article 3, Page 11** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx provides that a director's office is one of trust and confidence. He or she shall act in a manner characterized by transparency, accountability and fairness and to exercise independent judgment.	
Recommendation 5.3			
1. The independent directors serve for a cumulative term of nine years (reckoned from 2012).	Compliant	Reckoned from 27 June 2012 when they were elected as Independent Directors, the Corporation's two (2) Independent Directors have served for a cumulative term of six (6) years as of 31 December 2018.	

2. The company bars an independent director from serving in such capacity after the term limit of nine years.	Compliant	**Paragraph A, Article 3, Page 3** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx provides that as a rule, the Board's independent directors shall serve for a maximum cumulative term of nine (9) years starting from the year 2012.	
3. In the instance that the company retains an independent director in the same capacity after nine years, the board provides meritorious justification and seeks shareholders' approval during the annual shareholders' meeting.	Compliant	**Paragraph A, Article 3, Page 3** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx provides that in the instance that the Corporation wants to retain an independent director who has served for nine (9) years, the Board should provide meritorious justification/s, advise the shareholders of such justifications, and seek shareholders' approval during the annual shareholders' meeting.	
Recommendation 5.4			
1. The positions of Chairman of the Board and Chief Executive Officer are held by separate individuals.	Compliant	The Corporation's Chairman of the Board is Jose S. Concepcion, Jr. while the Chief Executive Officer is Jose Ma. A. Concepcion III.	

2. The Chairman of the Board and Chief Executive Officer have clearly defined responsibilities.	Compliant	**Paragraph A, Article 3, Page 4** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx provides that the roles of the Chairman ("the Chair") and the Chief Executive Officer (CEO) shall, as much as practicable, be separate to foster an appropriate balance of power, increased accountability and better capacity for independent decision-making by the Board. The positions of the Chair and CEO should be held by separate individuals and a clear delineation of responsibilities and functions shall be made between them upon their election. **Paragraph B (1), Article 3, Page 4** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx provides for the duties and responsibilities of the Chair, while **Paragraph B (2), Article 3, Page 5** of the same Manual provides for the roles and responsibilities of the CEO. Currently, the Corporation's Chairman and CEO are father and son.	

Recommendation 5.5			
1. If the Chairman of the Board is not an independent director, the board designates a lead director among the independent directors.	Not Compliant	**Paragraph B (2), Article 3, Page 6** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx provides that if the Chairman of the Board is not independent or if the positions of the Chairman of the Board and Chief Executive Officer are held by one person, then the Board shall designate a lead director among the independent directors. The same paragraph likewise provides for the functions of the Lead Director. Currently, the Chairman of the Board is not an independent director but the positions of the Chairman and CEO are held by different individuals.	The Board has not formally designated a lead independent director as currently there are only two (2) independent directors. Each of these independent directors are the respective Chairs of the Audit Committee and of the Corporate Governance Committee.
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	**Paragraph K, Article 3, Page 14** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx provides that no director should participate in the discussions or deliberations involving his or her own remuneration.	

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.	Not Compliant	Provide proof and details of said meeting, if any. Provide information on the frequency and attendees of meetings.	Although there are no separate periodic meetings between the NEDs and the external auditor, the Audit Committee which is composed of NEDs and chaired by an independent director, regularly invites the external auditor to report on the status of the on-going audit. The Corporation's external auditor was invited to and took part in ten (10) out of the eleven (11) the meetings of the Audit Committee to present and discuss the status of its audit, whereby the VP & CFO, AVP & Group Controller, and Head of Internal Audit were also present. In one of the said meetings or on 10 July 2018, the Audit Committee conducted an executive session with the external auditor, without anyone from the management present. Moreover, the head of the Internal Audit also regularly takes part in all meetings of the Audit Committee to report on the status of internal audit plans and projects. Please refer to the attached copies of the Attendance Sheets of the Audit Committee's meetings in 2018, respectively marked and made integral parts hereof as **Annexes "D" to "D-10"**.

			Meanwhile, the Corporate Governance Committee which is also composed of NEDs and chaired by an independent director, regularly invites the Compliance Officer in all its meetings. The Compliance Officer, in fact, took part in all of the three (3) meetings of the Corporate Governance Committee in 2018. Please refer to **Attendance Sheets** of the Corporate Governance Committee Meetings, hereto attached respectively marked as **Annexes "F" to "F-2"**.

2. The meetings are chaired by the lead independent director.	Not Compliant		Although there are no separate periodic meetings between the NEDs and the external auditor, the Audit Committee which is composed of NEDs and chaired by an independent director, regularly invites the external auditor to report on the status of the on-going audit. The Corporation's external auditor was invited to and took part in ten (10) out of the eleven (11) the meetings of the Audit Committee to present and discuss the status of its audit, whereby the VP & CFO, AVP & Group Controller, and Head of Internal Audit were also present. In one of the said meetings or on 10 July 2018, the Audit Committee conducted an executive session with the external auditor, without anyone from the management present. Moreover, the head of the Internal Audit also regularly takes part in all meetings of the Audit Committee to report on the status of internal audit plans and projects. Please refer to the attached copies of the Attendance Sheets of the Audit Committee's meetings in 2018, respectively marked and made integral parts hereof as **Annexes "D" to "D-10"**.

			Meanwhile, the Corporate Governance Committee which is also composed of NEDs and chaired by an independent director, regularly invites the Compliance Officer in all its meetings. The Compliance Officer, in fact, took part in all of the three (3) meetings of the Corporate Governance Committee in 2018. Please refer to **Attendance Sheets** of the Corporate Governance Committee Meetings, hereto attached respectively marked as **Annexes "F" to "F-2"**.
Optional: Principle 5			
1. None of the directors is a former CEO of the company in the past 2 years.		Provide name/s of company CEO for the past 2 years	
Principle 6: The best measure of the Board's effectiveness is through an assessment process. The Board should regularly carry out evaluations to appraise its performance as a body, and assess whether it possesses the right mix of backgrounds and competencies.			

Recommendation 6.1			
1. Board conducts an annual self-assessment of its performance as a whole.	Compliant	All members of the Corporation's Board of Directors, including the Chairman, have conducted a self-assessment on their individual performances as well as on the performance of the Board as a whole, for the year 2018, as evidenced by the hereto attached duly filled-up Self-Assessment Forms, marked and made integral parts hereof as **Annexes "H to H-10".**	
2. The Chairman conducts a self-assessment of his performance.	Compliant		
3. The individual members conduct a self-assessment of their performance.	Compliant		
4. Each committee conducts a self-assessment of its performance.	Not Compliant		Only the Audit Committee has accomplished its Annual Self-Assessment. Please refer to a copy of template for the Annual Self-Assessment for the Audit Committee Members, marked and made an integral part hereof as **Annex "I".**
5. Every three years, the assessments are supported by an external facilitator.	Not Compliant	Identify the external facilitator and provide proof of use of an external facilitator.	The annual self-assessment will be supported by an external facilitator starting 2019.
Recommendation 6.2			
1. Board has in place a system that provides, at the minimum, criteria and process to determine the performance of the Board, individual directors and committees.	Compliant	**Paragraph L, Article 3, Page 14** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx provides that the Board shall conduct an annual self-assessment of its performance, including the performance of the Chairman, individual members and committees. Every three years, the assessment shall be supported by an external facilitator.	

2. The system allows for a feedback mechanism from the shareholders.	Compliant	Please refer to **Paragraph D, Article 7, Page 28** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx which provides for the stockholders' right to information.	
Principle 7: Members of the Board are duty-bound to apply high ethical standards, taking into account the interests of all stakeholders.			
Recommendation 7.1			
1. Board adopts a Code of Business Conduct and Ethics, which provide standards for professional and ethical behavior, as well as articulate acceptable and unacceptable conduct and practices in internal and external dealings of the company.	Compliant	Please refer to the link http://www.rfm.com.ph/CorporateGovernance/CodeOfBusinessConductAndEthics.aspx which contains the Corporation's Code of Business Principles.	
2. The Code is properly disseminated to the Board, senior management and employees.	Compliant	The Code is disseminated to the Board, senior management and employees by posting the same in the Company Website. Please refer to the link http://www.rfm.com.ph/CorporateGovernance/CodeOfBusinessConductAndEthics.aspx which contains the Corporation's Code of Business Principles.	
3. The Code is disclosed and made available to the public through the company website.	Compliant	Please refer to the link http://www.rfm.com.ph/CorporateGovernance/CodeOfBusinessConductAndEthics.aspx which contains the Corporation's Code of Business Principles.	

Supplement to Recommendation 7.1			
1. Company has clear and stringent policies and procedures on curbing and penalizing company involvement in offering, paying and receiving bribes.	Compliant	Please refer to the link http://www.rfm.com.ph/CorporateGovernance/CodeOfBusinessConductAndEthics.aspx which contains the Corporation's Code of Business Principles with respect to its policy against bribes or any improper advantages for business or financial gain under the heading Business Integrity. Moreover, under Paragraph D (iii), Article 3, Page 7 of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx, a person is permanently disqualified to be a director is he or she is finally convicted judicially of an offense involving bribery.	

Recommendation 7.2			
1. Board ensures the proper and efficient implementation and monitoring of compliance with the Code of Business Conduct and Ethics.	Compliant	The Corporation has put in place its Anti-Fraud and Whistleblowing Policy. Please refer to the link http://www.rfm.com.ph/CorporateGovernance/CompanyPolicies.aspx. Under the heading "Compliance-Monitoring-Reporting" of the Corporation's Code of Business Principles with link at http://www.rfm.com.ph/CorporateGovernance/CodeOfBusinessConductAndEthics.aspx, the Board is responsible in ensuring that the principles are communicated to, understood and observed by all employees. The Board expects employees to bring to their attention, or to that of senior management, any violation or suspected violation of the principles. Provision has been made for employees to be able to report in confidence and no employee will suffer as a consequence of doing so.	
2. Board ensures the proper and efficient implementation and monitoring of compliance with company internal policies.	Compliant		

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	Please refer to **Article 11**, **Page 32** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx which provides for the disclosure and transparency policy of the Corporation. Please refer to the link http://www.rfm.com.ph/CompanyDisclosures/PSEDisclosures.aspx for the Corporation's disclosures to the PSE and SEC.	
Supplement to Recommendations 8.1			
1. Company distributes or makes available annual and quarterly consolidated reports, cash flow statements, and special audit revisions. Consolidated financial statements are published within ninety (90) days from the end of the fiscal year, while interim reports are published within forty-five (45) days from the end of the reporting period.	Compliant	Quarterly reports are usually submitted earlier than the forty-five (45) days deadline. On the other hand, Annual Reports are submitted one hundred five (105) days from the end of the fiscal year in compliance with the SEC's deadline for publicly-listed companies.	

2. Company discloses in its annual report the principal risks associated with the identity of the company's controlling shareholders; the degree of ownership concentration; cross-holdings among company affiliates; and any imbalances between the controlling shareholders' voting power and overall equity position in the company.	Not Compliant	Provide link or reference to the company's annual report where the following are disclosed: 1. principal risks to minority shareholders associated with the identity of the company's controlling shareholders; 2. cross-holdings among company affiliates; and 3. any imbalances between the controlling shareholders' voting power and overall equity position in the company.	The Corporation's Annual Report contains a discussion on (1) the security ownership of certain record and beneficial owners and of management, (2) the indirect shareholdings of directors, officers and principal shareholders, (3) voting trust holders of 5% or more, and (4) changes in control. Please refer to **Pages 28 to 32** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx for the above-mentioned discussion.
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.	Not compliant	Provide information on or link/reference to the company's policy requiring directors and officers to disclose their dealings in the company's share. Indicate actual dealings of directors involving the corporation's shares including their nature, number/percentage and date of transaction.	The Board of Directors adopted the Corporation's Insider Trading policy, as recommended by the Corporate Governance Committee, on 30 January 2019. Nonetheless, all of the actual dealings of directors involving the Corporation's shares, both direct and indirect, including their nature, number/percentage and dates of transactions are timely and regularly disclosed to the PSE via PSE EDGE Forms 13-1. Please refer to the link http://www.rfm.com.ph/CompanyDisclosures/PSEDisclosures.aspx for the said disclosures.

