COVER SHEET

1	2	9	9	8					

SEC Registration Number

RFM CORPORATION AND SUBSIDIARIES

(Company's Full Name)

RFM CORPORATE CENTER, CORNER PIONEER AND SHERIDAN STREETS MANDALUYONG CITY

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

Enrique Oliver Rey-Matias	8-631-8101
(Contact Person)	(Company Telephone Number)

1	2	3	1

Month *Day*
(Calendar Year)

1	7	-	A	

(Form Type)

	6	3	0

Month *Day*
(Annual Meeting)

Not Applicable
(Secondary License Type, If Applicable)

Dept. Requiring this Doc.

Article X
Amended Articles Number/Section

Total Amount of Borrowings

3,071
Total No. of Stockholders

Domestic

Foreign

To be accomplished by SEC Personnel concerned

File Number

LCU

Document ID

Cashier

STAMPS

Remarks: Please use BLACK ink for scanning purposes.

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-A

ANNUAL REPORT PURSUANT TO SECTION 11 OF THE REVISED SECURITIES ACT AND SECTION 141 OF CORPORATION CODE OF THE PHILIPPINES

1. For the fiscal year ended **December 31, 2024**

2. SEC Identification Number **12998** 3. BIR Tax Identification Number **000-064-134-000**

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

5. **Philippines** 6. (SEC Use Only)
Province, Country or other jurisdiction of Incorporation or organization — Industry Classification Code:

7. **RFM Corporate Center, Corner Pioneer and Sheridan Streets, Mandaluyong City** **1550**
Address of principal office — Postal Code

8. **(632) 631-81-01**
Issuer's telephone number, including area code

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

10. Securities registered pursuant to Sections 8 and 12 of the SRC, or SEC 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
Common Stock, P1.00 par value	**3,369,549,358 shares**

11. Are any or all of these securities listed in the Philippine Stock Exchange?
Yes [✓] No [ ]

All of RFM Corporation's common shares are listed at the Philippine Stock Exchange.

12. The registrant:
a. has filed all reports required to be filed by Section 17 of the SRC and SRC Rule 17 thereunder or Section 11 of the RSA and RSA Rule 11(a)-1 thereunder and Sections 26 and 141 of the Corporation Code of the Philippines during the preceding 12 months (or for such shorter period that the registrant was required to file such reports):

Yes [✓] No [ ]

b. has been subject to such filing requirements for the past 90 days.
Yes [✓] No [ ]

13. Aggregate value of the voting stock held by non-affiliates: **P 284 Million**

14. Documents incorporated by reference. **None**

PART I – BUSINESS AND GENERAL INFORMATION

Item 1 - Business

The RFM Group

RFM Corporation (the "Company") is a major player in the food and beverage industry in the Philippines, specifically in the processing and manufacture of flour, bread, flour-based products like pasta and cake mixes, sauces, milk and juice drinks, and ice cream.

The Company also operates non-food businesses, which include barging services (Rizal Lighterage Corporation) and leasing of commercial/office spaces that serves the internal requirement of the various operating divisions.

History and Business Development

RFM Corporation was incorporated on August 16, 1957 as Republic Flour Mills, Inc. to manufacture flour in the Philippines, a country which does not grow wheat, in order to contribute to the country's greater self-reliance in basic food. From its original business of flour milling, the Company diversified into poultry and livestock production and areas of food manufacturing that includes flour-based products, margarine, milk & juices, canned and processed meat, ice cream, and bottled mineral water.

After RFM established itself in the flour milling business, the Company, in 1963, commissioned new plant facilities to produce cooking oil and margarine. This was then followed by the establishment of a feed mill in 1965 to manufacture poultry and hog feeds, of which key raw materials – bran and pollard – were by-products of the flour operations.

In the early 1971, RFM integrated forward into hog and poultry breeding. It entered into a licensing agreement with Peterson Industries and H & N Layers to breed day-old chicks. The Company, though, divested from the hog operation in 1994, and in the poultry business in 2003 by way of property dividends to its shareholders.

In 1973, the Company signed an exclusive licensing agreement with Swift and Company of Illinois (now Armour Swift & Echrich of the ConAgra Group). This move initiated the entry of RFM into the business of chilled and canned meat processing using the "Swift" brand name. A continuous meat processing plant, the first in the country, was constructed in 1975. The "Swift" brand name was eventually purchased by RFM in 1987, allowing the Company the rights to its exclusive use in the Philippines. The "Swift" brand name is being shared by RFM and Swift Foods, Inc. in their production and sale of processed meat and chicken products, respectively.

From the 1970s to 1980s, RFM concentrated primarily on growing its established core businesses. It also introduced grocery items, such as cake mixes, hotcake mixes, and ingredient mixes during this period.

As RFM began to enter the 1990s, it envisioned itself to become a truly diversified Food Company catering to the Filipino taste. This goal was and continues to be implemented through two approaches: strategic acquisition of Filipino companies with strong local brands, and partnerships with internationally renowned food institutions.

This vision was first manifested in the purchase of Cosmos Bottling Corporation (Cosmos), a Filipino softdrinks company, in 1989, from the Wong Family. Then in 1990, RFM acquired the "Selecta" trademark from the Arce Family. RFM invested in new machinery under a new company, Selecta Dairy Products, Inc. (Selecta), to mass produce the locally famous ice cream flavors within international health standards. And in 1993, the Company ventured into the production of ready-to-drink (RTD) ultra-heat treated (UHT) milk and juices in tetra-packaged format using the brand names Selecta Moo and Sunkist, respectively.

In 1994, Swift, Selecta, and Cosmos conducted an initial public offering of its shares of stock through the Philippine Stock Exchange.

A year later, in 1995, the Company incorporated RFM Properties and Holdings, Inc. to consolidate its real estate assets as well as to break into the land and housing development business. The company was later renamed Philippine Townships, Inc. In 2008, the company was again renamed to Philtown Properties, Inc.

RFM continued to expand its businesses as it ventured into noodle manufacturing, tuna processing, bakeshop business with the acquisition of the Rolling Pin trademark, food franchising with the use of Little Ceasar's Pizza brand of the USA, and thrift banking under Consumer Bank.

The Asian Financial Crisis of 1997, however, put a halt to the business expansion of RFM. The ensuing economic slowdown, more cutthroat market competition, and the dearth of capital financing weighed heavily on the financial operations of the Company. Furthermore, the US$83.7M bond, which it obtained in 1996, became due in 2001, and its payment forced RFM to sell many of its operating subsidiaries, including Consumer Bank which was sold to Philippine Bank of Communications, and Cosmos which was sold to Coca-Cola Inc. and San Miguel Corporation.

In 2003, the company's common shares from Swift Foods, Inc. were declared as property dividends to its stockholders. Likewise, the company's common shares from Philtown Properties, Inc. (formerly Philippine Townships, Inc.), the property company, were declared as property dividends in tranches in 2008, 2009 and 2012. However, the company remains committed in liquidating its landholdings through the development of middle income housing enclaves. It also builds condominium projects in saleable areas in Fort Bonifacio, Rockwell, and Taft.

The remaining business, nevertheless, gives RFM the foundation to build on. Within the Parent Company, the original business of flour making continues; as well as branded food products such as Swift processed chilled and canned meats like hotdogs, vienna sausage, and corned beef, Sunkist Juices, Selecta Milk, Fiesta Pasta Noodles, White King Hot Cake, Butterfresh Margarine, among others. The ice cream business remains profitable and is presently co-owned with Unilever Philippines, under a new corporate name, Unilever RFM Ice Cream, Inc.

In late 2012, RFM entered into a Trademark and Asset Purchase Agreement with The Pacific Meat Company, Inc. (PMCI). The terms of this agreement includes RFM's sale of the "Swift" brand, together with finished goods and raw material inventories, the goodwill of the business connected with the trademarks used for its canned, pouch flexible heat sterilized, refrigerated, chilled and frozen meat products, and certain machinery and equipment, as well as all product formulations, processes, know-how and other technical information relating to the production of meat products.

Early 2014, RFM purchased the Royal pasta trademark and inventory stocks from Unilever Philippines, Inc. (ULP). The company believes this would allow RFM to tighter its market leadership in the pasta category.

The Group and the Products

Food Businesses

RFM Corporation (Parent Company)

RFM Corporation operates two major business segments:

- Institutional segment, which primarily manufactures and sells flour, bakery and other bakery products to institutional customers; and
- Consumer segment, that manufactures and sells ice cream, milk and juices, pasta products, and flour and rice-based mixes.

See table on sales.

Unilever RFM Ice Cream, Inc. (formerly Selecta Wall's Inc.)

Unilever RFM Ice Cream, Inc. is a joint venture enterprise owned 50%-50% by RFM Corporation and Unilever Philippines, Inc. It is engaged in the business of manufacturing, marketing, distributing and selling, importing and exporting of ice cream, ice cream desserts and ice cream novelties, and similar food products.

RFM Foods Philippines Corporation

Established in 1991 as RFM-Indofood Philippines Corporation, then a joint venture company between RFM Corporation and Indofood of the Salim Group of Indonesia, the company's main product lines were instant noodles of various flavors and packaging. The Company, however, ceased operations in October 2000 due to operating losses. The company has been renamed RFM Foods Philippines Corporation, and remains dormant.

Southstar Bottled Water Company, Inc.

Southstar Bottled Water Company, Inc. (Southstar) was incorporated in 1992 to manufacture and distribute all kinds and classes of bottled water, carbonated water, drinking water, fluoridated water, mineral water, natural water, purified water, spring water, well water, flavored water, as well as bottling equipment, purification equipment, coolers, dispensers, water treatment plants, water bottling plants, bottles, crates, including their accessories, attachments, spare parts and any merchandise of similar nature. Southstar, however, suspended its operations due to sustained operating losses.

Engrain – RFM Pacific, Inc.

Engrain – RFM Pacific Inc. (ERPI) is a joint venture owned 50% - 50% by RFM Corporation and Engrain LLC. It was incorporated in June 2013 to engage in the business of selling, marketing and distributing wholesale enzyme-enhanced flour and products for the Philippines and Asia Pacific market.

FWBC Holdings, Inc.

FWBC Holdings, Inc. is 83.38% owned by RFM Corporation, and organized in 2001 to hold and manage Filipinas Water Bottling Corporation (FWBC). FWBC is involved in the processing and distribution of bottled mountain spring water. FWBC, however, ceased operations in June 2012 due to operating losses.

Non-Food Businesses

RFM Equities, Inc.

RFM Equities Inc. is a holding company that is 100% owned by RFM. It was organized in 1996 to hold and manage RFM Corporation's holdings in two small financial services subsidiaries – Conglomerate Securities and Financing Corporation (CSFC) and RFM Insurance Brokers, Inc. (RIBI). CSFC provides consumer-financing services mainly to the managers and employees of the RFM Group. RIBI meanwhile services the insurance needs mainly of the RFM Group, affiliates and business partners. In January 2014, shares in both CSFC and RIBI had been sold.

Rizal Lighterage Corporation

Rizal Lighterage Corporation (RLC) is a barging company that is 93.51% owned by RFM Corporation. It is primarily engaged in providing lighterage and cargo handling services.

WS Holdings, Inc.

WS Holdings, Inc. is 60% owned by RFM Corporation and 40% owned by Unilever Philippines, Inc. It was incorporated and registered with the Securities and Exchange Commission in 1999 to invest in, purchase and own shares of stocks, bonds and other securities of obligations including real estate and personal property of any foreign or domestic corporation, or partnership, or association.

Selecta Wall's Land Corporation

Selecta Wall's Land Corporation was incorporated in 1999 to acquire, own, use, develop and hold for investment all kinds of real estate. RFM Corporation owns 35% of this company.

Contribution to Sales

The Group is primarily engaged in manufacturing, milling, and marketing of food and beverage products. The Group operates its business through the business units identified below. Information as to the relative contribution of the divisions and business to total sales are as follows:

Business Unit	**Products**	**Brands**	**Contribution to Sales**
Institutional Group	Flour Products	Republic Special, Cinderella, Hi-Pro Majestic, Señorita, Pantastic, Altar Bread, Customized Flour, All-Purpose Flour, Cake Flour	24.41%
	Hamburger buns, English muffins		
Consumer Group	Flour-based and rice-based products	White King All-Purpose Flour, White King Hotcake Mixes, White King Native Mixes, White King Baking Mixes, White King Bowl Mixes	75.44%
	Pasta	Fiesta Spaghetti, Fiesta Elbow Macaroni, Fiesta Salad Macaroni, Royal Spaghetti, Royal Elbow Macaroni, Royal Salad Macaroni, Royal Linguine, and Royal Penne	
	Spaghetti Sauce	Fiesta Sweet Spaghetti Sauce, Fiesta 3-Cheese Spaghetti Sauce, Fiesta Filipino Style Spaghetti Sauce, Royal Sweet Style Spaghetti Sauce	
	Spaghetti and Sauce bundles	P119 Fiesta Sweet Spaghettipid, P119 Fiesta 3 Cheese Spaghettipid, P109 Fiesta Filipino Spaghettipid, P59 Sweet Spaghettipid, Fiesta Spartyghetti, Royal Sweet Celebration, and Royal Cheesy Celebration	
	Margarine	Selecta Butterfresh	

	RTD Juice, RTD Tea, RTD Milk and Choco Milk, RTD Flavored Milk and RTD Functional Drinks	Sunkist Premium Juice, Sunkist Tetra Juice Drink, Sunkist Juice Drink Doy Packs, Sunco Green Tea and Lemon Tea (Export only), Selecta Moo, Selecta Fortified Low Fat Choco, Selecta Fortified Low Fat Milk, Selecta Fortified Filled Milk, Selecta Fortified Vanilla Milk, Selecta Full Cream Milk, Choco Yey!	
	Ice Cream products	Selecta Supreme, Selecta Super Thick Classic, Selecta Birthday 3-in-1, Selecta Co-brand, Carte D'or, Magnum, Selecta Cornetto, Selecta Cornetto Disc, Selecta Ice Cream Sticks, Selecta Pinipig, Selecta Ice Cream Sandwich, Paddle Pop Watermelon	
Others			0.15%

Domestic and Export Sales

The amounts of revenue, profitability, and identifiable assets attributable to domestic and export operations for 2024, 2023 and 2022 in **Million Pesos** are as follows:

	2024	**%**	2023	%	2022	%
Sales						
Domestic	**21,446**	**99**	20,144	99	19,149	99
Foreign (Export)	**283**	**1**	273	1	237	1
	21,729		20,681		19,386	

	2024	2023	2022
Operating income			
Domestic	**1,734**	1,583	1,341
Foreign (Export)	**18**	60	60
	1,752	1,643	1,401

Total Assets (All Domestic)	**24,284**	23,008	20,858

Distribution Methods of the Products or Services

The company engages in different methods of distribution depending on the products/services to meet the needs of customers.

RFM Corporation sells its products through the following accounts: modern trade accounts, distributor accounts, secondary accounts, food service, institutional customers, flour dealers, flour end users and company stores. Modern trade and distributor accounts comprised of hypermarkets, supermarkets, groceries, convenience stores and wholesalers.

Status of New products, Market and Competition

In 2024, RFM is still one of the biggest manufacturers of pasta and sauce as it continues to strengthen its two major pasta brands, Fiesta and Royal. The drive to be more efficient in distribution, placement, and visibility for its core products were still one of the main drivers of growth for both brands.

FIESTA

Re-exciting the Category with New Product Innovations

Fiesta, the leading brand in the spaghetti market, continued its pursuit of category growth and innovation by reimagining how consumers experience pasta and sauce. In 2023 and 2024, Fiesta successfully launched the Fiesta Creamy Carbonara Sulit Pack—a game-changing bundle that includes a 700g pack of creamy carbonara sauce (the first of its size in the market) paired with spaghetti noodles, all in one convenient, value-for-money pack.

This new offering was designed to address common barriers that Filipino consumers face when preparing carbonara: cost, complexity, and portion size. By making the dish more accessible and easier to prepare, the Sulit Pack became a go-to option for gatherings like birthdays and Christmas celebrations, where generous servings and delicious flavors matter most.

Looking ahead to 2025, Fiesta is set to ramp up its product awareness and distribution efforts across all relevant channels nationwide. A robust digital campaign will spotlight the versatility of the Creamy Carbonara Sulit Pack, featuring creative and exciting recipe ideas that inspire home cooks. A standout innovation is the Fiesta Sisig Carbonara—a bold fusion of two Filipino favorites, combining the savory crunch of sisig with the creamy richness of carbonara.To bring this idea to life, Fiesta will collaborate with top food influencers from across the country, encouraging them to share their unique takes on the recipe. These content partnerships will be amplified across key platforms including TikTok, Facebook, and Instagram. Together with strategic placement, these initiatives are poised to drive continued growth and brand love for Fiesta.

ROYAL

Success in Expanding Royal's Pasta Equity to Other Products and new Target Markets

In 2024, Royal set its sights on making premium, aspirational pasta experiences more accessible to a wider audience. The brand specifically targeted the evolving millennial market—especially young adults—who are increasingly adventurous with their food choices and drawn to bold, indulgent flavors like truffle, creamy sauces, and Asian-inspired dishes.In response to this shift, Royal introduced its first-ever All-in-One Pasta & Sauce Kit, designed to bring a restaurant-quality experience straight to the home kitchen. The debut variant, a rich and flavorful Creamy Mushroom Truffle Pasta, offers convenience without compromising on taste, providing everything needed to prepare a gourmet dish in one pack.

Unlike traditional pasta consumers who reserve pasta for special occasions, today's young adults are preparing it more regularly, especially on weekends for casual gatherings with friends or loved ones. With 52 weekends a year, Royal sees a powerful opportunity to shift pasta consumption from occasional to habitual.

Looking ahead to 2025, Royal is focused on expanding awareness and availability of its Creamy Truffle Pasta Kit, while also exploring new flavor variants to keep the offering fresh and exciting. The brand aims to solidify its position as a premium yet accessible choice for modern millennials, driving a change in behavior—making pasta not just a celebration dish, but a frequent, go-to weekend meal.

SELECTA MILK & SUNKIST JUICE

Sustaining Growth Momentum through Innovation and Re-Emphasizing Value Proposition

Selecta has demonstrated consistent growth throughout the pandemic, successfully entering new market segments with the launch of Selecta Dolce and Selecta Non-Fat Milk. These innovations have become key contributors to the portfolio, accounting for 8% of total sales in their first full year since being introduced in 2024.

Looking ahead to 2025, Selecta is set to further strengthen its market presence with the nationwide rollout of two new product lines, both of which completed successful market testing in 2024 with Selecta Flavored Milk capitalizing on the growing popularity of Korean-inspired food and beverages, this new offering is designed to appeal to the rising Gen Z consumer base in the Philippines. It will be available in supermarkets and convenience stores nationwide. While for Selecta Adult Active entering the adult nutritional supplement segment, this new product features the NutriStrong formula, targeting adults aged 40 and above seeking added protein to support muscle strength and overall wellness.

At the core of Selecta's business remains its Fortified Milk, which has played a pivotal role in reshaping the ready-to-drink (RTD) milk category, particularly through the success of its Savers/Twin Pack format. In 2025, the brand will further build on this foundation by launching targeted value-driven campaigns aimed at encouraging trial among other RTD milk consumers. Selecta continues to pursue growth through innovation, portfolio expansion, and customer-focused product development—delivering both short-term gains and long-term brand equity for stakeholders.

Purchases of Raw Materials and Supplies

RFM Corporation sources Raw, Packaging materials and OEM Spare Parts both domestic and overseas.

The Company imports Wheat from U.S., Australia and Canada, Tomato Paste and the latest Shiitake Sliced Mushroom in Brine which coming from China.

Skimmed Milk Powder currently sourced from U.S. and New Zealand, while, Buttermilk Powder and Anhydrous Milk Fat mostly bought from Oceania region. Dairy products open for supplies from Indian origins and European regions.

Regain the importation of Spaghetti Pasta finished goods from Turkey and U.A.E, including the most recent addition of special shaped pasta Linguine and Fusilli from Thailand.

Other imported materials and/or Spares procured from countries such as, but not limited to, U.S., Canada, Switzerland, Italy, United Kingdom, Germany, Netherlands, Australia, China, Singapore, Malaysia, Indonesia and Thailand.

Payment terms vary for each supplier. It ranges from Letter of Credit, Documents against Payment at Sight, Telegraphic Transfer and other applicable payment terms agreeable to both parties.

Customers

RFM Corporation has a wide range of products that cater to all socio-economic class and all age groups.

Its products are sold through hypermarkets, supermarkets, groceries, convenience stores, drug stores, wholesalers, distributors, institutional customers, food establishments, flour dealers, flour end users and the company store.

RFM Corporation is not dependent on any single or few customers that might have any material adverse effect on its business, except for the processing and exclusive sale of hamburger buns, muffins and hotcake to Golden Arches (McDonald's). These buns account for about 74% of the total sales of Bakery Division of RFM Corporation in 2024 and 74% in 2023.

Related Party Transactions

The Group, in the regular course of business, transact with related parties, which may consist but not limited to the following:

- Purchase of goods and services.
- Lease of the plant, property and equipment for manufacturing operations.
- Lease of office spaces as Lessor
- Distribution, sale and merchandising of RFM Group products.
- Service Agreement with Unilever Philippines.
- Management service income and service fees with URIC.

Trademark, Royalty and Patents

The trademark agreement indicates that URICI can use "Selecta" licensed trademarks, trade names, logos, designs, symbols, words or devices other than the marks only upon approval of the Parent Company. This is an indication that the Parent Company has an indirect control on the activities being performed under the joint arrangement. The use of the trademark license by URICI is under the control of the Parent Company. Accordingly, the main products produced by URICI must conform to the quality standards of the Parent Company

On 01 January 1995, RFM entered into a Trademark License Agreement (TLA) with Sunkist Growers, Inc. (Sunkist). Under the said agreement, Sunkist grants RFM (a) exclusive right, without the right to sublicense, to use the Sunkist Trademark(s) and related Trade dress approved by Sunkist, in connection with the marketing, distribution and sale of licensed products in the Philippines; (b) exclusive right, without the right to sublicense, to use the Know-How within the Philippines for the production and sale of Licensed Products; (c) the right and privilege to receive technical assistance regarding the implementation of Know-How; and (d) to make available Base Ingredients directly or through authorized Base Ingredients Suppliers to enable RFM to manufacture Licensed Products. For and in consideration of the rights granted above, RFM pays an annual royalty to Sunkist. The Amendment to the TLA was extended for another five (5) years or from 01 January 2005 to 31 December 2009. Another Amendment extending the TLA for another five years was signed by the Parties on 27 January 2010.

On 13 March 2009, Swift Foods, Inc. (SFI) re-assigned and returned to RFM all its rights and interests in the well-known Swift trademark. IPO registration of the mark has been transferred under RFM and a new Certificate of Registration has accordingly been issued to RFM.

In late 2012, RFM entered into a Trademark and Asset Purchase Agreement with The Pacific Meat Company, Inc. (PMCI). The terms of this agreement includes RFM's sale of the "Swift" brand, together with finished goods and raw material inventories, the goodwill of the business connected with the trademarks used for its canned, pouch flexible heat sterilized, refrigerated, chilled and frozen meat products, and certain machinery

and equipment, as well as all product formulations, processes, know-how and other technical information relating to the production of meat products.

In January 2014, the Parent Company acquired the Royal trademark from a third party amounting to ₱2.10 billion (US$46.0 million). At time of acquisition, management assessed that the Royal pasta trademark has an indefinite useful life. Consequently, the trademark is subject to impairment testing at least annually or when impairment indicators are identified.

In 2024, the management reassessed the useful life of trademark as finite rather than indefinite to be amortized over its useful life of forty (40) years. With the change in estimated useful life, management tested the carrying value of trademark for impairment.

Need for Any Government Approval of Principal Products and Compliance with Environmental Laws

The Group complies with environmental laws and secures government approval for all its products. The Company has existing permits from various government agencies that include the Bureau of Food and Drug (BFAD) and the City Environment and Natural Resources Office (CENRO). The Company also complies with the requirements of Laguna Lake Development Authority (LLDA) for environmental sanitation purposes.

The Company believes that it has complied with all applicable environmental laws and regulations, and incurred about ₱610,300 and ₱638,805 during the years 2024 and 2023, respectively, for payment of annual permits and fees.

The Group has no knowledge of recent or impending legislation, the implementation of which can result in a material adverse effect on the business or financial condition.

Research and Development Activities

The Company invests in Research and Development (R&D) which is necessary for corporate viability. R&D activities focus on customer and consumer satisfaction through innovation via new product development and/or improvement, in new or existing categories via line extensions and formulation review. The development process starts from idea generation/brainstorming that leads to prototype development. Market research activities such as focus group discussions and product tests are done to ensure we are guided by consumer insights and needs. Product standards and specifications are then established including process parameters, equipment/line efficiencies, packaging studies and shelf-life tests. Every product launched in the market had undergone stringent quality control checks to ensure sensory acceptability, food safety and stability.

Aside from Product development, Packaging also plays a critical role in ensuring safety of our products, hence, the Company hired full-time Packaging Engineers to handle testing of various materials suitable for each product type. Stability tests and shelf-life studies as well as transit tests are part of the total development process. Furthermore, process audits are done to ensure that set standards are strictly being followed, aside from making process improvements for better efficiency.

The Innovation Team, composed of R&D, Marketing and Operations group constantly meet to check project status and monitor deliverables and timelines to ensure flawless execution of new product launches.
We are constantly updated on trends and new technologies to keep us ahead of competition.

The Team conducts regular trade checks for stocks availability and maintain freshness policy.
With reference to regulatory requirements, we have designated personnel doing transactions with the Food and Drug Administration (FDA) to comply with all market requirements, both for local and export markets.

For the last five years, the Company spent about 12.5 million in 2024, ₱10.0 million in 2023, ₱11.7 million in 2022, ₱10.3 million in 2021, ₱19.1 million in 2020 for research and development.

Employees

As of December 31, 2024, the Company had approximately 560 employees, of which 9 are executives, 53 managers, 126 supervisory staff and 372 were non-supervisory staff. The Company does not anticipate any significant increase in the number of its employees in year 2024.

About 11.25% of the total employees of the Company and its subsidiaries are members of various labor unions. The Company and its subsidiaries have collective bargaining agreements with these unions.

The Company believes that its relationship with its employees is generally good. The Company has not recently experienced any material interruption of operations due to labor disagreements. Labor-Management Councils (LCMs) regularly meet to discuss and resolve work-place issues and production matters.

The employees are covered by retirement plans per division. The plans are trusteed, noncontributory defined benefit pension plan covering substantially all permanent employees of the Company. The Company has no stock option plan.

Working Capital

The Company funds its working capital requirements through internally generated funds and from bank borrowings. The working capital finances the purchase of raw materials, inventory, salaries, administrative expenses, tax payments, and sales receivables until such sales receivables are converted into cash.

Major Business Risks

Like any other business, risks are always considered in the ability or inability to achieve the business objectives and execute strategy effectively. RFM Corporation and its subsidiaries perceive the following business risks:

Financial Risk Management Objectives and Policies

The Group's principal financial instruments include non-derivative instruments such as cash and cash equivalents, short term investments, accounts receivable, accounts payable and accrued liabilities and advances to and from related parties. The main purpose of these financial instruments includes raising funds for the Group's operations and managing identified financial risks. The Group has various other financial assets and financial liabilities such as other current receivables, other current assets and customers' deposits which arise directly from its operations. The main risk arising from the use of financial instruments is credit risk, liquidity risk, interest rate risk and foreign exchange risk.

Credit risk
Credit risk arises from the risk of counterparties defaulting. Management is tasked to minimize credit risk through strict implementation of credit, treasury and financial policies. The Group deals only with reputable counterparties, financial institutions and customers. To the extent possible, the Group obtains collateral to secure sales of its products to customers. In addition, the Group transacts with financial institutions belonging to the top 25% of the industry, and/or those which provide the Group with long-term loans and/or short-term credit facilities.

The Group does not have significant concentrations of credit risk and does not enter into financial instruments to manage credit risk.

The credit quality of financial assets is managed by the Group using internal credit ratings. Credit quality of cash in banks and cash equivalents and AFS financial assets are based on the nature of the counterparty and the Group's internal rating system.

Financial assets that are neither past due nor impaired are classified as "Excellent" account when these are expected to be collected or liquidated on or before their due dates, or upon call by the Group if there are no

predetermined defined due dates. All other financial assets that are neither past due or impaired are classified as "Good" accounts.

Liquidity risk
Liquidity risk arises from the possibility that the Group may encounter difficulties in raising fund to meet commitments from financial instruments.

Management is tasked to minimize liquidity risk through prudent financial planning and execution to meet the funding requirements of the various operating divisions within the Group; through long-term and short-term debts obtained from financial institutions; through strict implementation of credit and collection policies, particularly in containing trade receivables; and through capital raising, including equity, as may be necessary. Working capital requirements, on the other hand, are adequately addressed through short-term credit facilities from financial institutions. Trade receivables are kept within manageable levels.

Interest rate risk
The Group's exposure to changes in interest rates relates primarily to the Group's short-term and long-term debt obligations.

Management is tasked to minimize interest rate risk by having a mix of variable and fixed interest rates on its loans. Presently, the Group's short-term and long-term debts and obligations are market-determined, with the long-term debts and obligations interest rates based on PDST-F-1 plus a certain spread.
There is no other impact on the Group's equity other than those affecting the statement of income.

URICI is not expecting significant exposures to interest rate risk considering the short term maturities of its bank loans. There is no impact on the Groups equity other than those affecting the statement of income.

Foreign exchange risk
The Group's exposure to foreign exchange risk results from the Parent Company and URICI's business transactions and financing agreements denominated in foreign currencies.

Management is tasked to minimize foreign exchange risk through the natural hedges arising from its export business and through external currency hedges. Presently, trade importations are immediately paid or converted into Peso obligations as soon as these are negotiated with suppliers. The Group has not done any external currency hedges in 2024 and 2023.

Market risks

Market risks stems from new and/or existing re-launched products and/or new packaging at low prices being introduced in the market place by competitors. To address these competitive pressures, the Company continues to develop new products in innovative packaging formats to keep a hold on its consumers and increase market share. The strategy requires significant resources for market research, product development, and marketing and promotions. Attendant risks are inventory overstocks, spoilage, and warehousing cost if the new product launched in the market fails to take off. To manage these risks the Company has established a system where success indicators in the target market are closely being monitored and supported by effective supply chain management.

Technological changes

RFM Corporation has been in the flour manufacturing for several decades, and its operating mills are older than many of its competitors which have more modern equipment and, thus, better rated operating yields. To meet these challenges, the Company continues to provide sufficient repairs and maintenance on its equipment and continually upgrades sections of its facilities to remain at par with the modern machineries. Recent installations are a Buhler blending system which allowed for more efficiency in product mixing and customization; and a Buhler carousel packing and weighing system provides very accurate weighing of flour in bags. Likewise, in 2017, the Flour group were able to upgrade Mill II to increase production of All Purpose Flour and transfer some of the capacity of Mill 1B for production of pasta flour. In 2018, it upgraded Mill

1B to improve efficiency, yield and flour absorption. In addition, the Company spends in research and development, particularly in the areas of process engineering and wheat mixtures to produce higher flour yields.

In 2008, the Company invested in a new Buhler C-line Pasta Machine to service its growing market in the spaghetti noodles, under the Fiesta brand. The machine incorporates the patented Polymatik Extrusion Technology, which is presently one of the most advanced in raw material mixing processes, and produces pasta that is firmer, brighter, and with excellent heat tolerance. Further expanding the capacity of the pasta line, the Company invested and installed the Pasta Line 3 in 2014. This is to support the growing volume of the Pasta business.

Improvements, upgrades, and regular maintenance and repairs of its Aseptic Production Line allow the Milk and Juice Division to produce good quality ready-to-drink milk and chocolate-flavored milk. Later part of 2016, a new manufacturing line in Stand-Up pouch format for milk was installed, this is to provide new package format for milk in the market.

When PET line was discontinued its operations as part of the rationalizing RFM products in the basis of its profitability contributions to the total business, the area where the PET line is located was used to install the Spaghetti Sauce manufacturing lines last 2016. Sauce line capacity has been expanded last 2017 to 3 lines and last 2018 to 4 lines and in 2nd quarter of 2020, the 5th and 6th lines was fully operational to support the growing market volume. The company spend around P 91 million for the expansion with upgrade on older lines.

Technological advances in manufacturing sector contributed to hectic product competition in the market, RFM recognizes the need to update its technology for a more reliable quality and higher productivity. In 2011 and 2012, the Milk and Juice Division invested in improving and replacing its line instrumentation system which resulted to a fast and more accurate product quality monitoring which ensures that every package conforms to the quality standards. In 2013, the Milk and Juice Division production line was transferred to our Laguna factory compound upgrading it production processes through major overhauling of the machineries and installation of new and more efficient utilities. The production facility was rebuilt and upgraded to further improve compliance to the requirements of the Good Manufacturing Practices. The Company invested P150 Million to this transfer and upgrading. Later part of 2016, a new manufacturing line in Stand-Up pouch format for milk was installed, this is to provide new package format for milk in the market. However, to provide focus and synergy to milk business, driven by market changes and consumer preferences, the milk stand-up pouch format was discontinued. In the last 2 years, 2023 and 2024, a retort sterilizing technology was adapted using stand up pouches to cater for white sauces food processing as part of sauce line expansion.

On 2017, the major sterilizing equipment for Milk has been replaced with latest equipment which is designed for higher reliability of milk processing. In 2019, the company invested P 436M for expansion of milk processing and packaging line with upgraded technology and started its operations on 4th quarter of 2020. In last quarter of 2022, the company invested P 445M to further expand the milk processing and packaging lines and started its operation December 2023.

In 2023, the company invested P 1.1 B for a new manufacturing facility of Bread Buns using upgraded equipment and as part of expanding capacity of Bread Buns in Pasig Plant. The Plant started its commercial operation last July 2024.

Collaboration with technical experts in the field of food science and technology as well as manufacturing has been extended to foreign and local business partners to be updated in the latest food trends, equipment and raw materials sourcing. It has its sources of technology information via attendance to seminars, conferences, conventions, journal subscription and internet access to further enhance its research and development skills and manufacturing processes.

Labor

Like other firms in the food and beverage industry, the Company also partakes of the usual risks of labor unrest and grievances.

On 3 September 2018, the Company was impleaded in a complaint filed before the National Labor Relations Commission ("NLRC") NCR, Quezon City by a certain Larry Vic I. Ramos who was an employee of SP Deloraya Job Contracting & Consultancy Services, Inc. ("SP Deloraya"), a third-party contractor which provides manpower services to the Company's Private Label Manufacturing Division. The complainant claimed that he was illegally dismissed and demanded payment of his wages, 13th month pay and regularization, among others. The Company argued that there exists no employer-employee relationship between the complainant and the Company, the complainant being the employee of its co-respondent SP Deloraya. That granting but without conceding that the complainant's abovementioned claims are legitimate, it is the complainant's employer who shall be made answerable to said claims. This being so, the inclusion of the Company and its officers in the case at bar is undoubtedly malicious, tainted with bad faith and misplaced. On 27 December 2018, the Labor Arbiter rendered a decision dismissing the above mentioned complaint, yet holding the Company solidarily liable with SP Deloraya for the payment of Complainant's 13th month pay. Complainant elevated the matter on appeal to the NLRC, which denied the same. On 09 September 2019, Complainant filed a Petition for Certiorari at the Court of Appeals (CA) against the resolution of the NLRC and this was decided in favor of the Company. The complainant then filed a Petition for Review on Certiorari before the Supreme Court where the case is still pending.

Moreover, on 07 July 2022, the Company received a complaint for alleged illegal dismissal filed by Ms. Ronalie Romentas. The complainant was also an employee of SP Deloraya. The Company argued that there is no employer-employee relationship between RFM and Romentas, and that granting but without conceding that Romentas' above-mentioned claims are legitimate, it is her employer who shall be made answerable to said claims. On 31 May 2023, the Labor Arbiter rendered its Decision dismissing Romentas' claims against RFM and ordering SP Deloraya to pay 13th month pay and service incentive leave. On appeal, the NLRC in its Decision dated 30 April 2024, modified the LA Decision in favor of the complainant. Both RFM and complainant filed separate Petitions for Certiorari with the Court of Appeals (CA) against the decision of the NLRC, both of which are still pending with the CA.

Item 2 – Properties

RFM Corporation owns a flour milling plant with a daily rated capacity of 930 metric tons per day, and is located in Barangay Pineda, Pasig City. A pasta plant with a rated capacity of 3,000 kgs per hour per spaghetti line (2 lines) and 2,450 kgs per hour for macaroni line (1 line) is also located at RFM Pioneer Plant, Barangay Pineda, Pasig City. . A sauce lines (6 lines) located in Cabuyao, Laguna with a rated capacity of 192,000 kilograms per day. A milk and juice plant is located in Cabuyao, Laguna, and has a rated capacity of 11.58 million packs per month. The milk and juice Tetra plant currently has eight (8) production Filling lines, two of which were already sold last year since it is already nearing end of full support from Tetra. Then five (5) are owned. Lines are running at 18 hours operation per line for 25 days. The new Bun plant located in Maguyam, Silang Cavite has a rated capacity of 9,000 trays per day and operates 26 days a month.

In accordance with various loan agreements, the Company and its subsidiaries are restricted from performing certain corporate acts without the prior approval of the creditors, the more significant of which relate to entering into a corporate merger or consolidation, acting as guarantor or surety of obligation and acquiring treasury stocks. The Company and its subsidiaries are also required to maintain certain financial ratios. As of December 31, 2024, the why, including its subsidiaries are in compliance with terms and conditions of these agreements.

A. Institutional Division

Description	LOCATION	CONDITION
Land – 32,547 sq. m.	Pineda, Pasig City	
Flour Mills Plant/Building/Silos/ Warehouse	Pineda, Pasig City	In good working condition
Flour Mills-Furniture & Office Equipment	Pineda, Pasig City	In good working condition
Flour Mills - Machinery and Equipment	Pineda, Pasig City	In good working condition
Bun and Muffin Line	Fairlane, Pasig City	In good working condition
Spice Mix Building	Fairlane, Pasig City	In good working condition
Warehouse Loading bay	Fairlane, Pasig City	In good working condition
New Bun Line	Maguyam, Silang Cavite	In good working condition
Spaghetti Sauce Line	Cabuyao, Laguna	In good working condition

B. Consumer Division

Description	LOCATION	CONDITION
Pasta Plant/Office/Conference Room/Die Washing Room	Pineda, Pasig City	In good working condition
Pasta Plant – Furniture & Office Equipment	Pineda, Pasig City	In good working condition
Pasta Plant – Long goods line	Pineda, Pasig City	In good working condition
Pasta Plant – Long goods line	Pineda, Pasig City	In good working condition
Pasta Plant – Short goods line	Pineda, Pasig City	In good working condition
Pasta Plant – RM/PM Warehouse	Pineda, Pasig City	In good working condition
Pioneer CDC Warehouse	Pineda, Pasig City	In good working condition

Owned Properties

Description	LOCATION	CONDITION
Milk & Juices Tetra Machines	Cabuyao Laguna (transferred from Manggahan, Pasig City)	In good working condition
Doy Milk lines	Cabuyao Laguna	In good condition, converted to White Sauce line
Spaghetti Sauce line	Cabuyao Laguna	In good condition
Fiesta Warehouse	Cabuyao Laguna	In good condition
New Warehouse E	Cabuyao Laguna	In good condition
Pioneer Business Park Building	Fairlane, Pasig City	Two (2) storey Building
Land & Improvements	Cabuyao, Laguna	In good working condition
Building & Improvements	Cabuyao, Laguna	In good working condition
Machinery & Equipment	Cabuyao, Laguna	In good working condition

C. Corporate Division

RFM Building	Corner Pioneer & Sheridan Streets, Mandaluyong City	Eight (8)-storey building with Penthouse

Item 3 – Legal Proceedings

Lawsuits and legal actions are in the ordinary course of the Company's business. However, the Company or any of its subsidiaries is not currently involved in any material pending litigation or legal proceeding that

could be expected to have a material adverse effect on the Company's financial position or its result of operations.

Item 4 – Submission of Matters to a Vote of Security Holders

There were no matters submitted to a vote of security holders during the fourth quarter of this calendar year covered by this report.

PART II - OPERATIONAL AND FINANCIAL INFORMATION

Item 5 – Market for Issuer's Common Equity and Related Stockholders' Matters

(1) Market Information

RFM shares are traded at the Philippine Stock Exchange (PSE). As of December 31, 2024, the total number of issued and outstanding shares of the Company is 3,369,549,358 common shares.

The following are the high and low prices per common share for each quarter within the last three calendar years:

2024	High	Low
First Quarter	3.32	3.26
Second Quarter	3.89	3.71
Third Quarter	3.87	3.85
Fourth Quarter	3.90	3.85

2023	High	Low
First Quarter	3.38	3.24
Second Quarter	3.25	3.10
Third Quarter	3.15	3.08
Fourth Quarter	3.00	2.99

2022	High	Low
First Quarter	4.60	4.60
Second Quarter	4.50	4.50
Third Quarter	4.65	4.65
Fourth Quarter	4.64	4.55

All shares of the Company are listed in the Philippines Stock Exchange.

The price of RFM shares as of last trading date – April 11, 2025 was ₱4.19.

(2) Holders

As of December 31, 2024, there are a total of 3,071 shareholders of RFM common stock. Filipinos owned 2,724,545,688 common shares or 80.86% while the foreigners owned 645,003,670 common shares or 19.14%.

Below are the top 20 stockholders of common shares as of December 31, 2024:

Name	No. of shares held	% to Total
1. Triple Eight Holdings, Inc	745,157,196	22.11
2. Horizons Realty, Inc.	650,139,738	19.29
3. PCD Nominee Corporation (Foreign)	644,764,356	19.14
4. BJS Development Corporation	311,210,184	9.24
5. PCD Nominee Corporation (Filipino)	228,424,676	6.78
6. RPMC Resources, Inc.	201,982,966	5.99
7. FEATI University	112,011,350	3.32
8. Chilco Holdings, Inc.	72,750,760	2.16
9. Concepcion Industries, Inc	71,384,424	2.12
10. S & A Industrial Corporation	59,474,114	1.77
11. Select Two Corporation	49,499,612	1.47
12. Republic Commodities Corporation	33,115,616	0.98
13. Macric Incorporated	23,302,412	0.69
14. Lace Express Inc.	23,278,716	0.69
15. Monaco Express Corporation	23,278,552	0.69
16. Sole Luna, Inc.	22,305,308	0.66
17. Foresight Realty Development Corporation	19,215,194	0.57
18. Hyland Realty Corporation	11,919,518	0.35
19. Argon Group Holdings	11,919,518	0.35
20. Joseph Server, Jr. or Estelita L. Server	5,445,166	0.16

There are no securities to be issued in connection with an acquisition, business combination or other reorganization.

(3) Dividends

(a) Dividend per Share

On January 12, 2022, the BOD approved the declaration of ₱0.116936 cash dividend per share or a total of ₱394 million to its stockholders. The dividends were paid on February 22, 2022.

On June 27, 2022 the BOD approved the declaration of ₱0. 077335 regular cash dividend per share or a total of ₱261 million to its stockholders. The dividends were paid on August 4, 2022.

On September 1, 2022 the BOD approved the declaration of ₱0.059355 regular cash dividend per share or a total of ₱200 million to its stockholders. The dividends were paid on October 11, 2022.

On January 5, 2023 the BOD approved the declaration of ₱0.103871 regular cash dividend per share or a total of ₱350 million to its stockholders. The dividends were paid on February 14, 2023.

On June 14, 2023 the BOD approved the declaration of ₱0.089033 regular cash dividend per share or a total of ₱300 million to its stockholders. The dividends were paid on July 25, 2023.

On October 10, 2023 the BOD approved the declaration of ₱0.059355 regular cash dividend per share or a total of ₱200 million to its stockholders. The dividends were paid on November 21, 2023.

On January 24, 2024 the BOD approved the declaration of ₱0.074194 regular cash dividend per share or a total of ₱250 million to its stockholders. The dividends were paid on March 5, 2024.

On April 11, 2024 the BOD approved the declaration of ₱0.074194 regular cash dividend per share or a total of ₱250 million to its stockholders. The dividends were paid on May 22, 2024.

On August 2, 2024 the BOD approved the declaration of ₱0.089033 regular cash dividend per share or a total of ₱300 million to its stockholders. The dividends were paid on September 13, 2024.