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.	Not compliant		
Supplement to Recommendation 8.2			
1. Company discloses the trading of the corporation's shares by directors, officers (or persons performing similar functions) and controlling shareholders. This includes the disclosure of the company's purchase of its shares from the market (e.g. share buy-back program).	Compliant	Please refer to the link http://www.rfm.com.ph/CompanyDisclosures/PSEDisclosures.aspx for the disclosures concerning the shareholdings of directors, management and Top 100 shareholders, the Corporation's Quarterly Public Ownership Reports, share buy-backs and sale of treasury shares for the year 2018. A discussion on the Corporation's Group (Parent and Subsidiaries) is contained in **Pages 2 to 4** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx.	
Recommendation 8.3			
1. Board fully discloses all relevant and material information on individual board members to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.	Compliant	Please refer to **Pages 20 to 23 and 31** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx which contain a discussion on the directors' academic qualifications, share ownership in the company, membership in other boards, other executive positions, professional experiences, expertise and relevant trainings attended.	

2. Board fully discloses all relevant and material information on key executives to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment.	Compliant	Please refer to **Pages 23 to 26 and 31** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx which contain a discussion on the key officers' academic qualifications, share ownership in the company, membership in other boards, other executive positions, professional experiences, expertise and relevant trainings attended.	
Recommendation 8.4			
1. Company provides a clear disclosure of its policies and procedure for setting Board remuneration, including the level and mix of the same.	Compliant	Please refer to **Paragraph K, Article 3, Page 14** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
2. Company provides a clear disclosure of its policies and procedure for setting executive remuneration, including the level and mix of the same.	Compliant	Please refer to **Paragraph K, Article 3, Page 14** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	

3. Company discloses the remuneration on an individual basis, including termination and retirement provisions.	Compliant	Please refer to **Pages 27 to 28** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx for the discussion on director remuneration and executive compensation, employment contracts on transportation benefits, bonus scheme, retirement plan and other benefits.	
Recommendation 8.5			
1. Company discloses its policies governing Related Party Transactions (RPTs) and other unusual or infrequently occurring transactions in their Manual on Corporate Governance.	Compliant	Please refer to **Paragraph H, Article 3, Page 13** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
2. Company discloses material or significant RPTs reviewed and approved during the year.	Compliant	Please refer to **Pages 31 to 35** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx for the discussion on the Corporation's certain relationships and related party transactions for 2018.	

Supplement to Recommendation 8.5			
1. Company requires directors to disclose their interests in transactions or any other conflict of interests.	Not Compliant	Indicate where and when directors disclose their interests in transactions or any other conflict of interests.	The Board of Directors adopted the Corporation's policies on Insider Trading and Conflict of Interest, as recommended by the Corporate Governance Committee, on 30 January 2019. Moreover, the Corporation requires directors and employees to avoid situations of potential and actual conflicts of interest. Please refer to the Corporation's **Anti-Fraud and Whistleblowing Policy** with link at http://www.rfm.com.ph/CorporateGovernance/CompanyPolicies.aspx.
Optional : Recommendation 8.5			
1. Company discloses that RPTs are conducted in such a way to ensure that they are fair and at arms' length.		Provide link or reference where this is disclosed, if any	
Recommendation 8.6			
1. Company makes a full, fair, accurate and timely disclosure to the public of every material fact or event that occur, particularly on the acquisition or disposal of significant assets, which could adversely affect the viability or the interest of its shareholders and other stakeholders.	Compliant	All material facts or events that occur are disclosed by the Corporation to the PSE via PSE EDGE Form 4-30. Please refer to the link http://www.rfm.com.ph/CompanyDisclosures/PSEDisclosures.aspx for these disclosures.	

2. Board appoints an independent party to evaluate the fairness of the transaction price on the acquisition or disposal of assets.	Not Compliant	Identify independent party appointed to evaluate the fairness of the transaction price Disclose the rules and procedures for evaluating the fairness of the transaction price, if any.	The Corporation has neither acquired nor disposed of significant assets in 2018. However, in the appraisal of its properties, the Corporation engages a third-party appraiser.
Supplement to Recommendation 8.6			
1. Company discloses the existence, justification and details on shareholder agreements, voting trust agreements, confidentiality agreements, and such other agreements that may impact on the control, ownership, and strategic direction of the company.	Complaint	Please refer to **Page 31** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx for the discussion on voting trust holders of 5% or more.	
Recommendation 8.7			
1. Company's corporate governance policies, programs and procedures are contained in its Manual on Corporate Governance (MCG).	Compliant	The Corporation's **Manual on Corporate Governance** may be accessed through the link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
2. Company's MCG is submitted to the SEC and PSE.	Compliant		
3. Company's MCG is posted on its company website.	Compliant		

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	Please refer to the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx, the first page of which shows the SEC's receiving stamp dated May 19, 2017. Meanwhile, the Corporation's **Manual on Corporate Governance** was likewise disclosed to the PSE via PSE EDGE Form 17-18 dated 19 May 2017 which may be accessed through the link http://www.rfm.com.ph/CompanyDisclosures/PSEDisclosures.aspx	
Optional: Principle 8			
1. Does the company's Annual Report disclose the following information:		Provide link or reference to the company's Annual Report containing the said information.	
a. Corporate Objectives			
b. Financial performance indicators			
c. Non-financial performance indicators			
d. Dividend Policy			
e. Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and other directorships in listed companies) of all directors			
f. Attendance details of each director in all directors meetings held during the year			

g. Total remuneration of each member of the board of directors			
2. The Annual Report contains a statement confirming the company's full compliance with the Code of Corporate Governance and where there is non-compliance, identifies and explains reason for each such issue.		Provide link or reference to where this is contained in the Annual Report	
3. The Annual Report/Annual CG Report discloses that the board of directors conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems.		Provide link or reference to where this is contained in the Annual Report	
4. The Annual Report/Annual CG Report contains a statement from the board of directors or Audit Committee commenting on the adequacy of the company's internal controls/risk management systems.		Provide link or reference to where this is contained in the Annual Report	
5. The company discloses in the Annual Report the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic).		Provide link or reference to where these are contained in the Annual Report	
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	Please refer to **Paragraphs A (v) and B, Article 5, Pages 24 to 26** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx. Please also refer to the Corporation's **Audit Committee Charter** with link at http://www.rfm.com.ph/CorporateGovernance/BoardCommitteesAndMembers.aspx.	
2. The appointment, reappointment, removal, and fees of the external auditor is recommended by the Audit Committee, approved by the Board and ratified by the shareholders.	Compliant	During the 2018 Annual Stockholders' Meeting, all of the stockholders present both in person and by proxy constituting at least 78.39% of the outstanding capital stock ratified the appointment, reappointment, removal and fees of the external auditor.	
3. For removal of the external auditor, the reasons for removal or change are disclosed to the regulators and the public through the company website and required disclosures.	Compliant	Please refer to **Paragraph B, Article 5, Pages 25 to 26** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
Supplement to Recommendation 9.1			
1. Company has a policy of rotating the lead audit partner every five years.	Compliant	Please refer to **Paragraph A (v), Article 5, Page 25** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	

Recommendation 9.2			
1. Audit Committee Charter includes the Audit Committee's responsibility on: i. assessing the integrity and independence of external auditors; ii. exercising effective oversight to review and monitor the external auditor's independence and objectivity; and iii. exercising effective oversight to review and monitor the effectiveness of the audit process, taking into consideration relevant Philippine professional and regulatory requirements.	Compliant	Please also refer to the Corporation's **Audit Committee Charter** with link at http://www.rfm.com.ph/CorporateGovernance/BoardCommitteesAndMembers.aspx. Please also refer to **Paragraph 4 (a), (d), (g), (j), (k), and (m), Article 3, Pages 17 to 19**, of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
2. Audit Committee Charter contains the Committee's responsibility on reviewing and monitoring the external auditor's suitability and effectiveness on an annual basis.	Compliant	Please also refer to the Corporation's **Audit Committee Charter** with link at http://www.rfm.com.ph/CorporateGovernance/BoardCommitteesAndMembers.aspx. Please also refer to **Paragraph 4 (a), (d), (g), (j), (k), and (m), Article 3, Pages 17 to 19**, of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	

Supplement to Recommendations 9.2			
1. Audit Committee ensures that the external auditor is credible, competent and has the ability to understand complex related party transactions, its counterparties, and valuations of such transactions.	Compliant	Please also refer to the Corporation's **Audit Committee Charter** with link at http://www.rfm.com.ph/CorporateGovernance/BoardCommitteesAndMembers.aspx. Please also refer to **Paragraph 4 (a), (d), (g), (j), (k), and (m), Article 3, Pages 17 to 19**, of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
2. Audit Committee ensures that the external auditor has adequate quality control procedures.	Compliant	Please also refer to the Corporation's **Audit Committee Charter** with link at http://www.rfm.com.ph/CorporateGovernance/BoardCommitteesAndMembers.aspx. Please also refer to **Paragraph 4 (a), (d), (g), (j), (k), and (m), Article 3, Pages 17 to 19**, of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
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	There are no non-audit services performed by the external auditor in 2018.	

2. Audit Committee stays alert for any potential conflict of interest situations, given the guidelines or policies on non-audit services, which could be viewed as impairing the external auditor's objectivity.	Compliant	Please also refer to **Article 5 (B), Pages 25 to 26,** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
Supplement to Recommendation 9.3			
1. Fees paid for non-audit services do not outweigh the fees paid for audit services.	Compliant	Audit Fees paid is disclosed in **Page 18 ("Audit and Audit Related Fees")** of the Corporation's **2018 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx. There are no non-audit services performed by the external auditor in 2018.	
Additional Recommendation to Principle 9			
1. Company's external auditor is duly accredited by the SEC under Group A category.	Compliant	The Corporation's external auditor is Sycip Gorres Velayo & Co. and with the following details: 1. Name of the audit engagement partner: **Narciso T. Torres, Jr.** 2. Accreditation number: **1511-A (Group A)** 3. Date Accredited: **October 18, 2018** 4. Expiry date of accreditation: **October 17, 2021** 5. Name, address, contact number of the audit firm: **Sycip Gorres Velayo & Co., 6760 Ayala Avenue, Makati City, Tel. No. 8910307**	

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).	Not Compliant	Provide information on the following: 1. Date it was subjected to SOAR inspection, if subjected; 2. Name of the Audit firm; and 3. Members of the engagement team inspected by the SEC.	
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	Please also refer to **Article 8**, **Page 30**, of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
2. Company adopts a globally recognized standard/framework in reporting sustainability and non-financial issues.	Compliant	Please also refer to **Article 8**, **Page 30**, of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
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	Please refer to the **Stockholders' News Section** of the Corporation's website with link at http://www.rfm.com.ph/Home.aspx. Morever, the Corporation's Press Releases are disclosed to the PSE through PSE EDGE Form 4-31 which may be accessed through the link http://www.rfm.com.ph/CompanyDisclosures/PSEDisclosures.aspx.	
Supplemental to Principle 11			
1. Company has a website disclosing up-to-date information on the following:		a. Please refer to the link http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx. b. Please refer to the Stockholders' News Section of the Corporation's website with link at http://www.rfm.com.ph/Home.aspx. Morever, the Corporation's Press Releases are disclosed to the PSE though PSE EDGE Form 4-31 which may be accessed through the link http://www.rfm.com.ph/CompanyDisclosures/PSEDisclosures.aspx. c. Please refer to the link http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx. d. Please refer to the link http://www.rfm.com.ph/CompanyDisclosures/NoticeOfASM.aspx. e. Please refer to the link f. http://www.rfm.com.ph/CompanyDisclosures/MinutesOfASM.aspx. g. Please refer to the link http://www.rfm.com.ph/CompanyDisclosures/GeneralDisclosures.aspx.	
a. Financial statements/reports (latest quarterly)	Compliant		
b. Materials provided in briefings to analysts and media	Compliant		
c. Downloadable annual report	Compliant		
d. Notice of ASM and/or SSM	Compliant		
e. Minutes of ASM and/or SSM	Compliant		
f. Company's Articles of Incorporation and By-Laws	Compliant		

Additional Recommendation to Principle 11			
1. Company complies with SEC-prescribed website template.	Compliant	The Corporation's website may be accessed through the link www.rfm.com.ph.	
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	Please refer to **Paragraph G, Article 3, Pages 12 to 13** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx. List quality service programs for the internal audit functions. Indicate frequency of review of the internal control system	
2. Company has an adequate and effective enterprise risk management framework in the conduct of its business.	Compliant	Please refer to the Corporation's **Risk Management Policies and Procedures Manual** though the link http://www.rfm.com.ph/CorporateGovernance/RiskManagement.aspx. The enterprise risk management framework may be reviewed as may deemed necessary by Management based on major changes to the inputs or external influences.	