On October 22, 2024 the BOD approved the declaration of ₱0.148388 regular cash dividend per share or a total of ₱500 million to its stockholders. The dividends were paid on December 2, 2024.

(b.) Dividends Restriction

The Parent Company's retained earnings as of December 31, 2024 is restricted to the extent of the amount of the undistributed equity in net earnings of an associate and treasury shares included in its retained earnings amounting to ₱6,076 million. These will only be available for declaration as dividends when these are actually received.

Item 6 – Management Discussion and Analysis of Financial Conditions and Results of Operations for Year 2024

Introduction

This discussion summarizes the significant factors affecting the consolidated operating results and financial condition of RFM Corporation and its Subsidiaries for the period December 31, 2024. The following discussion should be read in conjunction with the attached audited consolidated financial statements of the Company as of December 31, 2024 and 2023, and the related consolidated statements of income, changes in stockholders' equity, and cash flows for each of the two years in the period ended December 31, 2024. All necessary adjustments to present the Company's consolidated financial position as of December 31, 2024 and 2023 and the results of operations and cash flow for the years then ended have been made.

Year ended December 31, 2024 vs. 2023

Management Report on Operations

RFM Corporation reported a revenue of Php21.73 billion for 2024, which is a 5% increase from last year's Php20.69 billion. This was mainly driven by Consumer segment's revenue by 8%. The group's net income for 2024 increase at Php1.42 billion sustaining positive effects of lower input cost and operating leverage.

Financial Position

Analysis of Balance Sheet Accounts

As of December 31, 2024, the Group's total assets increased from last year's Php23.01 billion to Php24.28 billion with significant growth in receivables and financial assets. The company invested heavily in property, plant, and equipment, showing a focus on expansion. The total liabilities increased from last year's Php8.35 billion to Php9.53 billion due to the timing of payments for outstanding payables.

Year ended December 31, 2023 vs. 2022

Management Report on Operations

Food and Beverage Company RFM Corporation posted revenue of Php20.69 billion which is 7% higher compared to last year's revenue of Php19.39 billion. This was driven by Consumer segment posting 8% growth over last year. Group net income for 2023 is at Php1.27 billion.

Financial Position

Analysis of Balance Sheet Accounts

As of December 31, 2023, the Group's total assets increased from last year's P20.86 billion to P23.20 billion due to appraisal of land amounting to P4.56 billion. The total liabilities increased from last year's P7.45billion to P8.58 billion due to timing of payments of payables.

Key Performance Indicators

For the full fiscal years 2024, 2023 & 2022 the Company's and majority-owned subsidiaries' top five (5) key performance indicators are as follows:

In Millions	**December 2024**	December 2023	December 2022
Revenues	**21,729**	20,681	19,386
Operating Margin	**1,879**	1,643	1,401
Net Income	**1,420**	1,266	1,069
EBITDA	**2,508**	2,251	1,936
Current Ratio	**1.27**	1.25	1.31

(a) Revenue Growth

Consumer Group contributed to the topline growth of the group delivering revenue growth of 8% vs last year. All brands contributed to the growth especially Pasta and Milk.

(b) Operating Margin

Net Operating Margin of the group improved from 8.07% to 7.3% as an effect of higher improvement in Gross Profit compared to the increase in its operating expenses. Higher revenues mentioned above primarily contributed to the gross profit improvement for the year.

(c) Net Income

RFM ended the year with net income of Php1.42 billion, a 12% improvement on last year. This is primarily due to higher revenues, delivering better gross profit margins despite higher operating expenses.

(d) EBITDA

The Group's EBITDA improvement is primarily coming from better operating margins with even with the slight increase in the company's depreciation.

(e) Current Ratio

The Group's Current Ratio increased from 1.25 to 1.27 primarily due to higher Financial Asset at FVOCI from last year's Php1.86 million to Php2.45 billion.

Causes for Any Material Changes from Period to Period of FS, which shall include vertical and horizontal analyses of any material item

Please refer to the discussions under Results of Operations and Financial Position for the year ended December 31, 2024 vs. 2023 year ended December 31, 2023 vs. 2022.

The Company is not aware of the following

(i) Any events that will trigger direct or contingent financial obligation that is material to the company, including any default or acceleration of an obligation.

(ii) All material off-balance sheet transaction, arrangements, obligations (including contingent obligations), and other relationships of the company with unconsolidated entities or other persons created during the reporting period.

Seasonal Aspects that has Material Effect on the FS

There is no material effect with the seasonal aspect of certain raw materials specifically wheat on the financial statements.

External Audit Fees and Services

The Group incurred an aggregate audit fee of ₱4.5 million for 2024, excluding out-of-pocket expenses. The engagement involves the examination of the Company's financial statements in accordance with generally accepted auditing standards. It includes on a test basis review and evaluation of system, documentation, and procedures to ascertain that adequate internal controls are in place. Also, they provide updates on latest regulatory or compliance requirement with government agencies such as Securities and Exchange Commission and other government agencies.

The audit committee's approval policies and procedures for external auditors are:

1. Statutory audit of the company's annual financial statements

    a. The Audit Committee ensures that the services of the external auditor conform with the provision of the company's manual of corporate governance specifically articles 2.3.4.1; 2.3.4.3 and 2.3.4.4

    b. The Audit Committee makes an assessment of the quality of prior year audit work services, scope, and deliverables and makes a determination of the reasonableness of the audit fee based on the proposed audit plan for the current year.

    c. The Audit Committee approved the final audit plan and scope of audit presented by the external auditor before the conduct of audit. The final audit plan was already the output after the conclusion of the series of pre-audit planning with Management.

    d. The Audit Committee reports to the Board the approved audit plan.

2. For other services other than annual financial statements audit:

    a. The Audit Committee evaluates the necessity of the proposed services presented by Management taking into consideration the following:

        i. The effectiveness of company's internal control and risk management arrangement, systems and procedures, and management degree of compliance.

        ii. The effect and impact of new tax and accounting regulations and standards.

iii. Availability of in-house technical expertise.

iv. Cost benefit of the proposed undertaking.

b. The Audit Committee approves and ensures that other services provided by the external auditor shall not be in conflict with the functions of the external auditor for the annual audit of its financial statements.

The aggregated fees billed in 2024, 2023 and 2022 for each of the professional services rendered by the Group's external auditors are summarized as follows:

Nature of Audit	FIRM	RFM	RLC	REI	FWBC	WSHI	SWLC	URICI	TOTAL
2024									
External Audit	SGV	2,800	30	24					**2,854**
External Audit	KPMG					150	150	1,339	**1,639**
External Audit	F. BELINARIO				21				**21**
Actuarial Valuation Report	INSYNC	74							**74**
Land Appraisal Report	CUERVO	20							**20**
TOTAL		**2,894**	**30**	**24**	**20**	**150**	**150**	**2,678**	**4,608**

Nature of Audit	FIRM	RFM	RLC	REI	FWBC	WSHI	SWLC	URICI	TOTAL
2023									
External Audit	SGV	2,450	25	20					**2,495**
External Audit	KPMG					75	75	900	**1,050**
External Audit	F. BELINARIO				20				**20**
Actuarial Valuation Report	INSYC	73							**73**
Land Appraisal Report	CUERVO	28							**28**
TOTAL		**2,551**	**25**	**20**	**20**	**75**	**75**	**900**	**3,666**

Nature of Audit	FIRM	RFM	RLC	REI	FWBC	WSHI	SWLC	URICI	TOTAL
2022									
External Audit	SGV	2,450	25	20					**2,495**
External Audit	KPMG					75	75	875	**1,025**
External Audit	F. BELINARIO				20				**20**
Actuarial Valuation Report	INSYC	70							**70**
Land Appraisal Report	CUERVO	7.5							**7.5**
TOTAL		**2,527.5**	**25**	**20**	**20**	**75**	**75**	**875**	**3,617.5**

Item 7 – Financial Statements

The consolidated financial statements and schedules listed are filed as part of previously submitted form 17-A.

Item 8 – Changes in and Disagreements with Accountants on Accounting and Financial Disclosure

There is no event in the past five (5) years wherein the Company had any disagreement with regard to any matter relating to accounting principles or practices, financial statement disclosure or auditing scope or procedure.

The Company regularly adopts New Statement of Financial Accounting Standards (SFAS)/ International Accounting Standards (IAS) where applicable.

PART III - CONTROL ON COMPENSATION AND INFORMATION

Item 9 – Directors and Executive Officers of the Issuer

(1) List of Directors, Including Independent Directors, and Executive Officers (as of 31 December 2024)

Name of Director/ Executive Officer	*Position*	*Age*	*Term as Director*
Jose Ma. A. Concepcion III	Chairman of the Board / President & CEO	66	37
Ernest Fritz D. Server	Vice Chairman of the Board	81	35
Burton Joseph D. Server, Jr.	Director	84	44
John Marie A. Concepcion	Director	62	36
Ma.Victoria Herminia C. Young	Director/ SVP & GM, Consumer Group	65	17
Francisco A. Segovia	Director	70	37
Jose Ma. Christian O. Concepcion IV	Director	37	4
Maria Victoria Catherine C. Puno	Director	31	1
Lilia R. Bautista	Independent Director	89	17
Felicisimo M. Nacino, Jr.	Independent Director	72	26
Emmanuel O. Bautista	Independent Director	64	2
Enrique Oliver I. Rey-Matias	VP-Finance & Chief Finance Officer /Concurrent General Manager, Flour Group/ Compliance Officer	53	NA
Atty. Mitchie Vanessa T. Magomnang	Corporate Secretary/ AVP & Head of Legal and Human Resources/ Risk Management Officer	48	NA
Philip V. Prieto	Assistant Treasurer	66	NA
Melchor B. Bacsa	VP & Head of Supply Chain, Consumer Group	63	NA
Adenawer P. Torres	VP for Sales	57	NA
Victor Patrick S. Gutierrez	VP & Head, Consumer Sales and Marketing	44	NA
Stephen James O. Uy	AVP & Head of SBU, Flour Group	34	NA
Evangeline L. Caballa	AVP & Group Controller	38	NA

As provided in the Company's amended Articles of Incorporation, eleven (11) directors were elected to its Board of Directors during the last Annual Stockholders' Meeting and three (3) of whom are independent. The officers, on the other hand, were elected during the Organizational Meeting following the Annual Stockholders' Meeting, each to hold office until the corresponding meeting of the Board of Directors in the

next year or until a successor shall have been qualified and elected or appointed. The Company's Board of Directors has committees for Audit, Compensation, Executive and Corporate Governance.

The following sets forth certain information as to the directors and executive officers of the Company as of December 31, 2024:

Directors

Jose Ma. A. Concepcion III
66 years old
Filipino

Born on 23 June 1958, has a Bachelor's degree in Business Management from Dela Salle University. He is currently the Chairman of the Board of Directors of RFM Corporation as well as its President and Chief Executive Officer. He first became a director of the Corporation on 30 October 1986, was elected President and Chief Executive Officer in 1989, and first elected as Chairman on 30 June 2021, replacing his father, Jose S. Concepcion, Jr. He previously held similar positions in the various subsidiaries (present and former) of the company such as RFM Equities, Inc., RFM Insurance Brokers, Inc., Rizal Lighterage Corporation, Cabuyao Logistics & Industrial Center, Inc., Interbake Commissary Corporation, Filipinas Water Bottling Co., Inc., and Invest Asia Corporation. He concurrently holds the position of Chairman of the Board of Unilever RFM Ice Cream, Inc. (URICI) and a Co-Chairman of Integrated Global Low-Temperature, (IGLO) Philippines, Inc., a cold-chain company. He is also a director of Concepcion Industries Inc., the largest air-conditioner and refrigerator manufacturer in the country. In 2016, he was appointed by the President of the Philippines as Presidential Consultant for Entrepreneurship, a position which he also previously held in 2005 until 2010. He was an awardee of the Ten Outstanding Young Men of the Philippines (TOYM) in 1995 and Time Global 100 List of Young Leaders for the New Millennium in 1994. He is associated with major business and industry and various socio-civic associations. He is the founding Trustee of the Philippine Center for Entrepreneurship – Go Negosyo. Presently, he is the Chairman of the ASEAN Business Advisory Council (ABAC) and the Private Sector Advisory Council Lead for Jobs.

Ernest Fritz D. Server
81 years old
Filipino

Born on 08 July 1943, has a Bachelor of Arts degree in Economics from the Ateneo de Manila University and a Master's degree in Business Administration from the Wharton School of the University of Pennsylvania. He is the Vice-Chairman of the Board of Directors of RFM Corporation. He is also a Vice-Chairman of Philtown Properties, Inc., and a Director of RFM Equities, Inc. He is the President of Superior Las Pinas, Inc., Capital Mediaworks, Inc., and Vicinetum Holdings, Inc. He is also a trustee of TOSP Foundation, Inc. He is a member of the Board of Directors of BJS Development Corporation, Phil. Stratbase Consultancy, Inc., ABS-CBN Convergence, Inc., Seacage Industries, Inc., and 818 Aqua Farms, Inc. and Chairman of Westview Properties, Inc. and Arrakis Holding, Inc. He served as President of Philam Fund, Philippine Home Cable Holdings, Inc., Trans-Pacific Properties, Inc. and United Housing Corporation. He served as Chairman of Intercity Properties, Inc. and Vice Chairman of Commercial Bank of Manila, Consumer Bank, Cosmos Bottling, Co. He also served as a Director of Farmingtown, Rizal Lighterage Corporation, RFM Insurance Brokers, Inc. and Psi Technologies. He first became a director of the Corporation on 27 October 1988. He is the Chairman of the Compensation Committee and a member of the Executive Committee of the Corporation.

Burton Joseph D. Server Jr.
84 years old
Filipino

Born on 08 October 1940, has a Bachelor of Arts degree in Economics from the Ateneo de Manila University and a Master's degree in Business Administration from the Wharton School of the University of Pennsylvania in the United States. He is the Chairman of the Board of BJS Development Corporation and the President of JSA & Associates, Inc. and Powerhouse Holdings, Inc. He first became a director of the Corporation on 30 August 1979. He is presently a member of the Audit Committee and Corporate Governance Committee of RFM Corporation.

John Marie A. Concepcion
62 years old
Filipino

Born on 13 January 1962, has a degree in Business Administration from Seattle University, Washington, U.S.A. He is the Chief Executive Officer & Managing Director of Unilever RFM Ice Cream, Inc. He is also a director and treasurer of Selecta Walls Land Corporation (SWLC). He became a director of the RFM Corporation on 29 October 1987. He was also the Marketing Adviser for the Corporation's Consumer Group until 31 December 2023.

Ma. Victoria Herminia C. Young
65 years old
Filipino

Born on 4 August 1959, has a Bachelor of Science Degree in Management and Marketing from Assumption College. She is currently Senior Vice-President and General Manager of Consumer Group handling the R&D, Logistics, White King Division, Milk & Juice Division, Sales Division, Operations Division, Exports Division and subsidiary company Bevco Philippines. She was the President of Interbake Commissary Corporation, a former subsidiary of the Corporation. She is a Trustee and President of TOSP Foundation, Inc. She is also a Trustee of Soul Mission Org. and Ronald McDonald House of Charities. She was appointed as Senior Vice President for the Consumer Group of the Corporation in January 2014.

Francisco A. Segovia
70 years old
Filipino

Born on 17 January 1954, has a Bachelor of Science degree in Business Management from the Ateneo De Manila University. He is President of Segovia & Corporation, Inc., Fritz International Philippines, Inc., Horseworld, Inc., Big A. Aviation Corporation, Intellicon, Inc., Regina Realty/Chilco Holdings, Araneta Institute of Agriculture, Republic Dynamics Corporation and Republic Consolidated Corporation. He is a director of RFM Equities, Inc., and Philtown Properties, Inc. He first became a director of the Corporation on 30 October 1986.

Felicisimo M. Nacino, Jr.
72 years old
Filipino

Born on 09 May 1952, has a Bachelor of Arts degree in Economics and a Master's degree in Business Administration, both from the University of the Philippines. He previously served as the Executive Vice-President & Chief Operating Officer of the Corporation and currently serves as Director of Unilever-RFM Ice Cream, Inc., and other companies in the RFM Group. He first became a director of RFM Corporation on 30 March 1995 and served until June 2020. He was then re-elected as an independent director in 2022. He is currently a member of the Audit Committee of the Corporation.

Jose Ma Christian O. Concepcion IV
37 years old
Filipino

Born on 13 January 1987, he finished high school at La Salle Greenhills and acquired his college degree in Business Entrepreneurship from Entrepreneurs School of Asia, otherwise known as Thames International. He is the founder and owner of Ono Poke Food Shop. He is also an incumbent director of Kettle Foods Corporation. He first became a director of RFM Corporation on 29 July 2020.

Maria Victoria Catherine C. Puno
31 years old
Filipino

Born on 4 June 1993, holds a strong academic background and has extensive work experience in the Philippines and New York. She completed her secondary education at Assumption College San Lorenzo, earned her bachelor's degree from De La Salle University, and later obtained a Master's in Business Administration (MBA) from INSEAD. Before joining RFM, she built a diverse career in the consumer and cosmetics sector, gaining valuable experience in local and global markets. She first became a director of the Corporation on 26 June 2024.

Lilia R. Bautista
89 years old
Filipino

Born on 16 August 1935, is an Independent Director of the Company since September 2006. She is also an independent director of Transnational Diversified Group and a professional lecturer at the Philippine Judicial Academy. Recently, she was appointed as Dean of the College of Law of Jose Rizal University. She previously held several positions including as a Member of the Appellate Body of the World Trade Organization, Chairman, Securities and Exchange Commission, Ex-Officio Member, Anti-Money Laundering Council, Senior DTI Undersecretary & Special Trade Negotiator and subsequently acting DTI Secretary. Ex-officio member of the Monetary Board, Chairman of the Board of Investments, National Development Company and other DTI agencies. She was appointed Ambassador to the United Nations and other international agencies in Geneva, Switzerland. She holds an L.L.B., University of the Philippines, LLM, University of Michigan (Dewitt Fellow), M.B.A., University of the Philippines, and attended special courses in corporate finance and reorganization, New York University and Investment negotiation course, Georgetown University. She is presently the Chairwoman of the Audit Committee. She is likewise a member of the Corporate Governance and Compensation Committees of the Corporation.

Emmanuel O. Bautista
64 years old
Filipino

Born on 18 August 1960, has a Master's degree in Business Administration from Georgetown University, Washington D.C., and a Bachelor of Science degree in Management Engineering from the Ateneo de Manila University. He is currently the Chairman of Regis Partners, Inc., and had served in the Boards of Directors of the Philippine Stock Exchange, the Securities Clearing Corp of the Philippines, and AIG Phils., Inc. He is also a member of the Board of Advisers of Ateneo's John Gokongwei School of Management, and serves as a Trustee of the ABS-CBN Foundation. He joined RFM Corporation as an Independent Director in October 2023. He is currently the Chairman of the Corporate Governance Committee.

Executive Officers

Management is comprised of owner-managers and professional managers. Mr. Jose Maria A. Concepcion III is the President and Chief Executive Officer of RFM Corporation, and is also a major shareholder. He joined the Company in 1980 as a route salesman, and occupied positions in sales and marketing before he became President and Chief Executive Officer in 1989.

Enrique Oliver I. Rey-Matias
53 years old
Filipino

Born on 26 December 1971, has a Bachelor of Science degree major in Business Economics from the U.P School of Economics magna cum laude and a Master's degree in Business Management from the Asian Institute of Management. Prior to joining RFM, he worked for eight years at the Philippine as well as Southeast and South Asian operations of Liwayway Marketing Corporation (Oishi) as Vice President – Finance. He was appointed as Chief Finance Officer and Treasurer of the Corporation, effective November 2015. He also worked at the Bangko Sentral ng Pilipinas and at the Philippine Senate President's Office.

Atty. Mitchie Vanessa T. Magomnang
48 years old
Filipino

Born on 7 November 1976, has a Juris Doctor degree and graduated as *Class Salutatorian* in April 2006 from Mindanao State University Marawi City. She was admitted to the Philippine Bar in 2007. Prior to taking up law studies, she graduated *Cum Laude* from the same university in 1997 with the degree of Bachelor of Science in Accountancy. She is also a Certified Public Accountant. She was the Head of Legal of Philtown Properties, Inc., Attorney II at the Bureau of Internal Revenue and Chief-of-Staff in the House of Representatives before joining the Company in 2016 as Legal Counsel.

Philip V. Prieto
66 years old
Filipino

Born on 20 August 1958, has a Bachelor's of Arts degree from the University of San Francisco. He is currently the Assistant Treasurer of RFM Corporation. He joined the Corporation in 1995 as the Purchasing Manager of Cosmos Bottling Corporation when this was still owned by RFM Corporation. He was also the General Manager of Invest Asia Corporation.

Melchor B. Bacsa
63 years old
Filipino

Born on 6 January 1961, a Licensed Chemical Engineer, has a Bachelor of Science Degree in Chemical Engineering from the Adamson University. Prior to joining RFM Corporation, he was the Director for Operations, Branded Consumer Foods Division from 2008 to 2010 at Universal Robina Corporation, where he started his career in 1983. He also held top positions in professional organizations namely Production Management Association of the Philippines (PROMAP) and First Cavite Industrial Estate Association (FCIEA). He joined the company in January 2011 as Vice President and Head of Operations and Exports Division.

Adenawer P. Torres
57 years old
Filipino

Born on June 27, 1967, has a Bachelor of Science in Commerce Degree, Major in Business Management from the University of the Assumption, Pampanga. He has 29 years of extensive experience in Sales, Trade Marketing and Product Distribution in various industries like consumer goods, pharmaceuticals, automotive oil and banking. Prior to joining RFM Corporation for the first time back in 2008, he was the National Key Accounts Manager/ Modern Trade Head from 2005 to 2008 at General Mills Foods, Inc, where he was instrumental in driving the growth in the local market of popular international brands Pillsbury, Green Giant and Betty Crocker. He previously served as a Sales Consultant of Kettle Foods Corporation before rejoining RFM Corporation as Vice President for Sales.

Victor Patrick S. Gutierrez
44 years old
Filipino

Born on 29 April 1980, has a Bachelor of Science degree in Management major in Communications Technology Management from Ateneo de Manila University. He joined RFM as a consultant for Sales and Marketing in 2017 until 2019. He rejoined the company in July 2021 from PT Mayora where he was Business Unit Head in the Philippines for biscuits and confectionery. He was the Vice-President, Dairy and Coffee – Marketing and Product Development of San Miguel Purefoods from May 2015 to June 2017. He also worked at Unilever Philippines and Monde Nissin Corporation.

Stephen James O. Uy
34 years old
Filipino

Born on 3 January 1990, has a Bachelor of Science degree in Management major in Communications Technology Management at the Ateneo De Manila University in October 2011. Prior to joining the Corporation, he was a Trading Analyst at All Asian Countertrade from 2012 to 2015. He joined RFM in March 2015 as Senior Management Trainee of Flour Group and was appointed as Head of Materials Management and Sales in April 2016.

Evangeline L. Caballa
38 years old
Filipino

Born on 4 July 1986, has a Bachelor of Science in Accountancy at the University of Santo Tomas in May 2007, she passed her CPA licensure in the same year. Prior to joining the Corporation, she was an Analyst at Accenture. She first joined RFM as General Accounting Supervisor in 2009 up to 2013. She moved to Chevron Holding Inc. in 2013 as its Sr. Trade Accountant. She rejoined RFM in 2014 as Corporate Accounting Manager and was promoted to Group Controller in September 2015.

(2) Significant Employees

There is no person other than the executive officers, who are expected by the Corporation to make significant contribution to the business.

(3) Family Relationships

Jose Ma. A. Concepcion III, John Marie A. Concepcion, and Ma. Victoria Herminia C. Young are siblings while Francisco A. Segovia is their cousin. Jose Ma. A. Concepcion III is the father of Jose Ma. Christian O. Concepcion IV and Maria Victoria Catherine C. Puno. Ernest Fritz D. Server and Burton Joseph D. Server, Jr. are brothers.

(4) Involvement in Certain Legal Proceedings

To the best knowledge and information of the Corporation, the nominees for Director, its present Board of Directors and its Executive Officers are not, presently or during the last five years, involved or have been involved in any legal proceeding involving themselves and/or their properties before any court of law or administrative body in and out of the country that are material to their ability and/or integrity. Likewise, the said persons have not been convicted by final judgment of any offense punishable by the laws of the Republic of the Philippines or the laws of any other country.

Item 10 – Executive Compensation

Information as to the aggregate compensation paid or accrued during the last two fiscal years, and the estimated amount to be paid in the ensuing fiscal year to the Company's Chief Executive Officer and four other most highly compensated executive officers follows:

(In Million Pesos)

Name	Position	Year	Compensation	Bonus	Others
Jose Ma. A. Concepcion III Ma.Victoria Herminia C. Young Enrique Oliver I. Rey-Matias Victor Patrick S. Gutierrez Melchor B. Bacsa	President & CEO SVP & GM - Consumer Group VP & CFO VP & Head, Consumer Group Sales & Marketing VP & Head, Consumer Group Supply Chain	2025	₱73.15		
All officers and directors as a group unnamed		2025	₱38.03		

(In Million Pesos)

Name	Position	Year	Compensation	Bonus	Others
Jose Ma. A. Concepcion III Ma.Victoria Herminia C. Young Enrique Oliver I. Rey-Matias Victor Patrick S. Gutierrez Melchor B. Bacsa	President & CEO SVP & GM - Consumer Group VP & CFO VP & Head, Consumer Group Sales & Marketing VP & Head, Consumer Group Supply Chain	2024	₱69.67		
All officers and directors as a group unnamed		2024	₱35.12		

(In Million Pesos)

Name	Position	Year	Compensation	Bonus	Others
Jose Ma. A. Concepcion III John Marie Concepcion Ma.Victoria Herminia C. Young Enrique Oliver I. Rey-Matias Victor Patrick S. Gutierrez	President & CEO Managing Director – Ice Cream SVP & GM – Consumer Group VP & CFO VP & Head, Sales & Marketing	2023	₱76.60		
All officers and directors as a group unnamed		2023	₱31.25		

Compensation of Directors and Officers

(a) Standard Arrangement.

The Board of Directors and members of the Compensation, Corporate Governance and Audit Committees are entitled to a per diem of Ten Thousand (Php10,000.00) for every meeting, except that the Chairman of the Compensation Committee and Corporate Governance Committee are entitled to a per diem amounting to Twenty Thousand (Php20,000.00) each. Additionally, the Chairman of the Audit Committee is entitled to a remuneration of Fifty Thousand Pesos (Php50,000.00) a month.

(b) Other Arrangement

There is no director providing any service or other arrangements for a fee, to the Company, other than those disclosed herein.

Employment Contracts

The registrant's executive officers are entitled to transportation and other benefits, bonus scheme, and retirement plan.

1. Transportation Benefits
   a. An executive officer is assigned a vehicle which he may purchase, at market value, after six (6) years, or return the same to the Corporation in exchange for a replacement vehicle.
   b. All expenses related to the registration, comprehensive insurance, repairs and maintenance of the assigned vehicle are paid by the Corporation.
   c. Reimbursement of gasoline expenses up to a certain amount of liters per month.

2. Bonus Scheme
   Based on individual performance and attainment of the specific objectives of the Company's business plan, bonus is given in accordance with company policy.

3. Retirement Plan
   Availment of the retirement benefit is provided after the individual has rendered at least five (5) years of service with the Company at 25% of basic pay per year of service. The value increases by 5% per additional year of service up to a maximum of 125%.

4. Other Benefits
   a. Hospitalization Plan: A hospitalization plan is provided for the executive officers and his immediate dependents in accordance with company policy.
   b. Vacation Leave: 15 days per year, accumulated up to 30 days but not encashable.
   c. Sick Leave: 15 days per year, accumulated up to 45 days but not encashable.
   d. Executive Check-up: Once every four (4) years; SPEC 24 KSAT blood test every two (2) years.

Warrants and Options Outstanding: Repricing

There are no outstanding warrants or stock options held by the directors or executive officers. As such, there are no price or stock warrants or options that are adjusted or amended. There were no material transactions during the past three (3) years between the Corporation and its executive officers other than the regular employment agreements.

Item 11 – Security Ownership of Certain Beneficial Owners and Management

(a) Security Ownership of Certain Record and Beneficial Owners

As of December 31, 2024, the direct and indirect-beneficial owners in excess of 5% of the common shares of RFM Corporation are set forth in the table below.

Title of Class	Name and address record/beneficial owner	Name of Beneficial Owner and relationship with Record Owner	Citizenship	Amount and nature of record/beneficial ownership (Shares)	Percent of Class

Common	Triple Eight Holdings, Inc. # 18 Gen. Capinpin St., San Antonio Village, Pasig City	Triple Eight Holdings, Inc.	Filipino	745,157,196 "r"	22.11
Common	Horizons Realty, Inc. RFM Corporate Center, Pioneer cor. Sheridan Sts., Mandaluyong	Horizons Realty, Inc.	Filipino	650,139,738 "r"	19.29
Common	PCD Nominee Corporation GF MKSE Bldg., Ayala Ave., Makati City (Foreign)		Foreign	650,139,738 "r"	19.14
Common	BJS Development Corporation 1869 P. Domingo Street Makati City	BJS Development Corp.	Filipino	311,210,184 "r"	9.24
Common	PCD NOMINEE CORPORATION GF MKSE Bldg., Ayala Ave., Makati City (FILIPINO		Filipino	228,424,676	6.78
Common	RPMC RESOURCES INC. FEATI UNIVERSITY BLDG., CARLOS PALANCA	RPMC RESOURCES INC.	Filipino	201,982,966	5.99

List of person or persons acting together to direct the voting or disposition of the shares held by:

I. Horizons Realty, Inc.
1. Ma. Victoria A. Concepcion
2. Jose Ma. A. Concepcion III
3. Ma. Victoria Herminia C. Young
4. Luis Bernardo A. Concepcion
5. John Marie A. Concepcion
6. Ma. Lourdes Celine C. Lebron
7. Ma. Victoria Ana C. Monasterio
8. Mary Elizabeth C. Santos
9. Michelle Marie C. Reyes

II. Triple Eight Holdings Inc.
1. Jose Ma. A. Concepcion III
2. Marissa O. Concepcion
3. Ma. Luisa Margarita O. Concepcion
4. Jose Christian O. Concepcion IV
5. Margarita O. Villareal

III. BJS Development Corporation
1. Joseph Server, Jr.
2. Hanz Joseph Banzhaf
3. Ernest Fritz Server, Jr.
4. Christine Michelle Server
5. Anne Liesel S. Quital
6. Christopher Mark B. Server
7. Burton Joseph L. Server III
8. Ann Christine B. De Jesus
9. Sylvia Alexandra Banzhaf

IV. RPMC Resources, Inc.
1. Gloria M. Alberto
2. Francisco A. Segovia
3. Steven Cesar G. Virata
4. Jowina M. Segovia
5. Cesar F. Domingo
6. Tristan H. Macapanpan
7. Euney Marie J. Mata-Perez

(b) Security Ownership of Management

The direct and indirect shareholdings of directors and officers as of December 31, 2024 are as follows:

Title of Class	Name and Address of Beneficial Owner	Position	Citizenship	Direct	Indirect	Total Direct & Indirect Shares	Percent of Class
Common	Jose Ma. A. Concepcion III	Chairman of the Board / President & CEO	Filipino	2,640	804,940,696	804,943,336	23.89
Common	Ernest Fritz D. Server	Vice Chairman of the Board	Filipino	564,834	205,064	769,898	0.02
Common	Ma. Victoria Herminia C. Young	Director/ SVP & GM, Consumer Group	Filipino"	10	20,471,448	20,471,458	0.61
Common	John Marie A. Concepcion	Director	Filipino	369,974	49,619,612	49,989,586	1.48
Common	Jose Ma. Christian O. Concepcion IV	Director	Filipino"	60,000	0	60,000	0
Common	Maria Victoria Catherine C. Puno	Director	Filipino"	60,000	0	60,000	0
Common	Burton Joseph Server, Jr.	Director	Filipino	135,376	5,445,166	5,580,542	0.17
Common	Francisco A. Segovia	Director	Filipino	10	74,990,760	74,990,770	2.23
Common	Lilia R. Bautista	Independent Director	Filipino	2,000	0	2,000	0
Common	Felicisimo M. Nacino, Jr.	Independent Director	Filipino	2,000	0	2,000	0
Common	Emmanuel O. Bautista	Independent Director	Filipino	10,000	0	10,000	0
Common	Enrique Oliver I. Rey-Matias	VP-Finance & Chief Finance Officer/ Concurrent General Manager, Flour Group/Compliance Officer	Filipino	150,000	0	150,000	0
Common	Philip V. Prieto	Assistant Treasurer	Filipino	122	0	122	0
Common	Stephen James O. Uy	AVP & Head of SBU, Flour Group	Filipino	22,500	0	22,500	0

(b) Voting Trust Holders of 5% or More

To the extent known to the Corporation, there are no persons holding more than 5% of the Corporation's stocks of a class under a voting trust or similar agreement.

(c) Changes in Control

No change in control of the Corporation has occurred since the beginning of its last fiscal year.

Item 12 – Certain Relationships and Related Transactions

The Company and its subsidiaries have no transaction involving a director, executive officer, or stockholder, nor members of their immediate family, who owns ten percent (10%) or more of total outstanding shares of the Company that are not in the ordinary course of the business of the Company.

The Parent Company is engaged in the manufacture and sale of flour, juices, milk, pasta and other flour products.

The Parent Company wholly or partially owns its subsidiaries where the basis of management control lies, as follows:

	Percentage of Ownership	
	2024	2023
RFM Equities, Inc. (REI)	**100.00**	100.00
RFM Foods Philippines Corporation (RFM Foods)**	**100.00**	100.00
Southstar Bottled Water Company, Inc. (Southstar)**	**100.00**	100.00
Swift Tuna Corporation (Swift Tuna)**	**100.00**	100.00
Rizal Lighterage Corporation (RLC)	**93.51**	93.51
FWBC Holdings, Inc.**	**83.38**	83.38
Filipinas Water Bottling Company, Inc. (FWBC)**	**44.88**	44.88
RFM Canning and Marketing, Inc. (RFM Canning)**	**70.00**	70.00
WS Holdings, Inc. (WHI)	**60.00**	60.00

***Dormant*

Significant related party transactions are as follows:

		2024		2023				
Related Parties	Transaction	**Amount**	**Outstanding receivable (payable)**	Amount	Outstanding receivable (payable)	Statement of Financial Position Account	Terms	Conditions
Entities under common major shareholder group								
Joey Pepperoni	Sales of goods	**–**	**–**	–	1,396	Trade Receivables (Note 6)	Non-interest bearing, collectible in 60 days	-do-
Philtown	Advances	**–**	**107,689**	–	107,689	Advances to related parties (Note 6)	Non-interest-bearing	Secured by a property of Philtown; due and demandable; partially impaired
-do-	Current Advances	**–**	**–**	–	31,207	Advances to related parties (Note 6)	-do-	Unsecured, no impairment
Kettle Foods Corporation	Sale of goods	–	–	423	1,912	Trade Payables (Note 14)	Non-interest-bearing, collectible in 60 days	Unsecured
Republic Consolidated Corporation	Purchase of services	–	**(22,542)**	–	(22,542)	Trade Payables (Note 14)	Non-interest-bearing, collectible in 60 days	-do-
Others	Advances to related parties	**18,048**	**27,634**	75	9,586	Advances to related parties (Note 6)	Non-interest bearing	Unsecured, no impairment
-do-	Trade Receivables	**(24,566)**	**–**	9,325	24,566	Trade Receivables (Note 6)	Non-interest bearing	Unsecured, no impairment
-do-	Trade Payable	**4,789**	**(7,992)**	263	(12,781)	Trade Payables (Note 14)	Non-interest bearing	Unsecured
-do-	Advances from Related Parties	**(35,352)**	**(53,042)**	(30)	(17,690)	Advances from related parties (Note 14)	Non-interest bearing	Unsecured

The Company has no material transactions (that may not be available from others) with other parties falling outside the definition of "related parties".

Transactions with Promoters.
None.

PART V - EXHIBITS AND SCHEDULES

Item 14 - Exhibits and Reports on SEC Form 17-C

(a) Exhibits on SEC Form 17-C

See accompanying Index to exhibits on pages 44.

The following exhibit is filed as a separate section of this report:

Subsidiaries of the Registrant are contained in the information on the Notes to Consolidated financial statements on pages 1 and 2 of filed Audited Financial Statement that is filed as part of this form 11-A.

(b) Reports on SEC Form 17-C

Date Reported	Item no.	Meeting/ Date	Subject
24 January 2024	09	24 January 2024	Board approval of cash dividend amounting to Php250 Million
24 January 2024	09	24 January 2024	Press Release - RFM Corporation Declares Php 250M cash dividends as 2023 Estimated Revenues Expand 7% to Php20.7B and Unaudited Income Reaches Php1.2B
29 January 2024	09	29 January 2024	Certificate of Attendance of Directors in the Bo ard Meetings of the Corporation for January 2023 to December 2023
11 April 2024	09	11 April 2024	Board approval of cash dividend amounting to Php250 Million
11 April 2024	09	11 April 2024	Notice and Agenda of 2024 Annual Stockholders' Meeting of RFM Corporation
26 June 2024	09	26 June 2024	Results of the 2024 Annual Stockholders' Meeting of RFM Corporation: 1. List of elected directors for 2024: Jose Ma. A. Concepcion III Ernest Fritz Server John Marie A. Concepcion Ma. Victoria Herminia C. Young Jose Ma. Christian O. Concepcion IV Maria Victoria Catherine C. Puno Francisco A. Segovia Burton Joseph Server Jr. Lilia R. Bautista as Independent Director

			Felicisimo M. Nacino, Jr. as Independent Director Emmanuel O. Bautista as Independent Director External Auditor: The appointment of RFM Corporation's External Auditor was delegated to the Board of Directors.
26 June 2024	09	26 June 2024	Results of the 2024 Organizational Meeting of RFM Corporation: 1. List of elected officers for 2024: Jose Ma. A. Concepcion III – Chairman of the Board / President & Chief Executive Officer Ernest Fritz Server – Vice Chairman of the Board Ma. Victoria Herminia C. Young – SVP & General Manager, Consumer Group Enrique Oliver I. Rey-Matias – VP & CFO/ Concurrent General Manager, Flour Group/Compliance Office Atty. Mitchie Vanessa T. Magomnang – AVP & Head Legal & Human Resources/ Corporate Secretary/ Risk Management Officer Melchor B. Bacsa – VP & Head of Supply Chain, Consumer Group Philip V. Prieto – Assistant Treasurer Victor Patrick S. Gutierrez – VP & Head, Consumer Sales and Marketing Adenawer P. Torres – VP Sales Stephen James O. Uy – AVP & Head of SBU, Flour Group Evangeline L. Caballa – AVP & Group Controller 2. In Organizational Meeting, the following were appointed: AUDIT Chairperson : Lilia R. Bautista Member : Burton Joseph D. Server, Jr. Felicisimo M. Nacino, Jr. COMPENSATION Chairperson: Ernest Fritz Server Member : Lilia R. Bautista EXECUTIVE Chairperson: Jose Ma. A. Concepcion III

			Member : Ernest Fritz Server CORPORATE GOVERNANCE Chairperson: Emmanuel O. Bautista Member : Lilia R. Bautista Burton Joseph D. Server, Jr.
26 June 2024	09	26 June 2024	Amendment to the By-Laws of RFM Corporation to Align it with the Revised Corporation Code of the Philippines
2 August 2024	09	2 August 2024	Board approval of cash dividend amounting to Php300 Million
2 August 2024	09	2 August 2024	Press Release - RFM Corporation Declares Php300M cash dividend as income rises 17% to Php650M in the first half of 2024
22 October 2024	09	22 October 2024	Board approval of cash dividend amounting to Php500 Million
22 October 2024	09	22 October 2024	Press Release - RFM Corporation Declares Special Php500M Cash Dividend for a Total of Php1.3B in 2024 on the Back of Strong Income Growth and Healthy Cash Position

RFM CORPORATION

STATEMENT OF MANAGEMENT'S RESPONSIBILITY FOR CONSOLIDATED COMPANY FINANCIAL STATEMENTS

Securities and Exchange Commission
Secretariat Building, PICC Complex
Roxas Boulevard, Pasay City

The management of RFM Corporation is responsible for the preparation and fair presentation of the consolidated company's financial statements including the schedules attached therein, for the years ended December 31, 2024 and December 31, 2023, in accordance with the Philippine Financial Reporting Standards and for such internal control as management determines is necessary to enable the preparation of consolidated company's financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated company's financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing as applicable matters related to going concern and using the going concern basis of accounting or to cease operations or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Company's financial reporting process.

The Board of Directors reviews and approves the consolidated company's financial statements including the schedules attached therein, and submits the same to the stockholders or members.

SyCip, Gorres Velayo & Co., the independent auditor appointed by the stockholders has audited the consolidated company's financial statements in accordance with Philippine Standards on Auditing, and in its report to the stockholders or members has expressed its opinion on the fairness of presentation upon completion of such audit.

Signed this 10th day of April 2025.

Jose Maria Concepcion III
Chairman of the Board / President & CEO

Enrique Oliver Rey-Matias
VP-Chief Finance Officer

SUBSCRIBED AND SWORN to before me this 10 APR 2025 day of _____2025 affiant(s) exhibiting to me his/her Passport as follows:

Names	Passport Number	Date of Issue / Expiry	Place of Issue
Jose Maria Concepcion III	P6956061B	25 Jan 2023/ 25 Jan 2033	DFA, Manila
Enrique Oliver Rey-Matias	P9591666B	12 Apr 2022/ 11 Apr 2032	DFA, Manila

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JOSEPH GAVIER M. FRANCO
Appointment No. 740-24 (2024-2025)
Notary Public for Mandaluyong City
Until December 31, 2025
8/F, RFM Corporate Center,
109 Pioneer St., Mandaluyong City
S.C. Roll of Attorneys No. 73430
PTR No. 5702938/01.02.2025/Mandaluyong
IBP No. 491932/01.02.2025/PPLM
MCLE Compliance No. VII-0003166
15 May 2021

SIGNATURES

Pursuant to the requirements of Section 17 of the Code and Section 141 of the Corporation Code, this report is signed on behalf of the issuer by the undersigned, thereunto duly notarized, in the City of Mandaluyong on 10 APR 2025.

RFM Corporation

By:

JOSE MARIA CONCEPCION III
Chairman of the Board / President & CEO

ENRIQUE OLIVER I. REY MATIAS
Vice President – CFO

SUBSCRIBED AND SWORN to before me this 10 APR 2025 day of _____, 2025 affiants exhibiting their Passport as follows:

Names	Passport Number	Date of Issue / Expiry	Place of Issue
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MCLE Compliance No. VII-0003166
15 May 2021

COVER SHEET

for

AUDITED FINANCIAL STATEMENTS

SEC Registration Number

0	0	0	0	0	0	1	2	9	9	8

COMPANY NAME

R	F	M		C	O	R	P	O	R	A	T	I	O	N		A	N	D		S	U	B	S	I	D	I	A	R	I
E	S																												

PRINCIPAL OFFICE *(No. / Street / Barangay / City / Town / Province)*

R	F	M		C	O	R	P	O	R	A	T	E		C	E	N	T	E	R	,		P	I	O	N	E	E	R	
C	O	R	N	E	R		S	H	E	R	I	D	A	N		S	T	R	E	E	T	S	,		M	A	N	D	A
L	U	Y	O	N	G		C	I	T	Y																			

Form Type

A	A	F	S

Department requiring the report

S	E	C	

Secondary License Type, If Applicable

N	/	A	

COMPANY INFORMATION

Company's Email Address	Company's Telephone Number	Mobile Number
rfmcorporation.official@rfm.com.ph	(02) 8631-8101	N/A

No. of Stockholders	Annual Meeting (Month / Day)	Fiscal Year (Month / Day)
3,071	6/14	December 31

CONTACT PERSON INFORMATION

The designated contact person ***MUST*** be an Officer of the Corporation

Name of Contact Person	Email Address	Telephone Number/s	Mobile Number
Enrique Oliver I. Rey-Matias	eoirey-matias@rfm.com.ph	(02) 8631-8101	N/A

CONTACT PERSON's ADDRESS

RFM Corporate Center, Pioneer corner Sheridan Streets, Mandaluyong City

NOTE 1*. In case of death, resignation or cessation of office of the officer designated as contact person, such incident shall be reported to the Commission within thirty (30) calendar days from the occurrence thereof with information and complete contact details of the new contact person designated.*

2*. All Boxes must be properly and completely filled-up. Failure to do so shall cause the delay in updating the corporation's records with the Commission and/or non-receipt of Notice of Deficiencies. Further, non-receipt of Notice of Deficiencies shall not excuse the corporation from liability for its deficiencies.*



SGV
Building a better working world

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INDEPENDENT AUDITOR'S REPORT

The Stockholders and the Board of Directors
RFM Corporation
RFM Corporate Center
Pioneer corner Sheridan Streets
Mandaluyong City

Opinion

We have audited the consolidated financial statements of RFM Corporation and its subsidiaries (the Group), which comprise the consolidated statements of financial position as at December 31, 2024 and 2023, and the consolidated statements of income, consolidated statements of comprehensive income, consolidated statements of changes in equity and consolidated statements of cash flows for each of the three years in the period ended December 31, 2024 and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2024 and 2023, and its consolidated financial performance and its consolidated cash flows for each of the three years in the period ended December 31, 2024 in accordance with the financial reporting framework as described in Note 2 to the consolidated financial statements.