Supplement to Recommendations 12.1			
1. Company has a formal comprehensive enterprise-wide compliance program covering compliance with laws and relevant regulations that is annually reviewed. The program includes appropriate training and awareness initiatives to facilitate understanding, acceptance and compliance with the said issuances.	Not Compliant	Provide information on or link/ reference to a document containing the company's compliance program covering compliance with laws and relevant regulations. Indicate frequency of review.	It is a policy of the Corporation that it and its employees shall thoroughly observe compliance with national and local laws and regulations under which it operates. Please refer to the Corporation's **Code of Business Principles** (under the heading "Compliance to Law") with link at http://www.rfm.com.ph/CorporateGovernance/CodeOfBusinessConductAndEthics.aspx.
Optional: Recommendation 12.1			
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.		Provide information on IT governance process	
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	Internal audit is in-house. Please refer to the Corporation's **Internal Audit Charter** with link at http://www.rfm.com.ph/CorporateGovernance/InternalAudit.aspx.	

Recommendation 12.3			
1. Company has a qualified Chief Audit Executive (CAE) appointed by the Board.	Not Compliant	Identify the company's Chief Audit Executive (CAE) and provide information on or reference to a document containing his/her responsibilities.	In lieu of the CAE, the Board has appointed an Internal Audit Manager. Please refer to the Corporation's **Internal Audit Charter** with link at http://www.rfm.com.ph/CorporateGovernance/InternalAudit.aspx.
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.	Not Compliant		In lieu of the CAE, the Board has appointed an Internal Audit Manager. Please refer to the Corporation's **Internal Audit Charter** with link at http://www.rfm.com.ph/CorporateGovernance/InternalAudit.aspx.
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.	Not Compliant	Identify qualified independent executive or senior management personnel, if applicable.	The Corporation does not engage a fully outsourced internal audit activity.
Recommendation 12.4			
1. Company has a separate risk management function to identify, assess and monitor key risk exposures.	Compliant	Please refer to **Article 6, Pages 26 to 27** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
Supplement to Recommendation 12.4			
1. Company seeks external technical support in risk management when such competence is not available internally.	Not Compliant	Identify source of external technical support, if any.	

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).	Not 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.	In lieu of the CRO, the Board has appointed a Risk Management Officer (RMO). Please refer to **Article 6, Pages 26 to 27** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.
2. CRO has adequate authority, stature, resources and support to fulfill his/her responsibilities.	Compliant	Please refer to **Article 6, Pages 26 to 27** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
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.	Not Compliant	Provide link to CEO and CAE's attestation	
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	Please refer to **Article 7, Pages 27 to 30** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	

2. Board ensures that basic shareholder rights are disclosed on the company's website.	Compliant	Shareholders' rights are already provided for in the Corporation's **Manual of Corporate Governance** which is uploaded in the Corporation's website. Please refer to **Article 7, Pages 27 to 30** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx	.
Supplement to Recommendation 13.1			
1. Company's common share has one vote for one share.	Compliant	Please refer to **Paragraph 9, Article 6, Page 6** of the Corporation's **Corporate Governance Committee Charter** with link at http://www.rfm.com.ph/CorporateGovernance/BoardCommitteesAndMembers.aspx.	
2. Board ensures that all shareholders of the same class are treated equally with respect to voting rights, subscription rights and transfer rights.	Compliant	The Corporation has only one (1) class of common shares, whereby one (1) share is equivalent to one (1) vote. Please refer to **Paragraph A, Article 7, Page 27** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	

3. Board has an effective, secure, and efficient voting system.	Compliant	The voting procedure is found in the Corporation's **Corporate Governance Committee Charter** which may be accessed through the link http://www.rfm.com.ph/CorporateGovernance/BoardCommitteesAndMembers.aspx. Voting is by poll in accordance with **Article 11 of the Corporation's By-Laws and Article 24 of the Corporation Code of the Philippines (Batas Pambansa No. 68)**, as amended.	
4. Board has an effective shareholder voting mechanisms such as supermajority or "majority of minority" requirements to protect minority shareholders against actions of controlling shareholders.	Not Compliant	Provide information on shareholder voting mechanisms such as supermajority or "majority of minority", if any.	Please refer to **Paragraph A, Article 7, Page 27** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx which provides that a director shall not be removed without cause if it will deny minority shareholders representation in the Board.
5. Board allows shareholders to call a special shareholders' meeting and submit a proposal for consideration or agenda item at the AGM or special meeting.	Compliant	Please refer to **Paragraph D, Article 7, Page 28** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx. Please also refer to **Article VII** the **Corporation's Amended By-Laws** with link at http://www.rfm.com.ph/CompanyDisclosures/GeneralDisclosures.aspx.	

6. Board clearly articulates and enforces policies with respect to treatment of minority shareholders.	Compliant	Please refer to **Paragraphs D and F, Article 7, Page 28** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
7. Company has a transparent and specific dividend policy.	Compliant	Please refer to **Paragraph E, Article 7, Page 29** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx. For information on and details of the dividends declared by the Corporation in 2017 including their payment dates, please refer to **Page 16** of the Corporation's **2017 Annual Report (SEC Form 17-A)** with link at http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx. All dividends were paid-out not more than eighteen (18) days from record date as prescribed by law.	
Optional: Recommendation 13.1			
1. Company appoints an independent party to count and/or validate the votes at the Annual Shareholders' Meeting.		Identify the independent party that counted/validated the votes at the ASM, if any.	

Recommendation 13.2			
1. Board encourages active shareholder participation by sending the Notice of Annual and Special Shareholders' Meeting with sufficient and relevant information at least 28 days before the meeting.	Compliant	The Notice and Agenda for the 2018 Annual Stockholders' Meeting (ASM) held on 25 July 2018 were published in the Philippine Star on 29 June 2018. Meanwhile, the Notice and Agenda for the Special Stockholders' Meeting (SSM) held on 7 September 2018 were initially published in the Philippine Star on 31 July 2018, and another Notice with an amended Agenda was again published in the 3 August 2018 edition of the same newspaper. Publication of the foregoing Notices and Agenda is in accordance with the provisions of the Corporation's By-Laws. In addition to the foregoing, the Notices and Agenda were mailed to the stockholders individually on 10 July 2018 and 15 August 2018 for the ASM and SSM respectively. Please refer to the link http://www.rfm.com.ph/CompanyDisclosures/NoticeOfASM.aspx for copies of the Notices and Agenda.	
Supplemental to Recommendation 13.2			
1. Company's Notice of Annual Stockholders' Meeting contains the following information:		Provide link or reference to the company's notice of Annual Shareholders' Meeting	

a. The profiles of directors (i.e., age, academic qualifications, date of first appointment, experience, and directorships in other listed companies)	Not Compliant		The profiles of directors are contained in the Corporation's Information Statement which is disseminated prior to the holding of the ASM.
b. Auditors seeking appointment/re-appointment	Not Compliant		The external auditor is normally introduced to the stockholders during the ASM. However, the appointment of the external auditor is delegated by the stockholders to the Board.
c. Proxy documents	Not Compliant		The proxy form is included in the CD sent to the individual stockholders containing the materials for the 2018 ASM. Moreover, the proxy form is readily made available upon request of a stockholder.
Optional: Recommendation 13.2			
1.Company provides rationale for the agenda items for the annual stockholders meeting		Provide link or reference to the rationale for the agenda items	

Recommendation 13.3			
1. Board encourages active shareholder participation by making the result of the votes taken during the most recent Annual or Special Shareholders' Meeting publicly available the next working day.	Compliant	Please refer to the Minutes of the 2018 Annual Stockholders' Meeting with link at http://www.rfm.com.ph/CompanyDisclosures/MinutesOfASM.aspx for the information on all relevant questions raised and answers during the ASM The results of the vote taken during the 2018 ASM were disclosed to the PSE through PSE EDGE Form 4-24 and to the SEC though SEC Form 17-C, both of which may be accessed through the links http://www.rfm.com.ph/CompanyDisclosures/PSEDisclosures.aspx and http://www.rfm.com.ph/CompanyDisclosures/SECDisclosures.aspx.	
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.	Not Compliant	Provide link to minutes of meeting in the company website. Indicate voting results for all agenda items, including the approving, dissenting and abstaining votes. Indicate also if the voting on resolutions was by poll. Include whether there was opportunity to ask question and the answers given, if any	Normally, the Minutes of the Annual Stockholders' Meeting (ASM) for the previous year is presented to the stockholders for approval in the most recent ASM. However, in compliance with the SEC rules on website content for PLCs, the Minutes of the 2018 ASM as well as the Minutes of the 2018 Special Stockholders' Meeting have been uploaded to the Corporation's website and may be accessed through the link http://www.rfm.com.ph/CompanyDisclosures/MinutesOfASM.aspx.

Supplement to Recommendation 13.3			
1. Board ensures the attendance of the external auditor and other relevant individuals to answer shareholders questions during the ASM and SSM. 2.	Compliant	The external auditor was present during the 2018 ASM.	
Recommendation 13.4			
1. Board makes available, at the option of a shareholder, an alternative dispute mechanism to resolve intra-corporate disputes in an amicable and effective manner.	Compliant	Please refer to **Paragraph G, Article 7, Page 30** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
2. The alternative dispute mechanism is included in the company's Manual on Corporate Governance.	Not Compliant	Provide link/reference to where it is found in the Manual on Corporate Governance	The details and procedure for the alternative dispute mechanism is currently being discussed.
Recommendation 13.5			
1. Board establishes an Investor Relations Office (IRO) to ensure constant engagement with its shareholders.	Compliant	The details of the Corporation's Investor Relations Officer (IRO) are as follows: **MR. ENRIQUE OLIVER I. REY-MATIAS** *Investor Relations Officer* Tel. No. 6318053 Trunkline: 6318101 Local 7520 Fax No. 6320839 Email: eoirey-matias@rfm.com.ph	
2. IRO is present at every shareholder's meeting.	Compliant	The IRO was present during the ASM.	

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	The Corporation offers shares in the market and maintains a public float level at more than the minimum legal requirement.	
2. Company has at least thirty percent (30%) public float to increase liquidity in the market.	Compliant	As of **31 December 2018**, the Corporation's public float is at **48.63%**.	
Optional: Principle 13			
1. Company has policies and practices to encourage shareholders to engage with the company beyond the Annual Stockholders' Meeting		Disclose or provide link/reference to policies and practices to encourage shareholders' participation beyond ASM	
2. Company practices secure electronic voting in absentia at the Annual Shareholders' Meeting.		Disclose the process and procedure for secure electronic voting in absentia, if any.	

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	The Corporation's Top 100 Stockholders are disclosed quarterly to the PSE via PSE EDGE Form 17-12 which may be accessed through the link http://www.rfm.com.ph/CompanyDisclosures/PSEDisclosures.aspx. Meanwhile, the Corporation's Top 20 Stockholders are disclosed monthly through the Corporation's website which may be accessed through the link http://www.rfm.com.ph/InvestorRelations/Top20Stockholders.aspx. **Article 8, Page 30** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx provides that the Corporation shall recognize and place an importance on the interdependence between business and society, and promote a mutually beneficial relationship that allows the Corporation to grow its business, while contributing to the advancement of the society where it operates. Finally, the Corporation's **Anti-Fraud and Whistleblowing Policy** with link at http://www.rfm.com.ph/CorporateGovernance/CompanyPolicies.aspx identifies the following stakeholders: Board of Directors, Managers, Individual Staff, Third Parties, and Corporate Internal Audit.	

Recommendation 14.2			
1. Board establishes clear policies and programs to provide a mechanism on the fair treatment and protection of stakeholders.	Compliant	Please refer to the Corporation's **Code of Business Principles** with link at http://www.rfm.com.ph/CorporateGovernance/CodeOfBusinessConductAndEthics.aspx, particularly on employees, community involvement, environment, tripartite corporatism and humane and viable modernization.	
Recommendation 14.3			
1. Board adopts a transparent framework and process that allow stakeholders to communicate with the company and to obtain redress for the violation of their rights.	Compliant	Please refer to **Article 11, Page 32** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx. Please refer to the Corporation's **Anti-Fraud and Whistleblowing Policy** with link at http://www.rfm.com.ph/CorporateGovernance/CompanyPolicies.aspx.	

Supplement to Recommendation 14.3			
1. Company establishes an alternative dispute resolution system so that conflicts and differences with key stakeholders is settled in a fair and expeditious manner.	Not Compliant	Provide information on the alternative dispute resolution system established by the company.	Under **Article 11, Page 32** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx, the Corporation recognizes that the essence of corporate governance is transparency and commits at all times to full disclosure of material information dealings and cause the filing of all required information through the appropriate Exchange mechanisms for listed companies and submissions to the Commission for the interest of its stockholders and other stakeholders.
Additional Recommendations to Principle 14			
1. Company does not seek any exemption from the application of a law, rule or regulation especially when it refers to a corporate governance issue. If an exemption was sought, the company discloses the reason for such action, as well as presents the specific steps being taken to finally comply with the applicable law, rule or regulation.	Compliant	The Corporation has not had any requests for exemption.	
2. Company respects intellectual property rights.	Compliant	Provide specific instances, if any.	