Basis for Opinion

We conducted our audits in accordance with Philippine Standards on Auditing (PSAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the Code of Ethics for Professional Accountants in the Philippines (Code of Ethics) together with the ethical requirements that are relevant to our audit of the consolidated financial statements in the Philippines, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For the matter below, our description of how our audit addressed the matter is provided in that context.



We have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Impairment testing of trademark

As of December 31, 2024, the Group's trademark amounted to ₱2.03 billion or 8% of the total assets which is significant to the consolidated financial statements. In addition, in the event that an impairment indicator is identified, the assessment of the recoverable amount of the trademark requires significant judgment and involves estimation and assumptions about future sales levels and costs, as well as external inputs such as royalty savings rate and discount rate. Given the significance of the amount involved, we considered these assessments as key audit matter in our audit.

The Group's disclosures about trademark are included in Note 13 to the consolidated financial statements.

Audit Response

We obtained an understanding of the management's process of evaluating the impairment of trademark. We involved our internal specialist in evaluating the parameters used in the determination of the discount rate against market data. We evaluated the methodologies and the management's assumptions used by comparing the key assumptions used such as the discount rate, revenue growth rate, royalty savings rate and budgeted brand support against historical performance of the products under the relevant brand, industry outlook and other relevant external data. We reviewed the Group's disclosures about those assumptions to which the outcome of the impairment tests is most sensitive; specifically those that have the most significant effect on the determination of the recoverable amounts of the trademark.

Accounting for the investment in Unilever-RFM Ice Cream, Inc. (URICI)

The Group has 50% ownership in URICI as of December 31, 2024. This investment is accounted for using the proportionate consolidation method as allowed by the Philippine Securities and Exchange Commission. This is a key audit matter because URICI contributed significantly to the consolidated assets, consolidated liabilities, consolidated revenues and consolidated net income of the Group as of and for the year ended December 31, 2024.

The Group's disclosures about its investment in URICI are included in Note 11 to the consolidated financial statements.

Audit Response

We sent instructions to the statutory auditors of URICI to perform an audit on the financial information of URICI for the purpose of the Group's consolidated financial statements. These instructions cover their scope of work, risk assessment procedures, audit strategy and reporting requirements. We discussed with URICI's statutory auditors about their key audit areas, planning and execution of audit procedures, significant areas of estimation and judgment, and results of their work, for the year ended December 31, 2024.

We reviewed the statutory auditors' working papers of URICI, focusing on the procedures for the significant accounts such as revenues and inventories. We obtained the financial information of URICI from its statutory auditors and recomputed the Group's proportionate share in the assets, liabilities and net income of URICI as of and for the year ended December 31, 2024. We reviewed the accounting policies of URICI and considered any differences noted in our review of consolidation adjustments with regards to the Group's proportionate share in the assets, liabilities and net income of URICI. We also reviewed the Group's disclosures with respect to its investment in URICI.

Other Information

Management is responsible for the other information. The other information comprises the information included in the SEC Form 20-IS (Definitive Information Statement), SEC Form 17-A and Annual Report for the year ended December 31, 2024 but does not include the consolidated financial statements and our auditor's report thereon. The SEC Form 20-IS (Definitive Information Statement), SEC Form 17-A and Annual Report for the year ended December 31, 2024 are expected to be made available to us after the date of this auditor's report. Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audits of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audits, or otherwise appears to be materially misstated.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the financial reporting framework as described in Note 2 to the consolidated financial statements, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with PSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with PSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Ma. Emilita L. Villanueva.

SYCIP GORRES VELAYO & CO.

Ma. Emilita L. Villanueva

Ma. Emilita L. Villanueva
Partner
CPA Certificate No. 95198
Tax Identification No. 176-158-478
BOA/PRC Reg. No. 0001, April 16, 2024, valid until August 23, 2026
BIR Accreditation No. 08-001998-159-2024, October 2, 2024, valid until October 1, 2027
PTR No. 10465405, January 2, 2025, Makati City

April 10, 2025

RFM CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

(Amounts in Thousands)

	December 31	
	2024	2023
ASSETS		
Current Assets		
Cash and cash equivalents (Note 5)	**₱3,162,514**	₱3,285,015
Receivables (Note 6)	**2,652,174**	2,026,858
Inventories (Note 7)	**2,542,644**	3,156,411
Financial assets at fair value through other comprehensive income (FVOCI) (Note 9)	**2,446,900**	546,346
Other current assets (Note 8)	**123,831**	221,561
Total Current Assets	**10,928,063**	9,236,191
Noncurrent Assets		
Financial assets at fair value through other comprehensive income (FVOCI) - net of current portion (Note 9)	**581,829**	1,315,629
Investments in joint ventures and an associate (Note 10)	**136,063**	133,518
Property, plant and equipment (Note 12):		
At appraised value	**4,868,654**	4,865,213
At cost	**5,136,125**	4,823,594
Intangible assets (Note 13)	**2,270,284**	2,290,273
Deferred income tax assets - net (Note 23)	**211,425**	184,796
Other noncurrent assets	**151,147**	158,771
Total Noncurrent Assets	**13,355,527**	13,771,794
TOTAL ASSETS	**₱24,283,590**	₱23,007,985
LIABILITIES AND EQUITY		
Current Liabilities		
Bank loans (Note 15)	**₱950,000**	₱897,500
Accounts payable and other current liabilities (Note 14)	**7,573,104**	6,401,454
Lease liabilities (Note 29)	**82,706**	64,150
Income tax payable	**12,801**	38,593
Total Current Liabilities	**8,618,611**	7,401,697
Noncurrent Liabilities		
Net retirement obligation (Note 22)	**17,827**	11,235
Lease liabilities - net of current portion (Note 29)	**132,548**	225,004
Deferred income tax liabilities - net (Note 23)	**759,363**	757,150
Total Noncurrent Liabilities	**909,738**	993,389
Total Liabilities	**9,528,349**	8,395,086

(Forward)

	December 31	
	2024	2023
Equity Attributable to Equity Holders of the Parent Company		
Capital stock (Note 16)	**₱3,500,404**	₱3,651,021
Additional paid-in capital (Note 16)	**2,060,383**	2,060,383
Treasury stock (Note 16)	**(612,280)**	(758,777)
Equity reserve (Note 16)	**(23,237)**	(23,237)
Unrealized loss on financial assets at FVOCI (Note 9)	**(50,947)**	(84,735)
Revaluation increment on land - net (Note 12)	**3,012,270**	3,009,689
Retained earnings (Note 16)	**6,889,573**	6,776,169
	14,776,166	14,630,513
Non-controlling Interests	**(20,925)**	(17,614)
Total Equity	**14,755,241**	14,612,899
TOTAL LIABILITIES AND EQUITY	**₱24,283,590**	₱23,007,985

See accompanying Notes to Consolidated Financial Statements.

RFM CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF INCOME

(Amounts in Thousands, Except Per Share Data)

	Years Ended December 31		
	2024	2023	2022
REVENUE (Notes 4 and 17)			
Manufacturing	**₱21,697,396**	₱20,643,995	₱19,347,403
Services and others (Note 29)	**31,487**	36,977	38,248
	21,728,883	20,680,972	19,385,651
COST OF SALES AND SERVICES (Note 17)	**(14,488,889)**	(13,924,464)	(13,546,363)
GROSS PROFIT	**7,239,994**	6,756,508	5,839,288
OPERATING EXPENSES			
Selling and marketing (Note 18)	**(4,155,857)**	(3,776,008)	(3,195,083)
General and administrative (Note 19)	**(1,331,652)**	(1,471,649)	(1,289,193)
OTHER INCOME (CHARGES)			
Interest income (Note 20)	**148,571**	90,359	61,019
Interest expense (Note 20)	**(83,447)**	(75,960)	(52,956)
Equity in net earnings of an associate (Note 10)	**12,125**	12,444	12,425
Other income - net	**49,395**	107,700	25,388
INCOME BEFORE INCOME TAX	**1,879,129**	1,643,394	1,400,888
PROVISION FOR INCOME TAX (Note 23)			
Current	**480,718**	342,694	370,669
Deferred	**(21,877)**	34,326	(38,483)
	458,841	377,020	332,186
NET INCOME	**₱1,420,288**	₱1,266,374	₱1,068,702
Net income attributable to:			
Equity holders of the Parent Company	**₱1,423,599**	₱1,266,651	₱1,068,762
Non-controlling interests	**(3,311)**	(277)	(60)
	₱1,420,288	₱1,266,374	₱1,068,702
Basic/Diluted Earnings Per Share (Note 25)	**₱0.42**	₱0.38	₱0.32

See accompanying Notes to Consolidated Financial Statements.

RFM CORPORATION AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
(Amounts in Thousands)

	Years Ended December 31		
	2024	2023	2022
NET INCOME	**₱1,420,288**	₱1,266,374	₱1,068,702
OTHER COMPREHENSIVE INCOME (LOSS)			
Items that will be reclassified to profit and loss:			
Unrealized gain (loss) on financial assets at FVOCI (Note 9)	**33,788**	43,543	(112,400)
Income tax effect	**–**	–	(3,969)
	33,788	43,543	(116,369)
Items that will not be reclassified to profit and loss:			
Remeasurement gain (loss) on defined benefit retirement plan (Note 22)	**(13,594)**	(25,295)	35,089
Income tax effect	**3,399**	6,324	(8,772)
	(10,195)	(18,971)	26,317
Revaluation increment on land (Note 12)	**3,441**	1,019,516	–
Income tax effect	**(860)**	(254,879)	–
	2,581	764,637	–
TOTAL COMPREHENSIVE INCOME	**₱1,446,462**	₱2,055,583	₱978,650
Total comprehensive income attributable to:			
Equity holders of the Parent Company	**₱1,449,773**	₱2,055,860	₱978,710
Non-controlling interests	**(3,311)**	(277)	(60)
	₱1,446,462	₱2,055,583	₱978,650

See accompanying Notes to Consolidated Financial Statements.

RFM CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

FOR THE YEARS ENDED DECEMBER 31, 2024, 2023 AND 2022

(Amounts in Thousands)

	Equity Attributable to Equity Holders of the Parent Company									
	Capital Stock (Note 16)	**Additional Paid-in Capital** (Note 16)	**Treasury Stock** (Note 16)	**Equity Reserve**	**Unrealized Gain on Financial Assets at FVOCI** (Note 9)	**Revaluation Increment on Land** (Note 12)	**Retained Earnings** (Note 16)	**Subtotal**	**Non-controlling Interests**	**Total Equity**
As of January 1, 2024	**₱3,651,021**	**₱2,060,383**	**(₱758,777)**	**(₱23,237)**	**(₱84,735)**	**₱3,009,689**	**₱6,776,169**	**₱14,630,513**	**(₱17,614)**	**₱14,612,899**
Net income for the year	**–**	**–**	**–**	**–**	**–**	**–**	**1,423,599**	**1,423,599**	**(3,311)**	**1,420,288**
Other comprehensive income	**–**	**–**	**–**	**–**	**33,788**	**2,581**	**(10,195)**	**26,174**	**–**	**26,174**
Total comprehensive income for the year	**–**	**–**	**–**	**–**	**33,788**	**2,581**	**1,413,404**	**1,449,773**	**(3,311)**	**1,446,462**
Cash dividends	**–**	**–**	**–**	**–**	**–**	**–**	**(1,300,000)**	**(1,300,000)**	**–**	**(1,300,000)**
Retirement of treasury stock	**(150,617)**	**–**	**146,497**	**–**	**–**	**–**	**–**	**(4,120)**	**–**	**(4,120)**
As of December 31, 2024	**₱3,500,404**	**₱2,060,383**	**(₱612,280)**	**(₱23,237)**	**(₱50,947)**	**₱3,012,270**	**₱6,889,573**	**₱14,776,166**	**(₱20,925)**	**₱14,755,241**

	Equity Attributable to Equity Holders of the Parent Company									
	Capital Stock (Note 16)	Additional Paid-in Capital (Note 16)	Treasury Stock (Note 16)	Equity Reserve	Unrealized Gain on Financial Assets at FVOCI (Note 9)	Revaluation Increment on Land (Note 12)	Retained Earnings (Note 16)	Subtotal	Non-controlling Interests	Total Equity
As of January 1, 2023	₱3,651,021	₱2,060,383	(₱758,777)	(₱23,237)	(₱128,278)	₱2,245,052	₱6,378,488	₱13,424,652	(₱17,337)	₱13,407,315
Net income for the year	–	–	–	–	–	–	1,266,651	1,266,651	(277)	1,266,374
Other comprehensive income (loss)	–	–	–	–	43,543	764,637	(18,971)	789,209	–	789,209
Total comprehensive income for the year	–	–	–	–	43,543	764,637	1,247,680	2,055,860	(277)	2,055,583
Cash dividends	–	–	–	–	–	–	(849,999)	(849,999)	–	(849,999)
As of December 31, 2023	₱3,651,021	₱2,060,383	(₱758,777)	(₱23,237)	(₱84,735)	₱3,009,689	₱6,776,169	₱14,630,513	(₱17,614)	₱14,612,899

	Equity Attributable to Equity Holders of the Parent Company									
	Capital Stock (Note 16)	Additional Paid-in Capital (Note 16)	Treasury Stock (Note 16)	Equity Reserve	Unrealized Gain On Financial Assets at FVOCI (Note 9)	Revaluation Increment on Land (Note 12)	Retained Earnings (Note 16)	Subtotal	Non-controlling Interests	Total Equity
As of January 1, 2022	₱3,651,021	₱2,060,383	(₱758,777)	(₱23,237)	(₱11,909)	₱2,245,052	₱6,138,014	₱13,300,547	(₱17,277)	₱13,283,270
Net income for the year	–	–	–	–	–	–	1,068,762	1,068,762	(60)	1,068,702
Other comprehensive income (loss)	–	–	–	–	(116,369)	–	26,317	(90,052)	–	(90,052)
Total comprehensive income for the year	–	–	–	–	(116,369)	–	1,095,079	978,710	(60)	978,650
Cash dividends	–	–	–	–	–	–	(854,605)	(854,605)	–	(854,605)
As of December 31, 2022	₱3,651,021	₱2,060,383	(₱758,777)	(₱23,237)	(₱128,278)	₱2,245,052	₱6,378,488	₱13,424,652	(₱17,337)	₱13,407,315

See accompanying Notes to Consolidated Financial Statements.

RFM CORPORATION AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
(Amounts in Thousands)

	Years Ended December 31		
	2024	2023	2022
CASH FLOWS FROM OPERATING ACTIVITIES			
Income before income tax	**₱1,879,129**	₱1,643,394	₱1,400,888
Adjustments for:			
Depreciation and amortization (Notes 12, 13 and 20)	**755,813**	604,148	531,891
Interest expense (Notes 15, 20 and 29)	**83,447**	75,960	52,956
Unrealized foreign exchange loss - net	**25,731**	6,074	30,582
Loss on sale of:			
Financial assets at FVOCI (Note 9)	**–**	–	609
Property, plant and equipment (Note 12)	**25,623**	7,152	5,327
Gain on maturity of FA at FVOCI (Note 9)	**(1,269)**	(9,377)	–
Provision for (reversal of) impairment loss on property, plant and equipment (Note 12)	**(1,000)**	3,112	(1,506)
Equity in net earnings of an associate (Note 10)	**(12,125)**	(12,444)	(12,425)
Retirement expense (Note 22)	**21,416**	17,493	23,797
Interest income (Notes 5, 9 and 20)	**(148,571)**	(90,359)	(61,019)
Operating income before working capital changes	**2,628,194**	2,245,153	1,971,100
Decrease (increase) in:			
Receivables	**(566,259)**	(249,637)	(8,937)
Inventories	**613,767**	(148,894)	(1,092,998)
Other current assets	**2,815**	107,723	(14,423)
Increase in accounts payable and other current liabilities	**1,146,530**	831,182	608,644
Net cash generated from operations	**3,825,047**	2,785,527	1,463,386
Retirement contributions including benefits paid out of Group's operating funds (Note 22)	**(27,959)**	(26,157)	(42,730)
Interest paid	**(74,589)**	(76,082)	(51,845)
Interest received	**38,454**	73,956	62,189
Income taxes paid including creditable withholding taxes	**(411,595)**	(384,467)	(509,234)
Net cash from operating activities	**3,349,358**	2,372,777	921,766
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale (acquisitions) of:			
Property, plant and equipment including land (Note 12)	**(975,935)**	(1,570,649)	(363,195)
Computer software (Note 13)	**(32,046)**	(18,659)	(204)
Financial assets at FVOCI (Note 9)	**(1,750,637)**	(522,271)	(1,756,305)
Long-term prepayments and other noncurrent assets	**7,624**	–	(167,996)
Proceeds from maturity of financial assets at FVOCI (Note 9)	**670,000**	540,000	2,867,000
Proceeds from sale of:			
Property and equipment	**8,410**	1,691	3,148
Investments in financial assets at FVOCI (Note 9)	**–**	–	523,789
Dividends received (Note 10)	**9,580**	22,372	16,520
Net cash from (used in) investing activities	**(2,063,004)**	(1,547,516)	1,122,757

(Forward)

	Years Ended December 31		
	2024	2023	2022
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments of dividends	**(₱1,288,317)**	(₱853,241)	(₱852,602)
Bank loans (Note 15)			
Availments	**14,750,000**	14,335,000	16,300,000
Payments	**(14,697,500)**	(14,437,500)	(15,900,000)
Payment of principal portion of lease liabilities (Note 29)	**(147,307)**	(83,080)	(112,474)
Net cash used in financing activities	**(1,383,124)**	(1,038,821)	(565,076)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	**(25,731)**	(6,074)	(30,582)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	**(122,501)**	(219,634)	1,448,865
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	**3,285,015**	3,504,649	2,055,784
CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 5)	**₱3,162,514**	₱3,285,015	₱3,504,649

See accompanying Notes to Consolidated Financial Statements.

1. Corporate Information and Authorization for the Issuance of the Consolidated Financial Statements

Corporate Information

RFM Corporation (the Parent Company) was incorporated on August 16, 1957 and registered with the Philippine Securities and Exchange Commission (SEC). On July 9, 2007, the SEC approved the extension of the Company's corporate life from August 22, 2007 to October 13, 2056. However, under the Revised Corporation Code of the Philippines, the Company shall have a perpetual corporate life. The Parent Company is a public company under Section 17.2 of the Securities Regulation Code (SRC) and its shares are listed on the Philippine Stock Exchange (PSE) since 1966. The Parent Company is mainly involved in the manufacturing, processing and selling of wheat, flour and flour products, pasta, milk, juices, margarine, and other food and beverage products.

The Parent Company and its subsidiaries are collectively referred to herein as the Group.

The principal office address of the Parent Company is RFM Corporate Center, Pioneer corner Sheridan Streets, Mandaluyong City.

Authorization for the Issuance of the Consolidated Financial Statements

The consolidated financial statements of RFM Corporation and its subsidiaries (the Group) as of December 31, 2024 and 2023 and for each of the three years ended December 31, 2024 were authorized for issuance by the Board of Directors (BOD) on April 10, 2025.

2. Basis of Preparation, Statement of Compliance and Summary of Material Accounting Policy Information

Basis of Preparation

The consolidated financial statements of the Group have been prepared using the historical cost basis, except for the Group's parcels of land, which are stated at appraised values, net retirement liability which is measured at present value of the defined benefit obligations less fair value of the plan assets and financial assets at FVOCI which are measured at fair values. The consolidated financial statements are presented in Philippine Peso (₱), which is the Parent Company and its subsidiaries' functional currency. All values are rounded off to the nearest thousand pesos (₱000), except for the number of shares or when otherwise indicated.

Statement of Compliance

The consolidated financial statements of the Group have been prepared in compliance with the financial reporting framework as allowed by the SEC which represents Philippine Financial Reporting Standards (PFRS) Accounting Standards except PFRS 11, *Joint Arrangements*, with respect to the Parent Company's investment in Unilever RFM Ice Cream, Inc. (URICI) (see Note 11).

Basis of Consolidation

The consolidated financial statements comprise the financial statements of the Group as of December 31, 2024 and 2023 and for each of the three years in the period ended December 31, 2024.

The consolidated subsidiaries, which are all incorporated in the Philippines, and the effective percentages of ownership as of December 31, 2024, 2023 and 2022 follow:

Entity	Nature of Business	Percentage of ownership
RFM Equities, Inc. (REI)	Holding	100.00
RFM Foods Philippines Corporation (RFM Foods)*	Food retailer	100.00
Southstar Bottled Water Company, Inc. (Southstar)*	Bottled water business	100.00
Swift Tuna Corporation (Swift Tuna)*	Manufacturing	100.00
Rizal Lighterage Corporation (RLC)	Barging services	91.62
FWBC Holdings, Inc.*	Holding company	83.38
RFM Canning and Marketing, Inc. (RFM Canning)*	Canning services	70.00
WS Holdings, Inc. (WHI)	Holding company	60.00
Filipinas Water Bottling Company, Inc. (FWBC)*	Bottled water manufacturing	44.88

**Dormant*

Changes in Accounting Policies

The accounting policies adopted are consistent with those of the previous financial year, except for the adoption of new standards effective in 2024. The Group has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

Unless otherwise indicated, adoption of these new standards did not have an impact on the consolidated financial statements of the Group.

- Amendments to PAS 1*, Classification of Liabilities as Current or Non-current*
  The amendments clarify:
  - That only covenants with which an entity must comply on or before reporting date will affect a liability's classification as current or non-current.
  - That classification is unaffected by the likelihood that an entity will exercise its deferral right.
  - That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification.