Optional: Principle 14			
1. Company discloses its policies and practices that address customers' welfare		Identify policies, programs and practices that address customers' welfare or provide link/reference to a document containing the same.	
2. Company discloses its policies and practices that address supplier/contractor selection procedures		Identify policies, programs and practices that address supplier/contractor selection procedures or provide link/reference to a document containing the same.	
Principle 15: A mechanism for employee participation should be developed to create a symbiotic environment, realize the company's goals and participate in its corporate governance processes.			
Recommendation 15.1			
1. Board establishes policies, programs and procedures that encourage employees to actively participate in the realization of the company's goals and in its governance.	Compliant	Please refer to **Article 9, Pages 30 to 31** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	
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	The Corporation implements a Performance-Based Variable Pay Scheme (PBVPS).	

2. Company has policies and practices on health, safety and welfare of its employees.	Compliant	Please refer to the Corporation's **Code of Business Principles** with link at http://www.rfm.com.ph/CorporateGovernance/CodeOfBusinessConductAndEthics.aspx, specifically under the heading "Employees." Moreover, please refer to the **Environmental, Health and Safety Policy of PLMD** with link at http://www.rfm.com.ph/CorporateGovernance/CompanyPolicies.aspx.	
3. Company has policies and practices on training and development of its employees.	Compliant	Please refer to **Article 9, Pages 30 to 31** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx. Please also refer to the Corporation's **Code of Business Principles** with link at http://www.rfm.com.ph/CorporateGovernance/CodeOfBusinessConductAndEthics.aspx, specifically under the heading "Employees". Information on the trainings conducted or attended in 2018 is hereto attached marked and made an integral part hereof as **Annex "J"**.	

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	Please refer to the Corporation's **Code of Business Principles** with link at http://www.rfm.com.ph/CorporateGovernance/CodeOfBusinessConductAndEthics.aspx, specifically under the heading "Business Integrity". Please refer to the Corporation's **Anti-Fraud and Whistleblowing Policy** with link at http://www.rfm.com.ph/CorporateGovernance/CompanyPolicies.aspx.	
2. Board disseminates the policy and program to employees across the organization through trainings to embed them in the company's culture.	Compliant	The policy and program is disseminated by cascading the same in the Corporation's online public folder as well as through the Corporation's website.	
Supplement to Recommendation 15.2			
1. Company has clear and stringent policies and procedures on curbing and penalizing employee involvement in offering, paying and receiving bribes.	Compliant	Please refer to the Corporation's **Anti-Fraud and Whistleblowing Policy** with link at http://www.rfm.com.ph/CorporateGovernance/CompanyPolicies.aspx.	
Recommendation 15.3			
1. Board establishes a suitable framework for whistleblowing that allows employees to freely communicate their concerns about illegal or unethical practices, without fear of retaliation	Compliant	Please refer to the Corporation's **Anti-Fraud and Whistleblowing Policy** with link at http://www.rfm.com.ph/CorporateGovernance/CompanyPolicies.aspx.	

2. Board establishes a suitable framework for whistleblowing that allows employees to have direct access to an independent member of the Board or a unit created to handle whistleblowing concerns.	Compliant	Please refer to **Article 9**, **Pages 30 to 31** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx. Please refer to the Corporation's **Anti-Fraud and Whistleblowing Policy** with link at http://www.rfm.com.ph/CorporateGovernance/CompanyPolicies.aspx.	
3. Board supervises and ensures the enforcement of the whistleblowing framework.	Compliant	Please refer to **Article 9**, **Pages 30 to 31** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx. Please refer to the Corporation's **Anti-Fraud and Whistleblowing Policy** with link at http://www.rfm.com.ph/CorporateGovernance/CompanyPolicies.aspx.	
Principle 16: The company should be socially responsible in all its dealings with the communities where it operates. It should ensure that its interactions serve its environment and stakeholders in a positive and progressive manner that is fully supportive of its comprehensive and balanced development.			
Recommendation 16.1			
1. Company recognizes and places importance on the interdependence between business and society, and promotes a mutually beneficial relationship that allows the company to grow its business, while contributing to the advancement of the society where it operates.	Compliant	Please refer to **Article 8**, **Page 30** of the Corporation's **Manual on Corporate Governance** with link at http://www.rfm.com.ph/CorporateGovernance/CorporateGovernance.aspx.	

Optional: Principle 16			
1. Company ensures that its value chain is environmentally friendly or is consistent with promoting sustainable development		Identify or provide link/reference to policies, programs and practices to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development.	
2. Company exerts effort to interact positively with the communities in which it operates		Identify or provide link/reference to policies, programs and practices to interact positively with the communities in which it operates.	

Pursuant to the requirement of the Securities and Exchange Commission, this Annual Corporate Governance Report is signed on behalf of the registrant by the undersigned, thereunto duly authorized, in the **City of Mandaluyong, Metro Manila, Philippines,** on the **20th day of May, 2019**.

SIGNATURES

JOSE S. CONCEPCION, JR.
Chairman of the Board

JOSE MARIA A. CONCEPCION III
President and Chief Executive Officer

LILIA R. BAUTISTA
Independent Director

ROMEO L. BERNARDO
Independent Director

ENRIQUE OLIVER I. REY-MATIAS
Compliance Officer

ATTY. MITCHIE VANESSA T. MAGOMNANG
Corporate Secretary

MAY 22 2019 QUEZON CITY

SUBSCRIBED AND SWORN to before me this ___ day of May, 2019, affiant(s) exhibiting to me their competent evidence of identity, as follows:

NAME	COMPETENT EVIDENCE OF IDENTITY & NO.	PLACE OF ISSUE/EXPIRY
Jose S. Concepcion, Jr.	BIR TIN No. 105-347-995 / OSCA ID No. 33688	
Jose Ma. A. Concepcion III	Phil. Passport No. P3744591A	DFA-Manila/20 July 2022
Lilia R. Bautista	BIR TIN No. 120-436-746	
Romeo L. Bernardo	BIR TIN No. 124-135-087	
Enrique Oliver I. Rey-Matias	Driver's License No. C07-90-054787	LTO-East Avenue/26 December 2023
Atty. Mitchie Vanessa T. Magomnang	Driver's License No. D04-00-146060	LTO-Quezon City / 7 November 2023

Doc No. 291
Page No. 80
Book No. IV
Series of 2019.

ATTY. CONCEPCION P. VILLARENA
Notary Public for Quezon City
Until December 31, 2019
PTR No. 7323642 – 1-03-2019/ QC
IBP No. AR14460591 – 12-17-2018/ QC
Roll No. 30457 – 05-09-80
MCLE 5-0012536 – 12-21-2015
Adm Matter No. NP 270 (2018-2019)

Notary Public

ICD
Institute of Corporate Directors

14th floor Trident Tower
Senator Gil Puyat Avenue
1200 Makati City, Philippines
Phone: +632 884 1494
Fax: +632 884 1493
www.icdcenter.org

ANNEX "A"

COURSE OUTLINE

ADVANCED CORPORATE GOVERNANCE TRAINING FOR RFM CORPORATION

13 DECEMBER 2018

12:30 pm – 1:00 pm	***Registration***
1:00 pm – 4:00 pm	***Digital Trade-Offs*** *Speaker: Mr. Ricardo Nicanor N. Jacinto*
4:00 pm – 5:00 pm	***Boards in Crisis*** *Speaker: Mr. Ricardo Nicanor N. Jacinto*

Please see brief descriptions of the topics discussed in the seminar.

- **Digital Trade-Offs: Promise & Peril in the 21st Century Economy**

Technological innovation is opening up tremendous possibilities for companies and industries at a staggering pace. Yet these possibilities are accompanied by daunting and often misunderstood risks such as disruption of traditional business models and cyber threats. Boards need to understand the potentials as well as the perils of the 21st century economy as they seek to chart a sustainable path to growth for their companies.

- **Boards in Crisis**

In a volatile, uncertain, complex and ambiguous (VUCA) world, even successful companies with sophisticated risk management systems encounter crisis and face the constant challenge of managing all forms and nature of risk. Organizations must navigate and overcome crisis situations to avoid catastrophic outcomes that affect the company and its' stakeholders. Boards in Crisis instruct directors and key executives on how they must and can set the tone from the top when managing crisis situations

ANNEX "B"

Institute of Corporate Directors

presents this

Certificate of Participation

to

Mitchie Vanessa Magomnang

RFM Corporation

for having completed

Advanced Corporate Governance Training

held on

Thursday, 13 December 2018

at RFM Corporate Center,

Mandaluyong City, Metro Manila, Philippines.

Alfredo E. Pascual

Chief Executive Officer

ANNEX " C "

Institute of Corporate Directors

presents this

Certificate of Participation

to

Enrique Oliver I. Rey-Matias

RFM Corporation

for having completed

Advanced Corporate Governance Training

held on

Thursday, 13 December 2018

at RFM Corporate Center,

Mandaluyong City, Metro Manila, Philippines.

Alfredo E. Pascual

Chief Executive Officer

Date of Meeting: 9 January 2018/ 2:30 PM

RFM CORPORATION – AUDIT COMMITTEE			
	Date of Receipt	**Confirmation**	**Attendance**
1. Lilia R. Bautista	2 January 2018 c/o Nilda	**confirmed**	Lilia R. Bautista
2. Joseph D. Server, Jr.	2 January 2018 c/o Ruby	**confirmed**	
3. Felicisimo M. Nacino, Jr.	2 January 2018 c/o Espie	**confirmed**	
4. Romeo L. Bernardo	2 January 2018 c/o Yhsa	**not available**	
Jun Torres	**SGV** – Assurance	**confirmed**	
Joanna Verona	**SGV** – Risk Manager	**confirmed**	
Leo Matignas	**SGV** – Risk Partner	**confirmed**	
Emie Villanueva	**SGV** – Assurance	**confirmed**	
Kenneth Pimentero	**SGV** – Assurance Senior Associate	**confirmed**	
Atty. Jufil E. Siquian		**confirmed**	

ANNEX "D"

Ms Lein Baguio

SGV Risk Senior Associate

Date of Meeting: 13 February 2018/ 2:30 PM

RFM CORPORATION – AUDIT COMMITTEE			
	Date of Receipt	**Confirmation**	**Attendance**
1. Lilia R. Bautista	7 February 2018 c/o Nilda	**confirmed**	
2. Joseph D. Server, Jr.	7 February 2018 c/o Ruby	**confirmed**	
3. Felicisimo M. Nacino, Jr.	7 February 2018 c/o Espie	**confirmed**	
4. Romeo L. Bernardo	7 February 2018 c/o Yhsa	**confirmed**	
Jun Torres	**SGV**	**confirmed**	
Emie Villanueva	**SGV**	**confirmed**	
Kenneth Pimentero	**SGV**	**confirmed**	
Atty. Jufil E. Siquian		**confirmed**	

ANNEX "D-1"

Date of Meeting: 13 March 2018/ 2:30 PM

RFM CORPORATION – AUDIT COMMITTEE			
	Date of Receipt	**Confirmation**	**Attendance**
1. Lilia R. Bautista	5 March 2018 c/o Nilda	**confirmed**	
2. Joseph D. Server, Jr.	5 March 2018 c/o Ruby	**confirmed**	
3. Felicisimo M. Nacino, Jr.	5 March 2018 c/o Espie	**confirmed**	
4. Romeo L. Bernardo	5 March 2018 c/o Yhsa	**confirmed**	
Jun Torres	**SGV**	**confirmed**	
Emie Villanueva	**SGV**	**confirmed**	
Kenneth Pimentero	**SGV**	**confirmed**	
Atty. Jufil E. Siquian		**confirmed**	

ANNEX D-2

Date of Meeting: 3 April 2018/ 2:30 PM

RFM CORPORATION – AUDIT COMMITTEE			
	Date of Receipt	**Confirmation**	**Attendance**
1. Lilia R. Bautista	22 March 2018 c/o Nilda	**confirmed**	
2. Joseph D. Server, Jr.	22 March 2018 c/o Ruby	**confirmed**	
3. Felicisimo M. Nacino, Jr.	22 March 2018 c/o Espie	**confirmed**	
4. Romeo L. Bernardo	22 March 2018 c/o Yhsa	**confirmed**	
Jun Torres	**SGV**	**confirmed**	
Ma. Emilita Villanueva	**SGV**	**confirmed**	
Kenneth Jhon Pimentero	**SGV**	**confirmed**	
Atty. Jufil E. Siquian		**confirmed**	