- Amendments to PFRS 16*, Lease Liability in a Sale and Leaseback*
  The amendments specify how a seller-lessee measures the lease liability arising in a sale and leaseback transaction in a way that it does not recognize any amount of the gain or loss that relates to the right of use retained.

- Amendments to PAS 7 and PFRS 7*, Disclosures: Supplier Finance Arrangements*
  The amendments specify disclosure requirements to enhance the current requirements, which are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

Standards Issued but not yet Effective

Pronouncements issued but not yet effective are listed below. The Group does not expect that the future adoption of the said pronouncements to have a significant impact on its consolidated financial statements. The Group intends to adopt the following pronouncements when they become effective.

Effective beginning on or after January 1, 2025

- Amendments to PAS 21*, Lack of exchangeability*

Effective beginning on or after January 1, 2026

- Amendments to PFRS 9 and PFRS 7, *Classification and Measurement of Financial Instruments*
- Annual Improvements to PFRS Accounting Standards—Volume 11
  - Amendments to PFRS 1, *Hedge Accounting by a First-time Adopter*
  - Amendments to PFRS 7, *Gain or Loss on Derecognition*
  - Amendments to PFRS 9, *Lessee Derecognition of Lease Liabilities* and *Transaction Price*
  - Amendments to PFRS 10, *Determination of a 'De Facto Agent'*
  - Amendments to PAS 7, *Cost Method*

Effective beginning on or after January 1, 2027

- PFRS 17, *Insurance Contracts*
- PFRS 18, *Presentation and Disclosure in Financial Statements*
- PFRS 19, *Subsidiaries without Public Accountability*

Deferred effectivity

- Amendments to PFRS 10, *Consolidated Financial Statements*, and PAS 28, *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

Summary of Material Accounting Policy Information

Current versus Noncurrent Classification

The Group presents assets and liabilities in the consolidated statement of financial position based on current or noncurrent classification.

An asset is current when it is:

a. Expected to be realized or intended to be sold or consumed in normal operating cycle;
b. Held primarily for the purpose of trading;
c. Expected to be realized within twelve months after the reporting period; or
d. Cash or cash equivalent, unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

The Group classifies all other assets, including deferred taxes, as noncurrent.

A liability is current when:

a. It is expected to be settled in normal operating cycle;
b. It is held primarily for the purpose of trading;
c. It is due to be settled within twelve months after the reporting period; or
d. There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Group classifies all other liabilities, including deferred taxes, as noncurrent.

Fair Value Measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest. The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorized within the fair value hierarchy.

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

At each reporting date, management analyzes the movements in the values of assets and liabilities which are required to be re-measured or re-assessed per the Group's accounting policies. For this analysis, management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

Cash and Cash Equivalents

Cash includes cash on hand and in banks. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash with original maturities of three months or less from dates of acquisition and which are subject to an insignificant risk of changes in value.

Financial Instruments

Date of recognition

The Group recognizes a financial asset or a financial liability in the consolidated statement of financial position when it becomes a party to the contractual provisions of the instrument. Purchases or sales of financial assets that require delivery of assets within the time frame by regulation or convention in the market place are recognized on the settlement date.

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. The Group's financial assets and financial liabilities consist of amortized cost, at FVOCI and other financial liabilities.

Initial recognition and classification of financial instruments

All financial instruments are initially recognized at fair value. Except for financial instruments at FVTPL, the initial measurement of financial instruments includes transaction costs.



Financial Instruments - Classification and Subsequent Measurement
The Group classifies and measures financial assets at FVTPL unless these are measured at FVOCI or at amortized cost. The classification of financial assets depends on the contractual terms and the business model for managing those financial assets.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade and other receivables that do not contain a significant financing component or for which the Group has applied the practical expedient, the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade and other receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under PFRS 15, *Revenue from Contracts with Customers*.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent measurement of financial assets
For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortized cost
- Financial assets at fair value through profit or loss (FVTPL)
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (FVOCI)
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition

As of December 31, 2024 and 2023, the Group's financial assets consist of financial assets at amortized cost and FVOCI with recycling of cumulative gains and losses.

Financial asset at amortized cost
Financial assets at amortized cost are subsequently measured using the effective interest (EIR) method, less any impairment in value. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

As of December 31, 2024 and 2023, the Group's financial assets at amortized cost include cash and cash equivalents, and trade and other receivables.

Financial assets at FVOCI
Financial assets at FVOCI include debt securities. After initial measurement, financial assets at FVOCI are subsequently measured at fair value. The unrealized gains and losses arising from the fair valuation of investment securities at FVOCI are excluded, net of tax as applicable, from the reported earnings and are included in the consolidated statement of comprehensive income as 'Unrealized gain (loss) on financial assets at FVOCI'.

The effective yield component of debt securities at FVOCI, as well as the impact of restatement on foreign currency denominated debt securities at FVOCI, is reported in the consolidated statement of income. Interest earned on holding debt securities as FVOCI are reported as 'Interest income' in the consolidated statement of income using the effective interest rate (EIR) method. When the debt securities at FVOCI are disposed of, the cumulative gain or loss previously recognized in the consolidated statement of comprehensive income is recognized in the consolidated statement of



income. The ECL arising from impairment of such investments are recognized in OCI with a corresponding charge to 'Provision for credit losses' in the consolidated statement of income.

Initial recognition and measurement of financial liabilities
Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognized initially at fair value and, in the case of other financial liabilities, net of directly attributable transaction costs. As of December 31, 2024 and 2023, the Group's financial liabilities include accounts payable and other current liabilities (excluding payables to government agencies), bank loans and lease liabilities.

Subsequent measurement
For purposes of subsequent measurement, financial liabilities are classified in two categories:

- Financial liabilities at fair value through profit or loss
- Financial liabilities at amortized cost (loans and borrowings)

Subsequent measurement - other financial liabilities
This category pertains to financial liabilities that are not held for trading or not designated as at FVTPL upon the inception of the liability. These include liabilities arising from operations. These financial liabilities are recognized initially at fair value and are subsequently carried at amortized cost, taking into account the impact of applying the EIR method of amortization (or accretion) for any related premium, discount and any directly attributable transaction cost.

Impairment of Financial Assets
The Group recognizes an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For cash and cash equivalents and short-term cash investments, the Group applies the low credit risk simplification. The probability of default and loss given defaults are publicly available and are considered to be low credit risk investments. It is the Group's policy to measure ECLs on such instruments on a 12-month basis. However, when there has been a significant increase in credit risk since origination, the allowance will be based on the lifetime ECL. The Group uses the ratings from Standard and Poor's and Moody's to determine whether the debt instrument has significantly increased in credit risk and to estimate ECLs. The Group considers a debt investment security to have a low credit risk when its credit risk rating is equivalent to the globally understood definition of 'investment grade'.

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The key inputs in the model include the Group's definition of default and historical data of three years for the origination, maturity date and default date. The Group considers trade receivables in default when contractual payments are already past due for a certain number of days, which depends on the normal customer arrangements and business terms and varies across relevant business segment/sub-segment of the Group, ranging from 90 days to 360 days, except for certain circumstances when the

reason for being past due is due to reconciliation with customers of payment records which are administrative in nature which may extend the definition of default. However, in certain cases, the Group may also consider trade receivables to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group.

For nontrade and other receivables and advances to related parties, ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

Financial assets are credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of those financial assets have occurred. For these credit exposures, lifetime ECLs are also recognized and interest revenue is calculated by applying the credit-adjusted effective interest rate to the amortized cost of the financial asset.

Determining the stage for impairment
At each reporting date, the Group assesses whether there has been a significant increase in credit risk for financial assets since initial recognition by comparing the risk of default occurring over the expected life between the reporting date and the date of initial recognition. The Group considers reasonable and supportable information that is relevant and available without undue cost or effort for this purpose. This includes quantitative and qualitative information and forward-looking analysis.

This policy is applicable to Group's financial assets except for trade receivables, for which the Group applies a simplified approach in calculating ECLs.

Write-off policy
The Group writes-off a financial asset, in whole or in part, when the asset is considered uncollectible, it has exhausted all practical recovery efforts and has concluded that it has no reasonable expectations of recovering the financial asset in its entirety or a portion thereof.

Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognized in the consolidated statement of income.

Derecognition of Financial Assets and Financial Liabilities

Financial asset
A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized when:

- the Group's right to receive cash flows from the asset has expired; or
- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) has transferred substantially all the risks and rewards of the asset, or (b) has neither transferred or retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Financial liabilities
A financial liability is derecognized when the obligation under the liability is discharged, cancelled or has expired. Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the consolidated statement of income.

Offsetting Financial Instruments
Financial assets and financial liabilities are offset and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the asset and settle the liability simultaneously. The Group assesses that it has a currently enforceable right of offset if the right is not contingent on a future event, and is legally enforceable in the normal course of business, event of default, and event of insolvency or bankruptcy of the Group and all of the counterparties.

Inventories
Inventories are valued at the lower of cost and net realizable value (NRV). Costs incurred in bringing the product to its present location and condition are accounted for as follows:

Finished goods	-	determined using the moving average method; cost includes direct materials, direct labor and a proportion of manufacturing overhead costs based on normal operating capacity.
Goods in process	-	applicable allocation of fixed and variable overhead costs.
Raw materials, spare parts and supplies	-	purchase cost using the moving average method.

NRV of finished goods and goods in process is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale. For raw materials, NRV is the current replacement cost. In case of spare parts and supplies, NRV is the estimated realizable value of the inventories when disposed of at their condition at the reporting date. An allowance for inventory obsolescence is provided for slow-moving, obsolete, defective and damaged inventories based on physical inspection and management evaluation.

Other Current Assets
Other current assets include prepaid expenses, deposit on purchases of inventories, tax credits and input VAT.

Prepaid expenses. These are expenses paid in advance and recorded as asset before they are utilized. Prepaid expenses that are expected to be realized for no more than 12 months after the reporting date are classified as current assets; otherwise, these are classified as other noncurrent assets.

Deposit on purchases of inventories. This account comprises of advance payments to suppliers for payments on goods to be purchased in connection with the Group's operations. These are reclassified as part of inventory upon delivery of the related asset.

Property, Plant and Equipment
Property, plant and equipment, except land, are stated at cost less accumulated depreciation and amortization, and any impairment in value.

Land is stated at fair value based on a valuation performed by an accredited independent appraiser. Any increase, as a result of revaluation of land, is credited to "Revaluation increment on land" account, net of deferred income tax effect, and presented under the equity section of the consolidated statement of financial position.

Revaluation of land is made periodically such that the carrying amount does not differ materially from that which would be determined using the fair value at the reporting date. For subsequent revaluations, any resulting increase in the assets' carrying amount as a result of the revaluation is credited to "Revaluation increment on land" account, net of deferred income tax effect, in the consolidated statement of comprehensive income.

Depreciation and amortization are computed on a straight-line basis over the estimated useful lives of the assets as follows:

	Number of Years
Land improvements	10 to 20
Silos, buildings and improvements	10 to 40
Machinery and equipment	10 to 25
Transportation and delivery equipment	5
Office furniture and fixtures	2 to 5

Leasehold improvements recognized under "Silos, buildings and improvements" are depreciated over the life of the assets or the lease term, whichever is shorter.

Construction in progress are properties in the course of construction for production, rental or administrative purposes, or for purposes not yet determined, which are carried at cost less any recognized impairment loss. Construction in progress are reclassified into appropriate class of property, plant and equipment when the relevant assets are completed and available for use.

Depreciation and amortization of an item of property, plant and equipment begin when it becomes available for use, i.e., when it is in the location and condition necessary for it to be capable of operating in the manner intended by management. Depreciation and amortization cease at the earlier of the date that the item is classified as held for sale (or included in a disposal group that is classified as held for sale) and the date the asset is derecognized.

The estimated useful lives and depreciation and amortization method are reviewed periodically to ensure that the periods and method of depreciation and amortization are consistent with the expected pattern of economic benefits from items of property, plant and equipment.

Property, plant and equipment are derecognized when either these are disposed of or when these are permanently withdrawn from use and there is no more future economic benefits expected from its use or disposal.

Right of use assets
The Group's policy is to classify ROU assets as part of Property, Plant and Equipment account. The Group recognizes ROU assets at the commencement date of the lease (i.e., the date the underlying asset is available for use).

Unless the Group is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognized ROU assets on warehouses and plant and equipment are depreciated on a straight-line basis over the shorter of their estimated useful life and lease term, as follows:

	Number of Years
ROU assets - Land and Warehouse	2 to 30
ROU assets - Plant and Equipment	1 to 5

ROU assets are subject to impairment.

Intangible Assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized and expenditure is reflected in the consolidated statement of income in the year in which the expenditure is incurred.

The estimated useful lives of intangible assets are assessed as either finite or indefinite.

As of December 31, 2023, the Company's trademark had an indefinite useful life.

As of December 31, 2024, the Company's intangible assets consist of trademark and computer software that are amortized over forty years and three years, respectively, using the straight-line method. The amortization expenses on trademark and computer software are recognized in the expense category in the parent company statement of income consistent with its function.

Intangible assets with indefinite useful lives are not amortized but are tested for impairment annually. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the consolidated statement of income when the asset is derecognized.

Goodwill

Goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interest over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognized in the consolidated statement of income.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units (CGU), or group of CGUs that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the Group are assigned to those units or group of units.

Goodwill is reviewed for impairment, annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of the CGU or group of CGUs to which the goodwill relates. Where the recoverable amount of the CGU or group of CGUs is less than the carrying amount of the CGU or

group of CGUs to which goodwill has been allocated, an impairment loss is recognized. Impairment losses relating to goodwill cannot be reversed in future periods. The Group performs its impairment test of goodwill annually every reporting date.

Where goodwill forms part of a CGU and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative values of the operation disposed of and the portion of the CGU retained.

Investments in Joint Ventures and Associate

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture.

An associate is an entity over which the Group has significant influence.

The Group's investments in joint venture and associate are accounted for using the equity method except for its investment in URICI, a joint venture, which is accounted for using the proportionate consolidation method as permitted by the SEC. This method involves consolidating a proportionate share of the joint venture's assets, liabilities, income and expenses with similar items in the Group's consolidated financial statements on a line-by-line basis.

Under the equity method, the investment in an associate or a joint venture is initially recognized at cost. The carrying amount of the investment is adjusted to recognize changes in the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is neither amortized nor individually tested for impairment.

The consolidated statement of income reflects the Group's share of the financial performance of the associate or joint venture. Any change in OCI of those investees is presented as part of the Group's OCI. In addition, when there has been a change recognized directly in the equity of the associate or joint venture, the Group recognizes its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealized gains and losses resulting from transactions between the Group and the associate or joint venture are eliminated to the extent of the interest in the associate or joint venture.

The aggregate of the Group's share of profit or loss of an associate and a joint venture is shown on the face of the consolidated statement of income under "Other income (charges)" and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate or joint venture.

The financial statements of the associate or joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognizes any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognized in the consolidated statement of income.



Impairment of Noncurrent Nonfinancial Assets

The carrying values of property, plant and equipment, intangible assets and investments in subsidiaries, joint ventures and an associate are reviewed for impairment when event or changes in circumstances indicate that the carrying values may not be recoverable. Trademark and goodwill are tested for impairment at least annually or when there is an identified indicator of impairment. If any such indication exists or where the carrying value exceeds the recoverable amount, the assets or cash-generating units (CGUs) are written down to their recoverable amount. The recoverable amount of these noncurrent nonfinancial assets is the higher of fair value less cost of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the CGU to which the asset belongs. Impairment losses, if any, are recognized in the consolidated statement of income in those expense categories consistent with the function of the impaired asset.

The Group determines whether it is necessary to recognize an impairment loss on its investment in an associate and joint ventures. At each reporting date, the Group determines whether there is objective evidence that the investments in the associate and joint venture are impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, then recognizes the loss in the consolidated statement of income.

Previously recognized impairment loss is reversed only if there has been a change in the assumptions used to determine the recoverable amount of an asset, but not, however, to an amount higher than the carrying amount that would have been determined (net of any depreciation and amortization) had there been no impairment loss recognized for the asset in prior years. A reversal of an impairment loss is recognized in the consolidated statement of income.

Equity

Capital Stock

Capital stock is stated at par value for all shares issued and outstanding. When the Parent Company issues more than one class of stock, a separate account is maintained for each class of stock and the number of shares issued.

When the shares are sold at a premium, the difference between the proceeds and the par value is credited to the "Additional paid-in capital" account. Direct costs incurred related to equity issuance, such as underwriting, accounting and legal fees, printing costs and taxes are charged to the "Additional paid-in capital" account.

Treasury Stock

Own equity instruments which are reacquired (treasury stock) are recognized at cost and deducted from equity. No gain or loss is recognized in the consolidated statement of income on the purchase, sale, issue or cancellation of the Group's own equity instruments. Any difference between the carrying value and the consideration, if reissued, is recognized in the "Additional paid-in capital" account. The cost of treasury stock sold or cancelled is determined on a first-in, first-out basis.

When the shares are retired, the capital stock account is reduced by its par value, and the excess of cost over par value upon retirement is debited to "Additional paid-in capital" to the extent of the specific or average additional paid-in capital when the shares were issued and to the retained earnings for the remaining balance.



Equity Reserve
Equity reserve include effect of merger with subsidiaries with non-controlling interest and the Parent Company.

Retained Earnings
Retained earnings represent the cumulative balance of periodic net income or loss, dividend distribution, effect of changes in accounting policy and other capital adjustments.

Dividends on Common Shares
Cash and property dividends on common shares are recognized as liability and deducted from equity when approved and declared by the BOD of the Parent Company.

Dividends for the year that are approved after the reporting date are dealt with as an event after the reporting period.

Earnings per Share (EPS)
Basic EPS is computed by dividing net income for the year attributable to equity holders of the Group by the weighted average number of common shares issued and outstanding during the year.

Diluted EPS is calculated in the same manner, adjusted for the effects of any potential dilutive common shares. Where the effect of the potential dilutive common shares would be anti-dilutive, basic and diluted earnings per share are stated at the same amount.

The Group does not have potential dilutive common shares in 2024, 2023 and 2022.

Revenue Recognition
Revenue from Contracts with Customers
The Group primarily derives its revenue from the sale of goods and rendering of services from manufacturing and service operations, respectively. Revenue from contracts with customers is recognized when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services.

The Group assesses its revenue arrangements against specific criteria to determine if it is acting as a principal or as an agent. The Group has concluded that it is acting as principal in all of its revenue arrangements.

The following specific recognition criteria must also be met before revenue is recognized.

Sale of goods (Manufacturing)
The Group enters into a contract with customer through approved purchased orders and trading term agreements which constitute valid contracts as specific details such as the quantity, price, contract terms and their respective obligations are clearly identified in the contracts.

Revenue from sale of goods is recognized at a point in time generally, on the time of delivery of the goods to the customer except for institutional division sales of flour and buns, which are recognized at the time the goods are dispatched from the warehouses.

Revenue recognized comprises of the invoice price of goods delivered after the deduction of estimated variable considerations and considerations paid/payable to customers. Variable considerations such as discounts, rebates, returns, sales incentives, and other adjustments are provided for in the period the related sales are recorded. Accumulated experience is used to estimate the provision for discounts,

using the most likely amount method; revenue is only recognized to the extent that it is highly probable a significant reversal will not occur.

Sale of services (Service)
Revenue, net of any incentives, is generally recognized over the time the services since as the entity performs, the customer simultaneously receives and consumes the benefits provided by the performance. The Group has determined that the output method used faithfully depicts the performance of the services.

Revenue not in scope under PFRS 15

Rent
Rent income is recognized on a straight-line basis over the terms of the lease.

Interest and financing income
Interest income is recognized as the interest accrues using the EIR method.

Dividend income
Dividend income on investments in shares of stock is recognized when the Group's right to receive the payment is established, which is the date when the dividend declaration is approved by the investee's BOD and/or the stockholders.

Cost of Goods Sold
Cost of goods sold is recognized when the related goods are sold.

Selling and Marketing and General and Administrative Expenses
Selling and marketing expenses are costs incurred to sell or distribute the goods. It includes export and documentation processing and delivery, among others. General and administrative expenses constitute costs of administering the business. These are expensed as incurred.

Short-term Employee Benefits
Short-term employee benefits include salaries and wages, vacation leave and sick leave benefits and other benefits that are expected to be settled wholly before 12 months after the end of the reporting period in which the employees render the related services. These are recognized in the consolidated statements of income in the appropriate expense categories.

Retirement Benefits
The net defined benefit liability or asset is the aggregate of the present value of the defined benefit obligation at the end of the reporting period reduced by the fair value of plan assets (if any), adjusted for any effect of limiting a net defined benefit asset to the asset ceiling. The asset ceiling is the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan.

The cost of providing benefits under the defined benefit plans is actuarially determined using the projected unit credit method.

Retirement benefit costs comprise the following:

(a) Service costs comprising of current service costs, past service costs, gains and losses on curtailments and non-routine settlements.
(b) Net interest expense or income, which is calculated by applying the discount rate to the net defined benefit liability or asset.

Service costs which include current service costs, past service costs and gains or losses on non-routine settlements are recognized as expense in statements of comprehensive income. Past service costs are recognized when plan amendment or curtailments occurs.

Re-measurements comprising of actuarial gains and losses, return on plan assets and any change in the effect of the asset ceiling (excluding net interest on defined benefit liability) are recognized in the consolidated statement of comprehensive income and transferred to retained earnings in the period in which they arise. Re-measurements are not reclassified to the consolidated statement of income in subsequent periods.

Plan assets are assets that are held by a long-term employee benefit fund. Fair value of plan assets is based on market price information. Plan assets are not available to the creditors of the Group, nor can they be paid directly to the Group. When no market price is available, the fair value of plan assets is estimated by discounting expected future cash flows using a discount rate that reflects both the risk associated with the plan assets and the maturity or expected disposal due of those assets (or, if they have no maturity, the expected period until the settlement of the related obligations). If the fair value of the plan assets is higher than the present value of the defined benefit obligation, the measurement of the resulting defined benefit asset is limited to the present value of economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan.

Leases

The Group determines at contract inception whether a contract is, or contains, a lease by assessing whether the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

Lease liabilities

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term.

In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the leases of low-value assets recognition exemption to its leases of other equipment that are considered of low value. Lease payments on short-term leases and leases of low-value assets are recognized as expense on a straight-line basis over the lease term.