FRANCIS J. RICAMORA SGV

ANNEX "D-9"

Date of Meeting: 10 July 2018/ 2:30 PM

RFM CORPORATION – AUDIT COMMITTEE			
	Date of Receipt	**Confirmation**	**Attendance**
1. Lilia R. Bautista	29 June 2018 c/o Nilda	**confirmed**	
2. Joseph D. Server, Jr.	29 June 2018 c/o Ruby	**confirmed**	
3. Felicisimo M. Nacino, Jr.	29 June 2018 c/o Espie	**confirmed**	
4. Romeo L. Bernardo	29 June 2018 c/o Yhsa	**confirmed**	
Narciso Torres	**SGV**	**confirmed**	
Ma. Emilita Villanueva	**SGV**	**confirmed**	
Leomar Velez	**SGV**	**confirmed**	
Kenneth Jhon Pimentero	**SGV**	**confirmed**	
E. Oliver I. Rey-Matias		**confirmed**	
Atty. Jufil E. Siquian		**confirmed**	

ANNEX "O-5"

Date of Meeting: 18 June 2018/ 3:00 PM

RFM CORPORATION – AUDIT COMMITTEE			
	Date of Receipt	**Confirmation**	**Attendance**
1. Lilia R. Bautista	11 June 2018 c/o Nilda	**confirmed**	
2. Joseph D. Server, Jr.	11 June 2018 c/o Ruby	**confirmed**	
3. Felicisimo M. Nacino, Jr.	11 June 2018 c/o Espie	**confirmed**	
4. Romeo L. Bernardo	11 June 2018 c/o Yhsa	**confirmed**	
E. Oliver I. Rey-Matias		**confirmed**	
Atty. Jufil E. Siquian		**confirmed**	

EVANGELINE L. CABALLA

MA. FILOMENA S. HOPILOS

ANNEX "D-4"

Date of Meeting: 11 September 2018/ 2:30 PM

RFM CORPORATION – AUDIT COMMITTEE			
	Date of Receipt	**Confirmation**	**Attendance**
1. Lilia R. Bautista	03 Sept. 2018 c/o Nilda	**confirmed**	
2. Joseph D. Server, Jr.	03 Sept. 2018 c/o Ruby	**confirmed**	
3. Felicisimo M. Nacino, Jr.	03 Sept. 2018 c/o Espie	**confirmed**	
4. Romeo L. Bernardo	03 Sept. 2018 c/o Yhsa	**confirmed**	
Narciso T. Torres, Jr	**SGV**	**confirmed**	
Van Japheth M. Ancla	**SGV**	**confirmed**	
Mark Zeus M. Lopez	**SGV**	**confirmed**	
Kenneth Jhon S. Pimentero	**SGV**	**confirmed**	
Joanna Janika T. Verona	**SGV**	**confirmed**	
Rosalie S. Danao	**SGV**	**confirmed**	
E. Oliver I. Rey-Matias		**confirmed**	
Atty. Mitchie Vanessa T. Magomnang		**confirmed**	

Tee Jay Sumawang

ANNEX "D-6"

Date of Meeting: 13 August 2018/ 3:00 PM

RFM CORPORATION – AUDIT COMMITTEE			
	Date of Receipt	**Confirmation**	**Attendance**
1. Lilia R. Bautista	09 August 2018 c/o Nilda	**confirmed**	
2. Joseph D. Server, Jr.	09 August 2018 c/o Ruby	**confirmed**	
3. Felicisimo M. Nacino, Jr.	09 August 2018 c/o Espie	**confirmed**	
4. Romeo L. Bernardo	09 August 2018 c/o Yhsa	**confirmed**	
Narciso Torres	**SGV**	**confirmed**	
Ma. Emilita Villanueva	**SGV**	**confirmed**	
Kenneth Jhon Pimentero	**SGV**	**confirmed**	
E. Oliver I. Rey-Matias		**confirmed**	
Atty. Jufil E. Siquian		**confirmed**	

ANNEX "D-4"

Date of Meeting: 9 October 2018/ 2:30 PM

RFM CORPORATION – AUDIT COMMITTEE			
	Date of Receipt	**Confirmation**	**Attendance**
1. Lilia R. Bautista	26 Sept. 2018 c/o Nilda	**confirmed**	
2. Joseph D. Server, Jr.	26 Sept. 2018 c/o Ruby	**confirmed**	
3. Felicisimo M. Nacino, Jr.	26 Sept. 2018 c/o Espie	**confirmed**	
4. Romeo L. Bernardo	26 Sept. 2018 c/o Yhsa	**confirmed**	
Ma. Emilita L. Villanueva	**SGV**	**confirmed**	
Van Japheth M. Ancla	**SGV**	**confirmed**	
Mark Anthony L. Santos	**SGV**	**confirmed**	
Kenneth Jhon S. Pimentero	**SGV**	**confirmed**	
E. Oliver I. Rey-Matias		**confirmed**	
Atty. Mitchie Vanessa T. Magomnang		**confirmed**	

ANNEX "D-8"

Date of Meeting: 13 November 2018/ 2:30 PM

RFM CORPORATION – AUDIT COMMITTEE			
	Date of Receipt	**Confirmation**	**Attendance**
1. Lilia R. Bautista	30 Oct. 2018 c/o Nilda	**confirmed**	
2. Joseph D. Server, Jr.	30 Oct. 2018 c/o Ruby	**confirmed**	
3. Felicisimo M. Nacino, Jr.	30 Oct. 2018 c/o Espie	**confirmed**	
4. Romeo L. Bernardo	30 Oct. 2018 c/o Yhsa	**confirmed**	
Narciso Torres	**SGV**	**confirmed**	
Emilita Villanueva	**SGV**	**confirmed**	
Van Ancla	**SGV**	**confirmed**	
Mark Santos	**SGV**	**confirmed**	
Kenneth Pimentero	**SGV**	**confirmed**	
E. Oliver I. Rey-Matias		**confirmed**	
Atty. Mitchie Vanessa T. Magomnang		**confirmed**	

JOANNA JANIKA VERONA SGV

ANNEX "Q-9"

Date of Meeting: 11 December 2018/ 2:30 PM

RFM CORPORATION – AUDIT COMMITTEE			
	Date of Receipt	**Confirmation**	**Attendance**
1. Lilia R. Bautista	19 Nov. 2018 c/o Nilda	**confirmed**	
2. Joseph D. Server, Jr.	19 Nov. 2018 c/o Ruby	**confirmed**	
3. Felicisimo M. Nacino, Jr.	19 Nov. 2018 c/o Espie	**confirmed**	
4. Romeo L. Bernardo	19 Nov. 2018 c/o Yhsa	**confirmed**	
Narciso Torres	**SGV**	**confirmed**	
Emilita Villanueva	**SGV**	**confirmed**	
Benjamin N. Villacorte	**SGV**	**confirmed**	
Van Japheth M. Ancla	**SGV**	**confirmed**	
Kenneth Pimentero	**SGV**	**confirmed**	
Ronald Alonzo	**SGV**	**confirmed**	
Kathrina S Macaisa	**SGV**	**confirmed**	
E. Oliver I. Rey-Matias		**confirmed**	
Atty. Mitchie Vanessa T. Magomnang		**confirmed**	

ANNEX "D-D"

Attendance - 1.18.19

COVER SHEET

1	2	9	9	8					

SEC Registration Number

ANNEX "E"

| R | F | M | | C | O | R | P | O | R | A | T | I | O | N | | | | |

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17 OF THE SECURITIES REGULATION CODE AND SRC RULE 17.2 (C) THEREUNDER



1. **18 January 2019**
   Date of Report (Date of earliest event reported)

2. SEC Identification Number **12998**

3. BIR Tax Identification Number **000-064-134-000**

4. **RFM CORPORATION**
   Exact name of registrant as specified in its charter

5. **City of Mandaluyong**
   Province, country or other jurisdiction of incorporation

6. _____ (SEC use only)
   Industry Classification Code

7. **RFM Corporate Center, Pioneer cor, Sheridan Sts. Mandaluyong City**
   Address of the principal office

8. **(632) 6318101**
   Registrant's telephone number, including area code

9. **None**
   Former name or former address, if changed since last report

10. Securities registered pursuant to Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares Common & Preferred Stocks Outstanding and Amount of Debt Outstanding
Common	**3,482,057,866 shares**
Preferred	**0 shares**

11. Indicate the item numbers reported herein:

Item 09. Other Events – Attendance of Directors from January 2018 to December 2018

The following are the records of attendance of the Board of Directors of the Corporation for the seven (7) Board meetings held from January 2018 to December 2018:

Name	Date of Meeting	No. of Attendance
Jose S. Concepcion, Jr.	31 January 2018/ 24 October 2018	6
Ernest Fritz Server	31 January 2018/ 24 October 2018	6
Jose Ma. A. Concepcion III	31 January 2018/ 24 October 2018	6
John Marie A. Concepcion	31 January 2018/ 24 October 2018	5
Ma. Victoria Herminia C. Young	31 January 2018/ 24 October 2018	7
Joseph D. Server, Jr.	31 January 2018/ 24 October 2018	6
Francisco A. Segovia	31 January 2018/ 24 October 2018	7
Raissa Hechonova Posadas	31 January 2018/ 24 October 2018	6
Felicisimo M. Nacino, Jr.	31 January 2018/ 24 October 2018	7
Romeo L. Bernardo	31 January 2018/ 24 October 2018	6
Lilia R. Bautista	31 January 2018/ 24 October 2018	7

SIGNATURE

Pursuant to the requirements of the Securities Regulation Code, the registrant duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

RFM CORPORATION
Registrant

ATTY. MITCHIE VANESSA T. MAGOMNANG
Corporate Secretary

Date: **18 January 2019**

REPUBLIC OF THE PHILIPPINES)
MANDALUYONG CITY) S.S.

SECRETARY'S CERTIFICATE

I, **ATTY. MITCHIE VANESSA T. MAGOMNANG**, of legal age, Filipino, Corporate Secretary of RFM CORPORATION (the " Corporation"), a corporation duly organized and existing under and by virtue of the laws of the Republic of the Philippines with business address at RFM Corporation Center, corner Pioneer and Sheridan Sts., Mandaluyong City, do hereby certify that based on the records of the Corporation, the following are the attendance in the Board meetings of each directors of the Corporation for the period of January 2018 to December 2018:

Total Number of Board Meetings Held: 7

Name	Date of Meeting	No. of Attendance
Jose S. Concepcion, Jr.	31 January 2018/ 24 October 2018	6
Ernest Fritz Server	31 January 2018/ 24 October 2018	6
Jose Ma. A. Concepcion III	31 January 2018/ 24 October 2018	6
John Marie A. Concepcion	31 January 2018/ 24 October 2018	5
Ma. Victoria Herminia C. Young	31 January 2018/ 24 October 2018	7
Joseph D. Server, Jr.	31 January 2018/ 24 October 2018	6
Francisco A. Segovia	31 January 2018/ 24 October 2018	7
Raissa Hechonova Posadas	31 January 2018/ 24 October 2018	6
Felicisimo M. Nacino, Jr.	31 January 2018/ 24 October 2018	7
Romeo L. Bernardo	31 January 2018/ 24 October 2018	6
Lilia R. Bautista	31 January 2018/ 24 October 2018	7

IN WITNESS WHEREOF, I have hereunto set my hand this _____ day of January 2019 at Mandaluyong City.

ATTY. MITCHIE VANESSA T. MAGOMNANG
Corporate Secretary

Countersigned By:

JOSE S. CONCEPCION, JR.
Chairman of the Board

SUBSCRIBED AND SWORN to before me this JAN 21 2019 day of January 2019 by affiant identified by me through his Driver's License ID No. DO4-00-146060 at Quezon City Office and expiring on November 7, 2023 / TIN #105-347-995 who avowed to me under penalty of law to the whole truth of the contents of the foregoing instrument.

Doc. No. 258;
Page No. 53;
Book No. XXVII
Series of 2019.