The Group as lessor

Leases where the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. A lessor shall recognize lease payments from operating leases as income on a straight-line basis over the lease terms and is included in revenue in the statement of income due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents are recognized as revenue in the period in which they are earned.

Foreign Currency Transactions and Translations
Transactions denominated in foreign currencies are recorded using the foreign exchange rate at the date of the transaction. Outstanding monetary assets and monetary liabilities denominated in foreign currencies are translated using the closing foreign exchange rate at the reporting date. All differences are taken to the consolidated statement of income. Nonmonetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions.

Income Taxes

Current income tax
Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used as basis to compute the amount are those that have been enacted or substantively enacted at the reporting date.

Deferred income tax
Deferred income tax is provided, using the liability method, on all temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred income tax liabilities are recognized for all taxable temporary differences. Deferred income tax assets are recognized for all deductible temporary differences and carryforward benefits of unused tax credit from excess of minimum corporate income tax (MCIT) over regular corporate income tax (RCIT) [excess MCIT], and unused net operating loss carryover (NOLCO), to the extent that it is probable that sufficient future taxable profits will be available against which the deductible temporary differences and carryforward benefits of unused excess MCIT and NOLCO can be utilized.

The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient future taxable profits will be available to allow all or part of the deferred income tax assets to be utilized. Unrecognized deferred income tax assets are reassessed at each reporting date and are recognized to the extent that it has become probable that sufficient future taxable profits will allow the deferred income tax asset to be recovered.

Deferred income tax assets and deferred income tax liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

Deferred income tax relating to items recognized outside the consolidated statement of income is recognized in correlation to the underlying transaction either in other comprehensive income or directly in equity.

Deferred income tax assets and deferred income tax liabilities are offset, if a legally enforceable right exists to offset current income tax assets against current income tax liabilities and the deferred income taxes relate to the same taxable entity and the same taxation authority.

Segment Reporting
The Group's operating businesses are organized and managed separately according to the nature of the products provided, with each segment representing a strategic business unit that offers different products and serves different markets.



Provision and Contingencies
Provisions are recognized when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable (i.e., more likely than not) that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. The expense relating to any provision is presented in the consolidated statement of income, net of reimbursement. If the effect of the time value of money is material, provisions are discounted using the current pre-tax rate that reflects, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as interest expense.

Contingent asset and liabilities are not recognized in the consolidated financial statements but are disclosed in the notes to the consolidated financial statements.

Events After the Reporting Date
Events after the reporting date that provide additional information about the Group's position at the reporting date (adjusting events) are reflected in the consolidated financial statements. Events after the reporting date that are not adjusting events are disclosed in the notes to consolidated financial statement when material.

3. Management's Use of Significant Accounting Estimates and Assumptions

The preparation of the consolidated financial statements in compliance with PFRS Accounting Standards requires the Group to exercise judgment, make accounting estimates and use assumptions that affect the amounts reported in the consolidated financial statements and accompanying notes. The judgments, estimates and assumptions are based on management's evaluation of relevant facts and circumstances as of the date of the consolidated financial statements. Actual results could differ from the estimates and assumptions used. The effect of any change in estimates or assumptions is reflected in the consolidated financial statements when they become reasonably determinable.

Judgment
In the process of applying the Group's accounting policies, management has made the following judgments, apart from those involving estimations, which have the most significant effect on the amounts recognized in the consolidated financial statements.

Determination of useful life of trademark
The assessment of indefinite useful life is performed annually to determine whether the indefinite useful life continues to be appropriate. Effective January 1, 2024, in view of the change in the expected pattern of economic benefits from the asset, the Group revised its estimate of the useful life of trademark from indefinite to forty years.

Estimates and Assumptions
The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below.

Impairment of trademark and goodwill
The Group reviews for impairment the carrying value of trademark when events or changes in circumstances indicate that the carrying value may be impaired. The Group performs impairment test of trademark annually every reporting period for trademark with indefinite useful life and when indicators of impairment exist for trademark with finite useful life. With the change in useful life from

indefinite to finite, the Group assessed that there is a need to test the carrying value of the trademark for impairment.

For purposes of impairment testing of trademark and goodwill, the most appropriate valuation approach used is based on the circumstances relevant to the Group and based on the extent of available information. The Group determined that the recoverable amount of the trademark is fair value less cost of disposal wherein fair value is determined using the relief from royalty method. The recoverable amount of the trademark was calculated using cashflow projections from financial budgets, discount rate, revenue growth rates, budgeted brand support and royalty savings rate arising from the ownership of the trademark. The key assumptions used to determine the fair value are further discussed in Note 13.

Impairment is determined for goodwill by assessing the recoverable amount of the CGU or group of CGUs to which the goodwill relates. The Group determined that the recoverable amount of the goodwill is VIU. VIU calculation is based on a discounted cash flow model. The recoverable amount is sensitive to the discount rate used and the expected future cash in-flows and the growth rates. Assessments require the use of estimates and assumptions such as discount rates, revenue growth rates, maintenance capital expenditures and projected operating expenses. If the recoverable amount of the unit exceeds the carrying amount of the CGU, the CGU and the goodwill allocated to that CGU shall be regarded as not impaired. Where the recoverable amount of the CGU or group of CGUs is less than the carrying amount of the CGU or group of CGUs to which goodwill has been allocated, an impairment loss is recognized. The key assumptions used to determine the recoverable amount are further discussed in Note 13.

No impairment losses were recognized for trademark and goodwill in 2024, 2023 and 2022. The carrying values of trademark and goodwill are disclosed in Note 13.

Valuation of land under revaluation basis
The Group's parcels of land are carried at revalued amounts, which approximate their fair values at the date of the revaluation, less any subsequent accumulated impairment losses. The revaluation is performed by professionally qualified appraisers and uses the Sales Comparison Approach (see Note 12). Revaluations are made every three years to ensure that the carrying amounts do not differ materially from those which would be determined using fair values at the reporting date.

Refer to Note 12 for the carrying value of land.

Leases - Estimating the Incremental Borrowing Rate (IBR)
The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its IBR to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the IBR using observable inputs (such as risk-free interest rates) when available and is required to make certain entity-specific estimates (such as the Group's stand-alone credit risk rating).

Refer to Note 29 for the Group's lease liabilities.

Estimation of expected credit losses
ECLs are derived from unbiased and probability-weighted estimates of expected loss, and are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate, or an

approximation thereof. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

Refer to Note 6 for the ECL recognized on the Group's receivables.

Determination of NRV of inventories
The Company Group's estimates of the NRV of inventories are based on the most reliable evidence available at the time the estimates are made, of the amount that the inventories are expected to be realized. These estimates consider the fluctuations of price or cost directly relating to events occurring after the end of the period to the extent that such events confirm conditions existing at the end of the period. A new assessment is made at NRV in each subsequent period. When the circumstances that previously caused s to be written down below cost no longer exist or when there is a clear evidence of an increase in NRV because of change in economic circumstances, the amount of the write-down is reversed so that the new carrying amount is the lower of the cost and the revised NRV.

The carrying values of the Group's inventories are disclosed in Note 7.

Recognition of deferred income tax assets
The Group reviews the carrying amounts of deferred income tax assets at each reporting date and adjusts the balance of deferred income tax assets to the extent that it is probable that the Group will be able to utilize the tax benefits arising from these deferred income tax assets and that sufficient future taxable profits are available for the utilization of the deferred income tax assets recognized.

Refer to Note 23 for the Deferred income tax assets recognized.

4. Segment Information and Revenue from Contracts with Customers

The Group's management reports its operating business segments into the following: (a) consumer business, (b) institutional business, and (c) other operations. The consumer business segment manufactures ice cream products, milk and juices, and sells the latter together with pasta and rice-based mixes. The institutional business segment primarily manufactures flour and bread products, pasta and rice-based mixes but only sells flour and bread products. Other segments consist of lighterage, office space leasing and other services shown in aggregate as "Other operations". These are the operating segments reported to the chief operating decision maker.

The operating businesses are organized and managed separately according to the nature of the products and services provided, with each segment representing a strategic business unit that offers different products and serves different markets. All operating business segments used by the Group meet the definition of reportable segment under PFRS 8, *Segment Reporting*.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss and is measured consistently with operating profit or loss in the consolidated financial statements.

Segment assets include all operating assets used by a segment and consist principally of operating cash, receivables, inventories and property, plant and equipment, net of allowances and provisions. Segment liabilities include all operating liabilities and consist principally of trade, wages and taxes currently payable and accrued liabilities.



Intersegment transactions, i.e., segment revenues and segment expenses, include transfers between business segments. Those transfers are eliminated in consolidation and reflected in the "eliminations" column.

The Group does not have a single external customer from which revenue generated amounted to 10% or more of the total revenue of the Group.

Information with regard to the Group's significant business segments follows:

	2024						
	Consumer Business	**Institutional Business**	**Other Operations**	**Unallocated Corporate Balances**	**Total**	**Eliminations** (Note 17)	**Consolidated**
Net Sales							
External sales	**₱16,393,321**	**₱5,304,075**	**₱3,217**	**₱28,270**	**₱21,728,883**	**₱–**	**₱21,728,883**
Intersegment sales	–	–	**13,684**	–	**13,684**	**(13,684)**	–
	₱16,393,321	**₱5,304,075**	**₱16,901**	**₱28,270**	**₱21,742,567**	**(₱13,684)**	**₱21,728,883**
Results							
Interest and other financial charges - net	**(₱79,014)**	**(₱10)**	**₱3**	**₱144,145**	**₱65,124**	**₱–**	**₱65,124**
Equity in net earnings of an associate	**₱–**	**₱–**	**₱5,052**	**₱–**	**₱5,052**	**₱7,073**	**₱12,125**
Income before income tax	**₱1,219,579**	**₱526,059**	**(₱43,517)**	**₱870,166**	**₱2,572,287**	**(₱693,158)**	**₱1,879,129**
Provision for income tax	**(221,723)**	–	–	**(237,118)**	**(458,841)**	–	**(458,841)**
Net income	**₱997,856**	**₱526,059**	**(₱43,517)**	**₱633,048**	**₱2,113,446**	**(₱693,158)**	**₱1,420,288**
Other information							
Segment assets	**₱51,554,264**	**₱53,517,509**	**₱93,702**	**₱27,330,302**	**₱132,495,777**	**(₱111,376,979)**	**₱21,118,798**
Investments	–	–	**61,608**	**3,471,031**	**3,532,639**	**(367,847)**	**3,164,792**
Consolidated Total Assets	**₱51,554,264**	**₱53,517,509**	**₱155,310**	**₱30,801,333**	**₱136,028,416**	**(₱111,744,826)**	**₱24,283,590**
Consolidated Total Liabilities	**₱70,678,253**	**₱21,334,387**	**₱349,119**	**₱28,948,061**	**₱121,309,820**	**(₱111,781,471)**	**₱9,528,349**
Capital expenditures	**₱442,329**	**₱516,342**	**₱–**	**₱49,310**	**₱1,007,981**	**₱–**	**₱1,007,981**
Depreciation and amortization	**502,913**	**176,533**	**9,440**	**66,927**	**755,813**	–	**755,813**

	2023						
	Consumer Business	Institutional Business	Other Operations	Unallocated Corporate Balances	Total	Eliminations (Note 17)	Consolidated
Net Sales							
External sales	₱15,128,193	₱5,515,802	₱1,413	₱35,564	₱20,680,972	₱–	₱20,680,972
Intersegment sales	–	–	18,195	10,224	28,419	(28,419)	–
	₱15,128,193	₱5,515,802	₱19,608	₱45,788	₱20,709,391	(₱28,419)	₱20,680,972
Results							
Interest and other financial charges - net	(₱79,267)	₱12	₱16	₱90,212	₱10,973	₱3,426	₱14,399
Equity in net earnings of an associate	₱–	₱–	₱5,185	₱–	₱5,185	₱7,259	₱12,444
Income before income tax	₱993,832	₱479,618	(₱4,796)	₱892,183	₱2,360,837	(₱717,443)	₱1,643,394
Provision for income tax	(247,953)	–	–	(128,283)	(376,236)	(784)	(377,020)
Net income	₱745,879	₱479,618	(₱4,796)	₱763,900	₱1,984,601	(₱718,227)	₱1,266,374
Other information							
Segment assets	₱43,531,885	₱48,759,028	₱140,545	₱26,253,520	₱118,684,978	(₱97,672,486)	₱21,012,492
Investments	–	–	61,740	2,304,277	2,366,017	(370,524)	1,995,493
Consolidated Total Assets	₱43,531,885	₱48,759,028	₱202,285	₱28,557,797	₱121,050,995	(₱98,043,010)	₱23,007,985
Consolidated Total Liabilities	₱43,315,249	₱36,731,557	₱347,920	₱26,061,237	₱106,455,963	(₱98,060,877)	₱8,395,086
Capital expenditures	₱846,581	₱721,866	₱–	₱20,861	₱1,589,308	₱–	₱1,589,308
Depreciation and amortization	416,331	164,343	9,568	13,906	604,148	–	604,148

	2022						
	Consumer Business	**Institutional Business**	**Other Operations**	**Unallocated Corporate Balances**	**Total**	**Eliminations** (Note 17)	**Consolidated**
Net Sales							
External sales	₱14,031,124	₱5,316,279	₱3,846	₱34,402	₱19,385,651	₱–	₱19,385,651
Intersegment sales	–	–	24,276	11,782	36,058	(36,058)	–
	₱14,031,124	₱5,316,279	₱28,122	₱46,184	₱19,421,709	(₱36,058)	₱19,385,651
Results							
Interest and other financial charges - net	(₱56,670)	₱14	₱15	₱60,874	₱4,233	₱3,830	₱8,063
Equity in net earnings of an associate	₱–	₱–	₱5,177	₱–	₱5,177	₱7,248	₱12,425
Income before income tax	₱1,164,872	₱304,137	₱3,937	₱1,018,257	₱2,491,203	(₱1,090,315)	₱1,400,888
Provision for income tax	(317,707)	–	(76)	(17,436)	(335,219)	3,033	(332,186)
Net income	₱847,165	₱304,137	₱3,861	₱1,000,821	₱2,155,984	(₱1,087,282)	₱1,068,702
Other information							
Segment assets	₱31,027,071	₱35,233,018	₱151,278	₱15,272,488	₱81,683,855	(₱62,775,806)	₱18,908,049
Investments	–	–	61,732	2,248,705	2,310,437	(360,588)	1,949,849
Consolidated Total Assets	₱31,027,071	₱35,233,018	₱213,010	₱17,521,193	₱83,994,292	(₱63,136,394)	₱20,857,898
Consolidated Total Liabilities	₱30,905,364	₱24,148,959	₱349,119	₱15,256,832	₱70,660,274	(₱63,209,691)	₱7,450,583
Capital expenditures	₱232,681	₱123,254	₱–	₱7,464	₱363,399	₱–	₱363,399
Depreciation and amortization	344,190	164,380	10,825	12,496	531,891	–	531,891

Revenue from Contracts with Customers
The Group's revenues are from its sale of goods and rendering of services. The Group's revenues from its sale of goods are all recognized at a point in time while revenues from rendering of services are recognized over time following the output method (see Note 2).

The following table disaggregates the Group's revenues on sale of goods by segment for the years ended December 31, 2024, 2023 and 2022:

	2024	2023	2022
Consumer business	**₱16,393,321**	₱15,128,193	₱14,031,124
Institutional business	**5,304,075**	5,515,802	5,316,279
Total revenue from contracts with customers	**₱21,697,396**	₱20,643,995	₱19,347,403

Total revenue recognized from services rendered in 2024, 2023, and 2022 amounted to ₱31.49 million, ₱36.98 million and ₱38.25 million, respectively.

5. Cash and Cash Equivalents

	2024	2023
Cash on hand and in banks	**₱2,102,417**	₱2,148,960
Cash equivalents	**1,060,097**	1,136,055
	₱3,162,514	₱3,285,015

Cash in banks earns interest at the respective bank deposit rates. Cash equivalents are short-term investments made for varying periods of up to three months depending on the immediate cash requirements of the Group and earn interest at the respective short-term investment rates. Interest income earned from cash in banks and cash equivalents amounted to ₱5.52 million, ₱1.73 million, and ₱3.65 million in 2024, 2023 and 2022, respectively (see Note 20).

6. Receivables

	2024	2023
Trade receivables:		
Third parties	**₱2,758,540**	₱2,218,960
Related parties (Note 21)	**–**	25,962
Nontrade receivables	**224,622**	70,543
Advances to related parties (Note 21)	**135,323**	148,482
Advances to officers and employees	**15,963**	20,016
Other receivables	**45,308**	32,656
	3,179,756	2,516,619
Less: Allowance for ECL	**527,582**	489,761
	₱2,652,174	₱2,026,858

Trade receivables are noninterest-bearing and are generally on a 30 to 60 days term. Nontrade receivables include amounts owed by third parties for transfer of raw materials and are generally on 30 to 120 days term.

Nontrade receivables consist of sales to local government unit, dividends, among others.

The movement in the allowance for doubtful accounts, which were determined using specific and collective impairment follows:

	2024					
	Trade Receivables	**Nontrade receivables**	**Advances to officers and employees**	**Advances to Related Parties**	**Other receivables**	**Total**
At January 1,	**₱340,655**	**₱61,307**	**₱4,856**	**₱50,287**	**₱32,656**	**₱489,761**
ECL Provisions (Notes 18 and 19)	**7**	**–**	**–**	**37,814**	**–**	**37,821**
At December 31	**₱340,662**	**₱61,307**	**₱4,856**	**₱88,101**	**₱32,656**	**₱527,582**

	2023					
	Trade Receivables	Nontrade receivables	Advances to officers and employees	Advances to Related Parties	Other receivables	Total
At January 1,	₱377,685	₱24,307	₱4,856	₱48,620	₱32,656	₱488,124
ECL Provisions (Notes 18 and 19)	63,398	37,000	–	1,667	–	102,065
Reversal of allowance	(49,783)	–	–	–	–	(49,783)
Write-offs	(50,645)	–	–	–	–	(50,645)
At December 31	₱340,655	₱61,307	₱4,856	₱50,287	₱32,656	₱489,761

7. Inventories

	2024	2023
At NRV:		
Finished goods	**₱1,044,610**	₱884,491
Spare parts and supplies	**231,668**	391,043
Raw materials	**138,214**	97,148
	1,414,492	1,372,682
At cost:		
Raw materials	**867,524**	1,662,342
Raw materials in transit	**258,954**	119,794
Goods in process	**1,674**	1,593
	1,128,152	1,783,729
	₱2,542,644	₱3,156,411

Total cost of inventories stated at NRV are as follows:

	2024	2023
Finished goods	**₱1,221,484**	₱995,373
Raw materials	**154,175**	137,236
Spare parts and supplies	**233,423**	395,213
	₱1,609,082	₱1,527,822

The cost of inventories recognized as cost of goods sold amounted to ₱11,140.74 million, ₱11,385.50 million, and ₱11,077.97 million for the years ended December 31, 2024, 2023 and 2022, respectively (see Note 17).

Movements in the allowance for losses and inventory obsolescence are as follows:

	2024	2023
Balance at beginning of year	**₱155,140**	₱146,301
Provisions (Note 17)	**84,753**	64,770
Reversal of allowance (Note 17)	**(22,257)**	–
Write-offs	**(23,046)**	(55,931)
Balance at end of year	**₱194,590**	₱155,140

In 2024 and 2023, the Group wrote off inventories amounting to ₱23.05 million and ₱55.93 million, respectively. In 2024, the Group sold its inventories which resulted to a reversal of allowance amounting to ₱22.26 million.

8. Other Current Assets

Other current assets consist of:

	2024	2023
Prepaid expenses	**₱59,781**	₱27,568
Creditable withholding taxes	**25,605**	120,520
Deposits on purchases	**16,218**	38,890
Input VAT	**3,911**	6,257
Others	**18,316**	28,326
	₱123,831	₱221,561

Others include advances given to key customers to ensure full alignment and execution of the strategic joint business plan of URICI and the customers.

9. Financial Assets at FVOCI

Financial assets at FVOCI
The Group's financial assets at FVOCI consists of various government and corporate debt securities amounting to ₱3,028.73 million and ₱1,861.98 million as of December 31, 2024 and 2023, respectively. These securities have maturity terms ranging from less than a year to 4 years.

In 2024 and 2023, the Group did not sell FVOCI investments. In 2022, the Group sold a portion of its investment securities at FVOCI with a carrying value amounting ₱524.40 million which resulted to the recognition of loss on sale amounting ₱0.6 million. Additionally, the Group recognized interest income amounting to ₱143.05 million, ₱88.63 million, and ₱57.37 million in interest coupon payments from various government and corporate bond instruments for the years ended December 31, 2024, 2023, and 2022, respectively (see Note 20).

Rollforward analysis of debt securities at FVOCI with recycling as of December 31, 2024 and 2023 follows:

	2024	2023
At amortized cost:		
At beginning of year	**₱1,937,333**	₱1,934,681
Additions	**1,750,637**	522,271
Amortizations	**51,060**	20,381
Maturities	**(670,000)**	(540,000)
At end of year	**3,069,030**	1,937,333
Change in fair value of financial assets		
At beginning of year	**(75,358)**	(128,278)
Unrealized gain recognized in OCI	**33,788**	43,543
Transfer to profit and loss	**1,269**	9,377
At end of year	**(40,301)**	(75,358)
Balance at the end of the year	**3,028,729**	1,861,975
Less: Current portion	**2,446,900**	546,346
Noncurrent portion	**₱581,829**	₱1,315,629

The applicable interest rates of the securities are as follows:

a) For the years ended December 31, 2024, 2023, and 2022 the nominal interest rates of government securities range from 2.10% to 3.90%, 2.63% to 4.90%, and 2.63% to 5.01%, respectively, while effective interest rates range from 2.66% to 4.99%, 2.66% to 4.71%, and 1.57% to 4.01%, respectively.

b) For the years ended December 31, 2024, 2023, and 2022, the nominal and effective interest rates of private debt security are nil, 2.81%, and 2.81%, respectively.