ATTY. ADELEEN B. ALBERTO
ROLL NO. 51345
NOTARY PUBLIC
MANDALUYONG, PHILIPPINES

ATTY. ADELEEN O'S. BEA-ALBERTO
APPT NO. 0250-19/ until Dec. 31, 2020
5th Floor RBM Corporate Center
Pioneer cor. Sheridan Str., Mandaluyong City
PTR NO. 3810508/01.03.2019/MAND. CITY
IBP NO. 053803/11.01.2018/RSM
MCLE COMPLIANCE NO. V-0007199
Issued on 10 April 2015

Date of Meeting: 13 March 2018/ 4:30 PM

RFM CORPORATION – CORPORATE GOVERNANCE COMMITTEE			
	Date of Receipt	**Confirmation**	**Attendance**
1. Lilia R. Bautista	6 March 2018 c/o Nilda	**confirmed**	
2. Joseph D. Server, Jr.	6 March 2018 c/o Ruby	**confirmed**	
3. Romeo L. Bernardo	6 March 2018 c/o Yhsa	**confirmed**	
Atty. Jufil E. Siquian		**confirmed**	

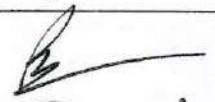
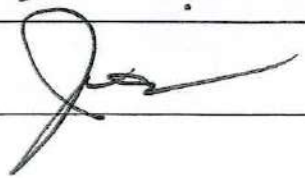
ANNEX "P"

Date of Meeting: 13 February 2018/ 4:30 PM

RFM CORPORATION – CORPORATE GOVERNANCE COMMITTEE			
	Date of Receipt	**Confirmation**	**Attendance**
1. Lilia R. Bautista	7 February 2018 c/o Nilda	**confirmed**	Lilia R. Bautista
2. Joseph D. Server, Jr.	7 February 2018 c/o Ruby	**not available**	
3. Romeo L. Bernardo	7 February 2018 c/o Yhsa	**confirmed**	
Atty. Jufil E. Siquian		**confirmed**	

ANNEX "F-4"

Date of Meeting: 8 May 2018/ 2:30 PM

RFM CORPORATION – CORPORATE GOVERNANCE COMMITTEE			
	Date of Receipt	**Confirmation**	**Attendance**
1. Lilia R. Bautista	25 April 2018 c/o Nilda	**confirmed**	
2. Joseph D. Server, Jr.	25 April 2018 c/o Ruby	**confirmed**	
3. Romeo L. Bernardo	25 April 2018 c/o Yhsa	**confirmed**	
Atty. Jufil E. Siquian		**confirmed**	

ANNEX "F-2"

ANNEX "G"

Director's Name	Name of Listed Company	Type of Directorship (Executive, Non-Executive, Independent). Indicate if director is also the Chairman.
Jose S. Concepcion, Jr.	Swift Foods, Inc.	C
Jose Ma. A. Concepcion III	Concepcion Industrial Corporation	NED
Ma. Victoria Herminia A. Concepcion	Concepcion Industrial Corporation	NED
Romeo L. Bernardo	Globe Telecom, Inc. Bank of the Philippine Islands Aboitiz Power Corp National Reinsurance Corp. of the Phils.	NED ID ID ID ID
Francisco A. Segovia	Swift Foods, Inc.	ED
Raissa Hechanova-Posadas	Concepcion Industrial Corporation	NED
Lilia R. Bautista	Rizal Commercial Banking Corporation Lopez Holding Corporation	ID ID

ANNEX "H"

SELF – ASSESSMENT FORM
BOARD OF DIRECTORS
RFM CORPORATION

Please read each statement and rank your response based on the following:

Rating	Definition
5	Excellent
4	Above Average
3	Average
2	Below Average
1	Poor

Self – Assessment as Individual Member of the Board

Performance as a member of the Board of Directors		RATING	REMARKS
1	Regularly attends and participates in Board or Committee meetings of which I am a member.	5	
2	Is fully aware of and strictly adheres to the mission, vision and values of the Corporation.	5	
3	Understands the Corporation's goals and operations as well as its policies and rules.	5	
4	Keeps abreast of industry developments, good governance practices and business strategies affecting the business of the Corporation.	5	
5	Acts honestly and in good faith in all dealings with the Corporation, keeping in mind the best interest of RFM, its stockholders and other stakeholders such as its investors, consumers and the general public.	5	
6	Is independent, transparent and fair in making decisions as a member of the Board, further ensuring that the Corporation's interest is protected over that of the individual shareholders.	5	
7	With sufficient working knowledge of the statutory and regulatory requirements affecting the Corporation, including the content of its Articles of Incorporation and By-laws, and where applicable, the requirements of regulatory agencies.	5	
8	Devotes sufficient time and attention necessary to properly discharge the duties and responsibilities as a member of the Board.	5	

Performance Assessment of the Board of Directors as a Body

Corporate Governance Practices and Principles		RATING	REMARKS
1	The Board conducts itself with utmost honesty and integrity in the discharge of its duties, functions and responsibilities.	5	
2	Considers the long term success of the Corporation, its sustained competitiveness and profitability, having in mind its best interest and that of its shareholders and stakeholders.	5	
3	Ensures that it has an appropriate mix of competence and expertise and that, its members remain qualified for their positions individually and collectively.	5	
4	Periodically evaluates and monitors the implementation of company policies and strategies, including the business plans, operating budgets and Management's overall performance.	5	
5	Ensures the Corporation's faithful compliance with its own By-laws, established policies, all applicable laws, regulations and best business practices.	5	
6	Regularly establishes clear strategic directions for the Corporation and formulates policies as a guide for Management.	5	
7	Constantly finds ways to improve the efficiency and effectiveness of the Board.	5	

Comments, Observations and Suggestions:

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_____

Name : JOSE S. CONCEPCION, JR.

Signature : _____

Date accomplished : MAY 20, 2019

ANNEX "H-1"

SELF – ASSESSMENT FORM
BOARD OF DIRECTORS
RFM CORPORATION

Please read each statement and rank your response based on the following:

Rating	Definition
5	Excellent
4	Above Average
3	Average
2	Below Average
1	Poor

Self – Assessment as Individual Member of the Board

Performance as a member of the Board of Directors		RATING	REMARKS
1	Regularly attends and participates in Board or Committee meetings of which I am a member.	5	
2	Is fully aware of and strictly adheres to the mission, vision and values of the Corporation.	5	
3	Understands the Corporation's goals and operations as well as its policies and rules.	5	
4	Keeps abreast of industry developments, good governance practices and business strategies affecting the business of the Corporation.	4	
5	Acts honestly and in good faith in all dealings with the Corporation, keeping in mind the best interest of RFM, its stockholders and other stakeholders such as its investors, consumers and the general public.	5	
6	Is independent, transparent and fair in making decisions as a member of the Board, further ensuring that the Corporation's interest is protected over that of the individual shareholders.	4	
7	With sufficient working knowledge of the statutory and regulatory requirements affecting the Corporation, including the content of its Articles of Incorporation and By-laws, and where applicable, the requirements of regulatory agencies.	4	
8	Devotes sufficient time and attention necessary to properly discharge the duties and responsibilities as a member of the Board.	5	

Performance Assessment of the Board of Directors as a Body

Corporate Governance Practices and Principles		RATING	REMARKS
1	The Board conducts itself with utmost honesty and integrity in the discharge of its duties, functions and responsibilities.	5	
2	Considers the long term success of the Corporation, its sustained competitiveness and profitability, having in mind its best interest and that of its shareholders and stakeholders.	4	
3	Ensures that it has an appropriate mix of competence and expertise and that, its members remain qualified for their positions individually and collectively.	4	
4	Periodically evaluates and monitors the implementation of company policies and strategies, including the business plans, operating budgets and Management's overall performance.	4	
5	Ensures the Corporation's faithful compliance with its own By-laws, established policies, all applicable laws, regulations and best business practices.	5	
6	Regularly establishes clear strategic directions for the Corporation and formulates policies as a guide for Management.	4	
7	Constantly finds ways to improve the efficiency and effectiveness of the Board.	4	

Comments, Observations and Suggestions:

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Name : ERNEST FRITZ SERVER

Signature : _____

Date accomplished : May 20, 2019

ANNEX "A-2"

SELF – ASSESSMENT FORM
BOARD OF DIRECTORS
RFM CORPORATION

Please read each statement and rank your response based on the following:

Rating	Definition
5	Excellent
4	Above Average
3	Average
2	Below Average
1	Poor

Self – Assessment as Individual Member of the Board

Performance as a member of the Board of Directors		RATING	REMARKS
1	Regularly attends and participates in Board or Committee meetings of which I am a member.	5	
2	Is fully aware of and strictly adheres to the mission, vision and values of the Corporation.	5	
3	Understands the Corporation's goals and operations as well as its policies and rules.	5	
4	Keeps abreast of industry developments, good governance practices and business strategies affecting the business of the Corporation.	5	
5	Acts honestly and in good faith in all dealings with the Corporation, keeping in mind the best interest of RFM, its stockholders and other stakeholders such as its investors, consumers and the general public.	5	
6	Is independent, transparent and fair in making decisions as a member of the Board, further ensuring that the Corporation's interest is protected over that of the individual shareholders.	5	
7	With sufficient working knowledge of the statutory and regulatory requirements affecting the Corporation, including the content of its Articles of Incorporation and By-laws, and where applicable, the requirements of regulatory agencies.	5	
8	Devotes sufficient time and attention necessary to properly discharge the duties and responsibilities as a member of the Board.	5	

Performance Assessment of the Board of Directors as a Body

Corporate Governance Practices and Principles		RATING	REMARKS
1	The Board conducts itself with utmost honesty and integrity in the discharge of its duties, functions and responsibilities.	5	
2	Considers the long term success of the Corporation, its sustained competitiveness and profitability, having in mind its best interest and that of its shareholders and stakeholders.	5	
3	Ensures that it has an appropriate mix of competence and expertise and that, its members remain qualified for their positions individually and collectively.	5	
4	Periodically evaluates and monitors the implementation of company policies and strategies, including the business plans, operating budgets and Management's overall performance.	5	
5	Ensures the Corporation's faithful compliance with its own By-laws, established policies, all applicable laws, regulations and best business practices.	5	
6	Regularly establishes clear strategic directions for the Corporation and formulates policies as a guide for Management.	5	
7	Constantly finds ways to improve the efficiency and effectiveness of the Board.	5	

Comments, Observations and Suggestions:

Name : JOSE MA. A. CONCEPCION III

Signature :

Date accomplished : 20 May 2019

ANNEX "H-3"

SELF – ASSESSMENT FORM
BOARD OF DIRECTORS
RFM CORPORATION

Please read each statement and rank your response based on the following:

Rating	Definition
5	Excellent
4	Above Average
3	Average
2	Below Average
1	Poor

Self – Assessment as Individual Member of the Board

Performance as a member of the Board of Directors		RATING	REMARKS
1	Regularly attends and participates in Board or Committee meetings of which I am a member.	4	
2	Is fully aware of and strictly adheres to the mission, vision and values of the Corporation.	4	
3	Understands the Corporation's goals and operations as well as its policies and rules.	4	
4	Keeps abreast of industry developments, good governance practices and business strategies affecting the business of the Corporation.	5	
5	Acts honestly and in good faith in all dealings with the Corporation, keeping in mind the best interest of RFM, its stockholders and other stakeholders such as its investors, consumers and the general public.	5	
6	Is independent, transparent and fair in making decisions as a member of the Board, further ensuring that the Corporation's interest is protected over that of the individual shareholders.	5	
7	With sufficient working knowledge of the statutory and regulatory requirements affecting the Corporation, including the content of its Articles of Incorporation and By-laws, and where applicable, the requirements of regulatory agencies.	3	
8	Devotes sufficient time and attention necessary tc properly discharge the duties and responsibilities as a member of the Board.	5	

Performance Assessment of the Board of Directors as a Body

Corporate Governance Practices and Principles		RATING	REMARKS
1	The Board conducts itself with utmost honesty and integrity in the discharge of its duties, functions and responsibilities.	4	
2	Considers the long term success of the Corporation, its sustained competitiveness and profitability, having in mind its best interest and that of its shareholders and stakeholders.	4	
3	Ensures that it has an appropriate mix of competence and expertise and that, its members remain qualified for their positions individually and collectively.	4	
4	Periodically evaluates and monitors the implementation of company policies and strategies, including the business plans, operating budgets and Management's overall performance.	4	
5	Ensures the Corporation's faithful compliance with its own By-laws, established policies, all applicable laws, regulations and best business practices.	4	
6	Regularly establishes clear strategic directions for the Corporation and formulates policies as a guide for Management.	4	
7	Constantly finds ways to improve the efficiency and effectiveness of the Board.	4	

Comments, Observations and Suggestions:

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Name : JOHN MARIE A. CONCEPCION

Signature : _____

Date accomplished : 5/20/19

ANNEX "A-4"

SELF – ASSESSMENT FORM
BOARD OF DIRECTORS
RFM CORPORATION

Please read each statement and rank your response based on the following:

Rating	Definition
5	Excellent
4	Above Average
3	Average
2	Below Average
1	Poor

Self – Assessment as Individual Member of the Board

Performance as a member of the Board of Directors		RATING	REMARKS
1	Regularly attends and participates in Board or Committee meetings of which I am a member.	5	
2	Is fully aware of and strictly adheres to the mission, vision and values of the Corporation.	5	
3	Understands the Corporation's goals and operations as well as its policies and rules.	5	
4	Keeps abreast of industry developments, good governance practices and business strategies affecting the business of the Corporation.	5	
5	Acts honestly and in good faith in all dealings with the Corporation, keeping in mind the best interest of RFM, its stockholders and other stakeholders such as its investors, consumers and the general public.	5	
6	Is independent, transparent and fair in making decisions as a member of the Board, further ensuring that the Corporation's interest is protected over that of the individual shareholders.	5	
7	With sufficient working knowledge of the statutory and regulatory requirements affecting the Corporation, including the content of its Articles of Incorporation and By-laws, and where applicable, the requirements of regulatory agencies.	5	
8	Devotes sufficient time and attention necessary to properly discharge the duties and responsibilities as a member of the Board.	5	

Performance Assessment of the Board of Directors as a Body

Corporate Governance Practices and Principles		RATING	REMARKS
1	The Board conducts itself with utmost honesty and integrity in the discharge of its duties, functions and responsibilities.	5	
2	Considers the long term success of the Corporation, its sustained competitiveness and profitability, having in mind its best interest and that of its shareholders and stakeholders.	5	
3	Ensures that it has an appropriate mix of competence and expertise and that, its members remain qualified for their positions individually and collectively.	5	
4	Periodically evaluates and monitors the implementation of company policies and strategies, including the business plans, operating budgets and Management's overall performance.	5	
5	Ensures the Corporation's faithful compliance with its own By-laws, established policies, all applicable laws, regulations and best business practices.	5	
6	Regularly establishes clear strategic directions for the Corporation and formulates policies as a guide for Management.	5	
7	Constantly finds ways to improve the efficiency and effectiveness of the Board.	5	

Comments, Observations and Suggestions:

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Name : MA. VICTORIA HERMINIA C. YOUNG

Signature : _____

Date accomplished : MAY 2, 2019

ANNEX "H-5"

SELF – ASSESSMENT FORM
BOARD OF DIRECTORS
RFM CORPORATION

Please read each statement and rank your response based on the following:

Rating	Definition
5	Excellent
4	Above Average
3	Average
2	Below Average
1	Poor

Self – Assessment as Individual Member of the Board

Performance as a member of the Board of Directors		RATING	REMARKS
1	Regularly attends and participates in Board or Committee meetings of which I am a member.	5	
2	Is fully aware of and strictly adheres to the mission, vision and values of the Corporation.	4	
3	Understands the Corporation's goals and operations as well as its policies and rules.	4	
4	Keeps abreast of industry developments, good governance practices and business strategies affecting the business of the Corporation.	5	
5	Acts honestly and in good faith in all dealings with the Corporation, keeping in mind the best interest of RFM, its stockholders and other stakeholders such as its investors, consumers and the general public.	5	
6	Is independent, transparent and fair in making decisions as a member of the Board, further ensuring that the Corporation's interest is protected over that of the individual shareholders.	5	
7	With sufficient working knowledge of the statutory and regulatory requirements affecting the Corporation, including the content of its Articles of Incorporation and By-laws, and where applicable, the requirements of regulatory agencies.	4	
8	Devotes sufficient time and attention necessary to properly discharge the duties and responsibilities as a member of the Board.	5	

Performance Assessment of the Board of Directors as a Body

Corporate Governance Practices and Principles		RATING	REMARKS
1	The Board conducts itself with utmost honesty and integrity in the discharge of its duties, functions and responsibilities.	5	
2	Considers the long term success of the Corporation, its sustained competitiveness and profitability, having in mind its best interest and that of its shareholders and stakeholders.	5	
3	Ensures that it has an appropriate mix of competence and expertise and that, its members remain qualified for their positions individually and collectively.	4	
4	Periodically evaluates and monitors the implementation of company policies and strategies, including the business plans, operating budgets and Management's overall performance.	4	
5	Ensures the Corporation's faithful compliance with its own By-laws, established policies, all applicable laws, regulations and best business practices.	4	
6	Regularly establishes clear strategic directions for the Corporation and formulates policies as a guide for Management.	4	
7	Constantly finds ways to improve the efficiency and effectiveness of the Board.	4	

Comments, Observations and Suggestions:

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_____

Name : JOSEPH D. SERVER, JR.

Signature : _____

Date accomplished : 5/20/2019

ANNEX "H-6"

SELF – ASSESSMENT FORM
BOARD OF DIRECTORS
RFM CORPORATION

Please read each statement and rank your response based on the following:

Rating	Definition
5	Excellent
4	Above Average
3	Average
2	Below Average
1	Poor

Self – Assessment as Individual Member of the Board

Performance as a member of the Board of Directors		RATING	REMARKS
1	Regularly attends and participates in Board or Committee meetings of which I am a member.	5	
2	Is fully aware of and strictly adheres to the mission, vision and values of the Corporation.	5	
3	Understands the Corporation's goals and operations as well as its policies and rules.	5	
4	Keeps abreast of industry developments, good governance practices and business strategies affecting the business of the Corporation.	4	
5	Acts honestly and in good faith in all dealings with the Corporation, keeping in mind the best interest of RFM, its stockholders and other stakeholders such as its investors, consumers and the general public.	4	
6	Is independent, transparent and fair in making decisions as a member of the Board, further ensuring that the Corporation's interest is protected over that of the individual shareholders.	4	
7	With sufficient working knowledge of the statutory and regulatory requirements affecting the Corporation, including the content of its Articles of Incorporation and By-laws, and where applicable, the requirements of regulatory agencies.	5	
8	Devotes sufficient time and attention necessary to properly discharge the duties and responsibilities as a member of the Board.	4	

Performance Assessment of the Board of Directors as a Body

Corporate Governance Practices and Principles		RATING	REMARKS
1	The Board conducts itself with utmost honesty and integrity in the discharge of its duties, functions and responsibilities.	4	
2	Considers the long term success of the Corporation, its sustained competitiveness and profitability, having in mind its best interest and that of its shareholders and stakeholders.	4	
3	Ensures that it has an appropriate mix of competence and expertise and that, its members remain qualified for their positions individually and collectively.	4	
4	Periodically evaluates and monitors the implementation of company policies and strategies, including the business plans, operating budgets and Management's overall performance.	4	
5	Ensures the Corporation's faithful compliance with its own By-laws, established policies, all applicable laws, regulations and best business practices.	4	
6	Regularly establishes clear strategic directions for the Corporation and formulates policies as a guide for Management.	4	
7	Constantly finds ways to improve the efficiency and effectiveness of the Board.	4	

Comments, Observations and Suggestions:

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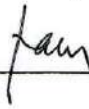
Name : FELICISIMO M. NACINO, JR.

Signature : 

Date accomplished : 20 May 2019

ANNEX "H-7"

SELF – ASSESSMENT FORM
BOARD OF DIRECTORS
RFM CORPORATION

Please read each statement and rank your response based on the following:

Rating	Definition
5	Excellent
4	Above Average
3	Average
2	Below Average
1	Poor

Self – Assessment as Individual Member of the Board

Performance as a member of the Board of Directors		RATING	REMARKS
1	Regularly attends and participates in Board or Committee meetings of which I am a member.	5	
2	Is ful y aware of and strictly adheres to the mission, vision and values of the Corporation.	5	
3	Understands the Corporation's goals and operations as well as its policies and rules.	5	
4	Keeps abreast of industry developments, good governance practices and business strategies affecting the business of the Corpcration.	4	
5	Acts honestly and in good faith in all dealings with the Corporation, keeping in mind the best interest of RFM, its stockholders and other stakeholders such as its investors, consumers and the general public.	5	
6	Is independent, transparent and fair in making decisions as a member of the Board, further ensuring that the Corporation's interest is protected over that of the individual shareholders.	5	
7	With sufficient working knowledge of the statutory and regulatory requirements affecting the Corporation, including the content of its Articles of Incorporation and By-laws, and where applicable, the requirements of regulatory agencies.	4	
8	Devotes sufficient time and attention necessary to properly discharge the duties and responsibilities as a member of the Board.	5	

Performance Assessment of the Board of Directors as a Body

Corporate Governance Practices and Principles		RATING	REMARKS
1	The Board conducts itself with utmost honesty and integrity in the discharge of its duties, functions and responsibilities.	5	
2	Considers the long term success of the Corporation, its sustained competitiveness and profitability, having in mind its best interest and that of its shareholders and stakeholders.	5	
3	Ensures that it has an appropriate mix of competence and expertise and that, its members remain qualified for their positions individually and collectively.	4	
4	Periodically evaluates and monitors the implementation of company policies and strategies, including the business plans, operating budgets and Management's overall performance.	5	
5	Ensures the Corporation's faithful compliance with its own By-laws, established policies, all applicable laws, regulations and best business practices.	5	
6	Regularly establishes clear strategic directions for the Corporation and formulates policies as a guide for Management.	5	
7	Constantly finds ways to improve the efficiency and effectiveness of the Board.	5	

Comments, Observations and Suggestions:

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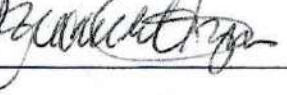
Name : FRANCISCO A. SEGOVIA

Signature : 

Date accomplished : 05/20/2019

ANNEX "H-8"

SELF – ASSESSMENT FORM
BOARD OF DIRECTORS
RFM CORPORATION

Please read each statement and rank your response based on the following:

Rating	Definition
5	Excellent
4	Above Average
3	Average
2	Below Average
1	Poor

Self – Assessment as Individual Member of the Board

Performance as a member of the Board of Directors		RATING	REMARKS
1	Regularly attends and participates in Board or Committee meetings of which I am a member.	4	
2	Is fully aware of and strictly adheres to the mission, vision and values of the Corporation.	3	
3	Understands the Corporation's goals and operations as well as its policies and rules.	3	
4	Keeps abreast of industry developments, good governance practices and business strategies affecting the business of the Corporation.	3	
5	Acts honestly and in good faith in all dealings with the Corporation, keeping in mind the best interest of RFM, its stockholders and other stakeholders such as its investors, consumers and the general public.	4	
6	Is independent, transparent and fair in making decisions as a member of the Board, further ensuring that the Corporation's interest is protected over that of the individual shareholders.	4	
7	With sufficient working knowledge of the statutory and regulatory requirements affecting the Corporation, including the content of its Articles of Incorporation and By-laws, and where applicable, the requirements of regulatory agencies.	3	
8	Devotes sufficient time and attention necessary to properly discharge the duties and responsibilities as a member of the Board.	4	

Performance Assessment of the Board of Directors as a Body

Corporate Governance Practices and Principles		RATING	REMARKS
1	The Board conducts itself with utmost honesty and integrity in the discharge of its duties, functions and responsibilities.	4	
2	Considers the long term success of the Corporation, its sustained competitiveness and profitability, having in mind its best interest and that of its shareholders and stakeholders.	3	
3	Ensures that it has an appropriate mix of competence and expertise and that, its members remain qualified for their positions individually and collectively.	3	
4	Periodically evaluates and monitors the implementation of company policies and strategies, including the business plans, operating budgets and Management's overall performance.	4	
5	Ensures the Corporation's faithful compliance with its own By-laws, established policies, all applicable laws, regulations and best business practices.	3	
6	Regularly establishes clear strategic directions for the Corporation and formulates policies as a guide for Management.	3	
7	Constantly finds ways to improve the efficiency and effectiveness of the Board.	3	

Comments, Observations and Suggestions:

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_____

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Name : RAISSA H. POSADAS

Signature : Raissa Hacha - Posadas

Date accomplished : 22 May 2019

ANNEX "H-9"

SELF – ASSESSMENT FORM
BOARD OF DIRECTORS
RFM CORPORATION

Please read each statement and rank your response based on the following:

Rating	Definition
5	Excellent
4	Above Average
3	Average
2	Below Average
1	Poor

Self – Assessment as Individual Member of the Board

Performance as a member of the Board of Directors		RATING	REMARKS
1	Regularly attends and participates in Board or Committee meetings of which I am a member.	5	
2	Is fully aware of and strictly adheres to the mission, vision and values of the Corporation.	5	
3	Understands the Corporation's goals and operations as well as its policies and rules.	5	
4	Keeps abreast of industry developments, good governance practices and business strategies affecting the business of the Corporation.	4	
5	Acts honestly and in good faith in all dealings with the Corporation, keeping in mind the best interest of RFM, its stockholders and other stakeholders such as its investors, consumers and the general public.	5	
6	Is independent, transparent and fair in making decisions as a member of the Board, further ensuring that the Corporation's interest is protected over that of the individual shareholders.	5	
7	With sufficient working knowledge of the statutory and regulatory requirements affecting the Corporation, including the content of its Articles of Incorporation and By-laws, and where applicable, the requirements of regulatory agencies.	4	
8	Devotes sufficient time and attention necessary to properly discharge the duties and responsibilities as a member of the Board.	4	

Performance Assessment of the Board of Directors as a Body

Corporate Governance Practices and Principles		RATING	REMARKS
1	The Board conducts itself with utmost honesty and integrity in the discharge of its duties, functions and responsibilities.	5	
2	Considers the long term success of the Corporation, its sustained competitiveness and profitability, having in mind its best interest and that of its shareholders and stakeholders.	5	
3	Ensures that it has an appropriate mix of competence and expertise and that, its members remain qualified for their positions individually and collectively.	4	
4	Periodically evaluates and monitors the implementation of company policies and strategies, including the business plans, operating budgets and Management's overall performance.	4	
5	Ensures the Corporation's faithful compliance with its own By-laws, established policies, all applicable laws, regulations and best business practices.	5	
6	Regularly establishes clear strategic directions for the Corporation and formulates policies as a guide for Management.	4	
7	Constantly finds ways to improve the efficiency and effectiveness of the Board.		

Comments, Observations and Suggestions:

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Name : ROMEO L. BERNARDO

Signature : _____

Date accomplished : May 20/19

SELF – ASSESSMENT FORM
BOARD OF DIRECTORS
RFM CORPORATION

ANNEX "H-10"

Please read each statement and rank your response based on the following:

Rating	Definition
5	Excellent
4	Above Average
3	Average
2	Below Average
1	Poor

Self – Assessment as Individual Member of the Board

Performance as a member of the Board of Directors		RATING	REMARKS
1	Regularly attends and participates in Board or Committee meetings of which I am a member.	5	
2	Is fully aware of and strictly adheres to the mission, vision and values of the Corporation.	5	
3	Understands the Corporation's goals and operations as well as its policies and rules.	5	
4	Keeps abreast of industry developments, good governance practices and business strategies affecting the business of the Corporation.	5	
5	Acts honestly and in good faith in all dealings with the Corporation, keeping in mind the best interest of RFM, its stockholders and other stakeholders such as its investors, consumers and the general public.	5	
6	Is independent, transparent and fair in making decisions as a member of the Board, further ensuring that the Corporation's interest is protected over that of the individual shareholders.	5	
7	With sufficient working knowledge of the statutory and regulatory requirements affecting the Corporation, including the content of its Articles of Incorporation and By-laws, and where applicable, the requirements of regulatory agencies.	5	
8	Devotes sufficient time and attention necessary to properly discharge the duties and responsibilities as a member of the Board.	4	

Performance Assessment of the Board of Directors as a Body

Corporate Governance Practices and Principles		RATING	REMARKS
1	The Board conducts itself with utmost honesty and integrity in the discharge of its duties, functions and responsibilities.	5	
2	Considers the long term success of the Corporation, its sustained competitiveness and profitability, having in mind its best interest and that of its shareholders and stakeholders.	5	
3	Ensures that it has an appropriate mix of competence and expertise and that, its members remain qualified for their positions individually and collectively.	4	
4	Periodically evaluates and monitors the implementation of company policies and strategies, including the business plans, operating budgets and Management's overall performance.	4	
5	Ensures the Corporation's faithful compliance with its own By-laws, established policies, all applicable laws, regulations and best business practices.	5	
6	Regularly establishes clear strategic directions for the Corporation and formulates policies as a guide for Management.	5	
7	Constantly finds ways to improve the efficiency and effectiveness of the Board.	5	

Comments, Observations and Suggestions:

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Name : LILIA R. BAUTISTA

Signature : Lilia R. Bautista

Date accomplished : 20 MAY 2019

ANNEX "J"

Training List 2018

No.	Date Conducted	Name of Training
A. Health, safety and welfare of employees		
1	January 06, 2018, February 19, March 01 & 23, April 02, 04, 10,11 & 16 & May 17, June 18, 2018	GMP, Allergen, FSMS, HACCP Cleaning and Sanitation, IPM Calibration Food Fraud, Food Defense Food Safety Quality Policy Mission and Vision
2	January 06 March 23, 2018 April 02, 4-5, 11, 2018	Safety and Security
3	January 23, 2018	Regulatory Policies on Controlled Substance & Laboratory Safety & Chemical Preparedness
4	January 30- February 2, 2018	Training Course for Basic Pollution Officer
5	February 06, 2018	Continuing Environmental Education Seminar
6	February 22, 2018	Lock-out - Tag-out
7	February 12, 20, March 19, April 02, May 07, July 10, 17, 24 2018	Pest Control
8	February 12, July 10, 17, 24 2018, March 19 and July 24 2018	Food Safety / HACCP
9	February 12, March 19, April 02, Apri 12, May 07, July 10, 17, 19, 24 2018	Sanitation, Safety, Security & Emergency Preparedness & Response
10	February 12, March 19, April 02, April 12, 14, May 07, July 10, 17, 24 2018	GMP / Food Allergen
11	March 10, 2018	Fire Brigade Assembly Meeting & Actual Fire Fighting Practice
12	March 16, 2018	Women's Month Celebration 3 : We Make Change for Women in the Environment"
13	March 19, 2018	GMP / Food Allergen

14	March 22, 2018	Fire Drill & Safety Seminar
15	March 23 & April 02, 2018	Fire Safety Seminar
16	April 19, 2018	Food Safety & Climate Change & Update on Occupational Safety & Health (OSHC)
17	April 24, 2018	Cascading of Safety Policy
18	April 25, 2018	Cascading of Safety Policy
19	April 02, 4-5, 2018	First Aid and BLS CPR
20	April 4-5, 2018	First Aid and BLS
21	April 24-27, 2018	Standard First Aid Training
22	April 6, 12-13, & May 4, 2018	GMP, Food Safety, Sanitation, PestCon, HACCP & Safety Training
23	May 03, 2018	HR Happy Hour Managing Mental Health in the Workplace
24	June 06, 2018	Chemical Handling
25	June 25, 2018	Chemical Safety and Handling
26	June 30, 2018	Environmental Education Lecture (9AM-12NN)
27	July 06, 2018	Basic Chemical Handling Seminar
28	July 26, 2018	Lecture about "Chronic Kidney Disease"
29	September 29, 2018	Basic Environmental Awareness & Pollution Control Law Seminar
30	September 29, 2018	Basic Environmental, Health and Safety Training
31	October 09, 2018	Allergen Awareness Seminar
32	October 15-16, 2018	Basic First Aid Training
33	December 19, 2018	Disaster Risk Management Training
B.	Company's training and development programmes for its employees	
1	January 08, 2018	Integrated Pest Management
2	January 23, 2018	Regulatory Policies on Controlled Substance & Laboratory Safety & Chemical Preparedness
3	January 26, 2019	Basic Pneumatic System
4	January 30, 2018	Establishing Documents and Records Control Seminar – Workshop
5	February 06, 2018	Continuing Environmental Education Seminar

6	February 13-15, 2018	Understanding & Documentation on FSSC 22000-1
7	February 22, 2018	Lock-out - Tag-out
8	February 23, 2018	Power System Analysis, Protection Coordination & Arc Flash
9	March 02, 2018	Technical Training: Stored Pest
10	March 5-9, 2018	CPA Fumigators Licensure Training
11	March 09, 2018	INCOTERMS 2010: Revised International Rules in Interpretation of Trade Terms
12	March 10, 2018	Fire Brigade Assembly Meeting & Actual Fire Fighting Practice
13	March 10, 2018	Reach Truck Safety & Operators Training
14	March 16, 2018	Women's Month Celebration 3 : We Make Change for Women in the Environment"
15	March 22, 2018	Fire Drill & Safety Seminar
16	March 26, 2018	Basic Pneumatic System
17	March 18-24, 2018	Overseas Varietal Analysis
18	April 19, 2018	Food Safety & Climate Change & Update on Occupational Safety & Health (OSHC)
19	April 24, 2018	Cascading of Safety Policy
20	April 25, 2018	Cascading of Safety Policy
21	May 03, 2018	HR Happy Hour Managing Mental Health in the Workplace
22	May 09, 2018	Chemical Handling Seminar for Liquid Chlorine
23	May 9-11, 2018	Documentation of CGMP Policy & Sanitation Standard Operating Procedures
24	May 16, 2018	Reframing Talent Acquisition: Recruitment and Selection Strategies Challenging Average Performance: Performance Management and Engaging New Employees
25	May 26, 2018	Forklift Operation Seminar
26	May 29, 2018	Ist Sectoral Meeting of PCOs for Food & Beverages Sector and Services/Consultancy/Laboratories Sector"

27	May 31, 2018	Internal Quality Audit (refresher orientation)
28	June 06, 2018	Chemical Handling
29	June 7-8, 2018	Leadership Development Program: Basic Management Course
30	June 7 & 8, 2018	Basic Management Course
31	June 18, 2018	Performance Management System
32	June 18, 2018	Leadership Development Program: Performance Management Course
33	June 19-22, 2018	Establishment of Thermal Processes for Canned Foods
34	June 22, 2018	Leadership Development Program: Performance Management Course
35	June 27, 2018	Area-Wide Labor Education Seminar for Pamamarisan Cluster
36	June 29, 2018	Integrated Pest Management Training
37	June 30, 2018	Environmental Education Lecture (9AM-12NN)
38	July 06, 2018	Basic Chemical Handling Seminar
39	July 06, 2018	1st Sectoral of PCO-s for Chemical/Pharmaceutical/Cosmetics Sector and Warehousing/Logistics Sector
40	July 10-12, 2018	Basic Sensory Evaluation Methods
41	July 16-17, 2018	Advanced Sensory Evaluation Methods
42	July 18-19, 2018	Selection, Training and Calibration of Sensory Panelist
43	July 18, 2018	Establishing Documents and Records Control Seminar – Workshop
44	July 26, 2018	Lecture about "Chronic Kidney Disease"
45	July 26-27, 2018	Internal Food Safety Audit Based on ISO 220000:2005 Food Safety Management System
46	August 04, 2018	4th Technical Seminar on Electrical Sys-em Deign Analysis " Load Schedule, Voltage Drop and Short Circuit Calculation"
47	August 10, 2018	Internal Quality Auditing Refresher Course

48	August 16, 2018	Innovating supply chain Risk Management with Science and Technologist
49	August 18, 2018	Forklift Safety Orientation
50	August 22, 2018	Cascading of Internal Food Safety Audit
51	September 07, 2018	Cleaning & Sanitation Training
52	September 07, 2018	Pathogens of interest in the Food Industry
53	September 12, 2018	Food Quality Assurance through Enzymatic Bioanalysis
54	September 12-14, 2018	57th PAFT Annual Convention & Exhibition
55	September 24, 2018	Familiarization of Flour Products
56	September 24 to 29, 2018	Basic Packaging Technology Course
57	September 25, 2018	Thermo Fisher Scientific Dray-bags and (Salmonella & Listeria) Precis Method product launching/seminar
58	September 29, 2018	Basic Environmental Awareness & Pollution Control Law Seminar
59	September 29, 2018	Basic Environmental, Health and Safety Training
60	September 30 – October 2, 2018	9th Annual Southeast Asia District Conference & Expo
61	October 02, 2018	Cascading of FSSC 4.1
62	October 09, 2018	Allergen Awareness Seminar
63	October 11, 2018	Cascading of EMP,Food Defense & Food Fraud
64	October 15-16, 2018	Basic First Aid Training
65	October 17-19, 2018	11th Biennial PCO General Assembly
66	October 26, 2018	Tetra Pak Training Collaboration Workshop
67	October 27, 2018	Production and Laboratory Introduction, Applications & Benefits
68	November 5-9, 2018	Mastery on the Arts & Science of Artisan Baking (MASA)
69	November 05, 2018	LOTO Workshop
70	November 09, 2018	Basic Microsoft Excel Training
71	November 14-17, 2018	43rd "Annual National Convention of Institute of integrated Electrical engineer
72	November 29, 2018	Basic Training for Holtmelt Equipment

73	November 22-23, 2018	Training of Comprehensive Internal Quality Audit
74	December 4-5, 2018	2018 Annual Listing and Disclosure Rules Seminar
75	December 06, 2018	Introduction to Allergen Management For Food Safety
76	December 15, 2018	Forklift Safety Refresher Orientation
77	December 19, 2018	Disaster Risk Management Training
78	December 27, 2018	Basic Baking Seminar