10. Investments in Joint Venture and an Associate

	2024	2023
Cost	**₱141,313**	₱141,313
Accumulated equity in net earnings		
Beginning of year	**(7,795)**	2,133
Equity in net earnings for the year	**12,125**	12,444
Dividends received	**(9,580)**	(22,372)
End of year	**(5,250)**	(7,795)
Carrying value	**₱136,063**	₱133,518

Summarized financial information of Selecta Walls Land Corporation (SWLC), an associate, as of and for the years ended December 31, 2024 and 2023 follow:

	2024	2023
Current assets (includes cash amounting to ₱49.98 million and ₱50.57 million as of December 31, 2024 and 2023, respectively)	**₱50,116**	₱50,669
Noncurrent assets	**224,587**	224,929
Current liabilities (includes income tax payable amounting to ₱1.00 million and ₱0.97 million as of December 31, 2024 and 2023, respectively)	**22,830**	23,184
Noncurrent liabilities	**34,523**	39,306
Revenue	**26,930**	26,930
Interest income	**50**	40
Expenses	**(2,885)**	(2,333)
Provision for income tax	**(3,897)**	(3,897)
Net income	**₱20,198**	₱20,740

The carrying amount of the investment is computed as follows:

	2024	2023
Equity	**₱217,350**	₱213,108
Beneficial interest (Note 11)	**60%**	60%
Share of the Group	**130,410**	127,865
Premium paid	**2,528**	2,528
Carrying amount of the investment	**₱132,938**	₱130,393

Dividends received from SWLC amounted to ₱9.58 million, ₱22.37 million, and ₱16.52 million in 2024, 2023 and 2022, respectively.

SWLC's primary purpose is to acquire, own, use, develop and hold for investment all kinds of real estate and its s registered office address and principal place of business is Manggahan Light Industrial Compound, Bo. Manggahan, Pasig City.

Engrain-RFM Pacific, Inc.

In 2013, the Parent Company entered into a joint arrangement with Engrain LLC to form a new corporation named Engrain-RFM Pacific, Inc., the primary purpose of which is to sell, market, distribute at wholesale enzyme-enhanced flour-based products for the Philippines and Asia Pacific market. The Parent Company has a 50% equity interest in the said arrangement. The Parent Company has accounted for its investment in Engrain-RFM Pacific, Inc. as a joint venture under PFRS 11.

Engrain-RFM Pacific, Inc. has not yet started commercial operations. Cost of investment in Engrain-RFM Pacific, Inc. amounted to ₱3.13 million as of December 31, 2024 and 2023.

Engrain-RFM Pacific, Inc.'s principal place of business is the same as with the Parent Company.

11. Interest in Joint Venture Proportionately Consolidated

URICI, a 50% joint venture of the Parent Company and Unilever Philippines, Inc. (UPI), is engaged in manufacturing, distributing, marketing, selling, importing, exporting and dealing in ice cream, ice cream desserts and ice cream novelties and similar food products. Based on the buy-out formula as stipulated in the shareholders' agreement between the Parent Company and Unilever Philippines, Inc., the estimated value of the Parent Company's 50% ownership interest in URICI amounted to ₱9,026.24 million and ₱9,388.15 million as of December 31, 2024 and 2023, respectively.

On October 1, 2012, the Parent Company requested from the SEC for an exemptive relief from the adoption of PFRS 11 on its investment in URICI. On November 22, 2012, upon consideration of the Parent Company's justifications, the SEC approved that the Parent Company be relieved from the adoption of PFRS 11 on its investment in URICI on the following grounds:

- Material impact

  The transition from the proportionate consolidation method to equity method in accounting for the Parent Company's interest in URICI would materially affect the Parent Company's consolidated financial statement line items decreasing revenue, gross profit, net operating income, gross assets and gross liabilities.

- Peculiarities of the arrangement

  a. The trademark agreement indicates that URICI can use "Selecta" licensed trademarks, trade names, logos, designs, symbols, words or devices other than the marks only upon approval of the Parent Company. This is an indication that the Parent Company has an indirect control on the activities being performed under the joint arrangement.

     The use of the trademark license by URICI is under the control of the Parent Company. Accordingly, the main products produced by URICI must conform to the quality standards of the Parent Company.

  b. URICI does not own any real property and instead, has a lease agreement with SWLC, the lessor. SWLC is 35% and 25% owned by the Parent Company and WS Holdings, Inc. (WSHI), respectively, and 40% owned by Unilever, a foreign corporation. WSHI is 60% owned by the Parent Company.

Presented below is the impact (in thousands) on the consolidated financial statements if PFRS 11 is applied on the Parent Company's investment in URICI:

Increase (Decrease) in	**2024**	2023
Consolidated Statements of Financial Position		
Cash and cash equivalents	**(₱706,795)**	(₱756,736)
Receivables	**(654,692)**	(587,841)
Inventories	**(490,195)**	(477,578)
Other current assets	**(37,781)**	(46,722)
Total Current Assets	**(1,889,463)**	(1,868,877)

(Forward)

Increase (Decrease) in	**2024**	2023
Property, plant and equipment - net (at cost)	**(₱1,799,114)**	(₱1,685,101)
Right of use assets - net*	**(115,830)**	(227,085)
Investment in associate and joint venture	**688,464**	767,639
Intangible assets	**(190,563)**	(190,563)
Deferred tax assets - net	**(156,411)**	(134,903)
Other noncurrent assets	**(135,523)**	(144,722)
Total Noncurrent Assets	**(1,708,977)**	(1,614,735)
Total Assets	**(₱3,598,440)**	(₱3,483,612)

**Shown as part of Property, plant and equipment in the face of consolidated financial statements.*

Decrease in	**2024**	2023
Bank loans	**(₱950,000)**	(₱897,500)
Accounts payable and other current liabilities	**(2,442,153)**	(2,219,914)
Lease liabilities	**(44,303)**	(72,162)
Income tax payable	**(12,801)**	(38,593)
Total Current Liabilities	**(3,449,257)**	(3,228,169)
Lease liabilities - net of current portion	**(132,548)**	(247,794)
Net retirement obligation	**(16,635)**	(7,649)
Total Noncurrent Liabilities	**(149,183)**	(255,443)
Total Liabilities	**(₱3,598,440)**	(₱3,483,612)

Increase (Decrease) in	**2024**	2023	2022
Consolidated Statements of Income			
Revenue	**(₱7,005,610)**	(₱6,578,544)	(₱6,444,515)
Cost of goods sold	**(4,016,074)**	(3,486,081)	(3,289,442)
Gross profit	**(2,989,536)**	(3,092,463)	(3,155,073)
Operating expenses	**(2,133,702)**	(2,086,491)	(1,888,892)
Income from operations	**(855,834)**	(1,005,972)	(1,266,181)
Other income (loss) - net	**(30,550)**	(30,973)	(5,749)
Provision for income tax	**(221,722)**	(247,953)	(314,672)
Net income	**(603,562)**	(727,046)	(945,760)
Share in the net income of the JV	**603,562**	727,046	945,760
	₱–	₱–	₱–

Summarized financial information (before any adjustments during consolidation) of URICI (in thousands) as of and for the years ended December 31 follow:

Statements of Financial Position	**2024**	2023
Current assets (includes cash amounting to ₱1,413.59 million and ₱1,513.47 million as of December 31, 2024 and 2023, respectively)	**₱3,778,925**	₱3,737,754
Noncurrent assets	**4,566,013**	4,520,646
Current liabilities (includes income tax payable amounting to ₱25.60 million and ₱77.19 million as of December 31, 2024 and 2023, respectively)	**6,983,291**	6,513,994
Noncurrent liabilities (includes net retirement obligation amounting to ₱33.26 million and ₱15.30 million as of December 31, 2024 and 2023, respectively)	**392,290**	559,228

Statements of Comprehensive Income	**2024**	2023	2022
Revenue	**₱14,011,221**	₱13,157,089	₱12,889,030
Depreciation and amortization expense	**681,564**	665,632	613,278
Interest income	**8,653**	4,597	1,032
Interest expense	**162,048**	157,330	110,730
Provision for income tax	**443,446**	495,907	635,413
Net income	**₱1,207,122**	₱1,454,094	₱1,891,519
Other comprehensive income (loss) - remeasurement loss on net retirement obligation	–	5,600	19,878
Total comprehensive income	**₱1,207,122**	₱1,454,694	₱1,911,397

In 2024, 2023 and 2022, dividends received by the Parent Company from URICI amounted to ₱700.23 million, ₱703.67 million, and ₱1,094.53 million, respectively.

12. Property, Plant and Equipment

As of December 31, 2024:

	At Cost									
	Land at Appraised Value	Land Improvements	Silos Buildings and Improvements	Machinery and Equipment	Transportation and Delivery Equipment	Office Furniture and Fixtures	Construction in Progress	ROU Assets Land and Building	ROU Assets Equipment	Total
At Cost										
At January 1	**₱4,865,213**	**₱17,324**	**₱1,752,241**	**₱7,292,064**	**₱144,763**	**₱246,000**	**₱1,095,703**	**₱452,665**	**₱7,902**	**₱11,008,662**
Additions	–	–	**3,440**	**729,853**	**30,820**	**14,526**	**197,296**	**73,338**	**69**	**1,049,342**
Write-off/disposal/others	–	–	–	**(207,509)**	**(9,229)**	**53,057**	**(14,842)**	**(63,728)**	**(7,971)**	**(250,222)**
Reclassification	–	–	**266,518**	**647,681**	–	–	**(914,199)**	–	–	–
Revaluation	**3,441**	–	–	–	–	–	–	–	–	–
At December 31	**4,868,654**	**17,324**	**2,022,199**	**8,462,089**	**166,354**	**313,583**	**363,958**	**462,275**	–	**11,807,782**
Accumulated Depreciation										
At January 1	–	**16,177**	**1,063,499**	**4,462,696**	**126,774**	**216,627**	–	**265,693**	**7,653**	**6,159,119**
Depreciation and amortization (Note 20)	–	–	**78,796**	**458,857**	**8,744**	**28,673**	–	**128,390**	**318**	**703,778**
Write-off/disposal/others	–	**(43)**	–	**(186,149)**	**(8,777)**	**50,479**	–	**(63,728)**	**(7,971)**	**(216,189)**
At December 31	–	**16,134**	**1,142,295**	**4,735,404**	**126,741**	**295,779**	–	**330,355**	–	**6,646,708**
Accumulated impairment loss:										
At January 1	–	–	–	**25,949**	–	–	–	–	–	**25,949**
Impairment loss	–	–	–	**(1,000)**	–	–	–	–	–	**(1,000)**
At December 31	–	–	–	**24,949**	–	–	–	–	–	**24,949**
Net Book Values at December 31	**₱4,868,654**	**₱1,190**	**₱879,904**	**₱3,701,736**	**₱39,613**	**₱17,804**	**₱363,958**	**₱131,920**	**₱–**	**₱5,136,125**

As of December 31, 2023:

	At Cost									
	Land at Appraised Value	Land Improvements	Silos Buildings and Improvements	Machinery and Equipment	Transportation and Delivery Equipment	Office Furniture and Fixtures	Construction in Progress	ROU Assets Land and Building	ROU Assets Equipment	Total
At Cost										
At January 1	₱3,552,339	₱17,324	₱1,711,593	₱6,952,113	₱140,037	₱241,883	₱292,525	₱450,412	₱24,454	₱9,830,341
Additions	293,358	–	31,039	332,529	10,951	4,117	898,655	15,626	–	1,292,917
Write-off/disposal/others	–	–	(299)	(75,343)	(6,225)	–	(2,804)	(13,373)	(16,552)	(114,596)
Reclassification	–	–	9,908	82,765	–	–	(92,673)	–	–	–
Revaluation	1,019,516	–	–	–	–	–	–	–	–	–
At December 31	4,865,213	17,324	1,752,241	7,292,064	144,763	246,000	1,095,703	452,665	7,902	11,008,662
Accumulated Depreciation										
At January 1	–	16,177	983,489	4,131,326	125,731	189,780	–	190,863	20,622	5,657,988
Depreciation and amortization (Note 20)	–	–	80,192	397,987	7,268	26,847	–	88,203	3,583	604,080
Write-off/disposal/others	–	–	(182)	(66,617)	(6,225)	–	–	(13,373)	(16,552)	(102,949)
At December 31	–	16,177	1,063,499	4,462,696	126,774	216,627	–	265,693	7,653	6,159,119
Accumulated impairment loss:										
At January 1	–	–	–	22,837	–	–	–	–	–	22,837
Impairment loss	–	–	–	3,112	–	–	–	–	–	3,112
At December 31	–	–	–	25,949	–	–	–	–	–	25,949
Net Book Values at December 31	₱4,865,213	₱1,147	₱688,742	₱2,803,419	₱17,989	₱29,373	₱1,095,703	₱186,972	₱249	₱4,823,594

The Construction in progress (CIP) as of December 31, 2024 includes the installment of the bread production line of the Bakery Division and fired boiler for the Milk and Juice Division. While CIP as of December 31, 2024 pertains to the new filling machine for the packaging area of the Milk and Juice Division and land development and building structural works for the RFM commissary plant of the Bakery Division.

Land
As of December 31, 2024 and 2023, the aggregate fair values of land amounted to ₱4,868.65 million and ₱4,865.21 million, respectively. The fair values of land were determined on December 31, 2024 and 2023, respectively, using the Market Approach. This is a comparative approach to value that considers the sales of similar or substitute properties and related market data and establishes a value estimate by processes involving comparison. Listings and offerings may be considered. Factors such as the property location, desirability, neighborhood, utility, size, terrain and the time element are involved in estimating the market value of the land. The valuation is performed by an SEC-accredited independent valuer who has valuation experience for similar properties in the Philippines since 1980. Gain from the revaluation of the land amounting to ₱3.44 million and ₱1,019.52 million was recognized in 2024 and 2023, respectively.

The Parent Company also purchased a land for the year 2023 amounting to ₱293.36 million. This was not revalued as purchase price is arm's length transaction and deemed to be equal to fair value.

The cost of these parcels of land amounted to ₱852.30 million as of December 31, 2024 and 2023, respectively.

The fair value has been categorized as Level 3 fair value measurement based on the inputs to valuation technique used. The significant unobservable valuation input used is price per square meter ranging from ₱5,500 to ₱105,000. Significant increases (decreases) in estimated price per square meter in isolation would result in a significantly higher (lower) fair value.

13. Intangible Assets

Intangible assets pertain to the following as at December 31:

2024

	Trademark	Goodwill	Computer Software	Total
Cost				
At January 1	**₱2,080,932**	**₱190,563**	**₱27,960**	**₱2,299,455**
Addition	**–**	**–**	**32,046**	**32,046**
At December 31	**2,080,932**	**190,563**	**60,006**	**2,331,501**
Accumulated Amortization				
At January 1	**–**	**–**	**9,182**	**9,182**
Amortization (Note 20)	**52,023**	**–**	**12**	**52,035**
At December 31	**52,023**	**–**	**9,194**	**61,217**
Net Book Values	**₱2,028,909**	**₱190,563**	**₱50,812**	**₱2,270,284**

2023

	Trademark	Goodwill	Computer Software	Total
Cost				
At January 1	₱2,080,932	₱190,563	₱9,301	₱2,280,796
Addition	–	–	18,659	18,659
At December 31	2,080,932	190,563	27,960	2,299,455
Accumulated Amortization				
At January 1	–	–	9,114	9,114
Amortization (Note 20)	–	–	68	68
At December 31	–	–	9,182	9,182
Net Book Values	₱2,080,932	₱190,563	₱18,778	₱2,290,273

Trademark

In January 2014, the Parent Company acquired the Royal trademark from a third party amounting to ₱2.10 billion (US$46.0 million). At the time of acquisition, management assessed that the Royal pasta trademark has an indefinite useful life (see Note 3). Consequently, the trademark is subject to impairment testing at least annually or when impairment indicators are identified.

In 2024, the management reassessed the useful life of trademark as finite rather than indefinite to be amortized over its useful life of forty (40) years. With the change in estimated useful life, management tested the carrying value of trademark for impairment.

Management has determined that the recoverable amount of trademark is fair value less cost of disposal wherein fair value is determined using the relief from royalty method. This method considers royalty savings accruing to the Company arising from the ownership of the trademark using revenue projections based on the financial budgets approved by the BOD covering 40- year and 10-year explicit forecast period in 2024 and 2023, respectively. Management assessed the costs of disposal, which mainly pertain to the cost of transferring the certificate of registration with the Intellectual Property Office and documentary stamp tax, to be insignificant.

Key assumptions used to determine the fair value as of and for the years ended December 31 follow:

Assumptions	**2024**	2023	Description
Discount rate	**12.30%**	12.86%	Pre-tax rate that reflects current market assessment of the time value of money and the risks specific to the asset. Management used discount rate based on weighted average cost of capital (WACC).
Growth rates	**8% to 25%**	8% to 25%	Growth rates in revenues are based on the Parent Company's expectations of market developments and past historical performance. Growth rates used are highest on the immediately preceding years and flattens over the budget period. The growth rate used to project revenue in the long term is 8% in 2024 and 2023.
Royalty savings rate	**5%**	5%	Royalty savings rate is based on the prevailing comparable past trademark royalty rate obtained from survey by independent third party.
Budgeted brand support	**1%**	1%	Cash flow forecast for brand support is based on past experience and is approved by the Parent Company's BOD. Brand support is based on revenues.

As of December 31, 2024 and 2023, the recoverable amount of the trademark is higher than its carrying value. Management believes that an increase in discount rate by 0.1% and 0.1% as of December 31, 2024 and 2023 would cause the carrying value of the Royal pasta trademark to equal the recoverable amount.

Goodwill

Goodwill amounting to ₱190.56 million pertains to the Parent Company's investment in URICI (see Note 2). Goodwill is subject to impairment testing at least annually or when impairment indicators are identified. Management has determined that the recoverable amount of the goodwill is value-in-use, which is based on a discounted cash flow model. The cash flow projections are based on financial projections approved by BOD covering a 5-year explicit forecast period, including a terminal value.

Key assumptions used to determine value-in-use as of and for the years ended December 31 follow:

Assumptions	**2024**	2023	Description
Discount rate	**10.35%**	10.87%	Pre-tax rate that reflects current market assessment of the time value of money and the risks specific to the asset. Management used discount rate based on weighted average cost of capital (WACC).
Growth rates	**4.0-5.0%**	4.0%-5.0%	Growth rates in revenues are based on URICI's expectations of market developments and past historical performance.
Operating expenses and maintenance capital expenditures			Are based on approved financial budgets by the BOD

As of December 31, 2024 and 2023, the recoverable amount of goodwill is higher than its carrying value. Management believes that a decrease in growth rate by 5% and 6.0% as of December 31, 2024 and 2023 would cause the carrying value of the CGU including goodwill to equal the recoverable amount.

14. Accounts Payable and Other Current Liabilities

	2024	2023
Accrued expenses	**₱4,148,616**	₱3,656,999
Trade payables:		
Third parties	**2,081,043**	1,971,050
Related parties (Note 21)	**30,534**	33,411
Advances from related parties (Note 21)	**53,042**	17,690
Withholding taxes and other government payables	**371,182**	222,828
Nontrade payables	**296,730**	148,476
Customer's deposit	**125,906**	109,350
Dividends payable	**42,747**	31,064
Other payables	**423,304**	210,586
	₱7,573,104	₱6,401,454

Trade payables are noninterest-bearing and are generally settled on 30-60 days' terms.

Other payables include other deferred credits, cash bonds from distributors as security to retain their credit line and non-trade purchases in the ordinary course of business.

Details of accrued expenses follow:

	2024	2023
Advertisements and promotions	**₱1,834,428**	₱1,598,118
Profit bonus	**578,583**	529,554
Payroll	**304,669**	262,597
Freight and handling	**203,268**	234,993
Manpower services	**194,027**	102,146
Utilities	**148,209**	141,516
Rentals	**53,811**	70,538
Interest	**12,444**	3,464
Commission	**11,391**	83,820
Importation	**11,139**	12,259
Accrued merchandising charges	**4,397**	19,716
Others	**792,250**	598,278
	₱4,148,616	₱3,656,999

Other accrued expenses mainly consist of accrued expenses for royalties, utilities and other payables.

15. Bank Loans

Bank loans represent the Group's proportionate share in the unsecured short-term loans of URICI from local banks and lending investors bearing effective annual interest rates within the range of 6% to 7% in 2024 and 5% to 6% in 2023. The Group's share in the outstanding principal balance of these bank loans amounted to ₱950.00 million and ₱897.50 million as of December 31, 2024 and 2023, respectively. The loans have no covenants and collaterals.

The movements in bank loans are as follows:

	2024	2023
At January 1	**₱897,500**	₱1,000,000
Availments	**14,750,000**	14,335,000
Payments	**(14,697,500)**	(14,437,500)
	₱950,000	₱897,500

Interest expense on bank loans amounted to ₱58.50 million, ₱52.90 million, and ₱26.32 million in 2024, 2023 and 2022, respectively (see Note 20).

16. Equity

Capital stock

As of December 31, 2024 and 2023, the Parent Company has 3,827,647,580 and 3,978,265,025 authorized common shares with ₱1 par value per share, respectively. Issued and outstanding common shares of 3,369,549,358 and 3,369,549,358 are held by 3,071 and 3,089 shareholders as of December 31, 2024 and 2023, respectively.

As of December 31, 2024 and 2023 capital stock consists of the following:

	Number of Shares Issued and Outstanding	
	2024	2023
Issued	**3,500,403,866**	3,651,021,310
Less: Retirement of shares	**(4,120,492)**	–
Treasury stock	**(126,734,016)**	(281,471,952)
Issued and Outstanding	**3,369,549,358**	3,369,549,358

Below is a summary of the capital stock movement of the Parent Company:

Year	Date of Transaction	Common Stock Transactions	
1993		185,800,356	
1994	August 3, 1994	93,304,663	(a)
1995	April 7, 1995	1,116,420,076	(b)
1997	February 25, 1997	5,950,650	(c)
1998		20,042,392	(c)
1999		1,804,979	(c)

(Forward)

Year	Date of Transaction	Common Stock Transactions	
2000	July 21, 2000	229,582,173	(d)
2000	December 14, 2000	45,252,983	(d)
2001	Various	21,950,505	(c)
2002	Various	195,891,163	(c)
2006	March 17, 2006	47,857,244	(d)
2007	June 28, 2007	1,963,857,184	(e)
2008	July 29, 2008	(767,310,502)	(f)
2014	March 24, 2014	340,000,000	(g)
2016	Various	(74,973,600)	(h)
2016	Various	70,810,600	(h)
2017	Various	(26,592,400)	(i)
2017	Various	27,864,600	(i)
2018	Various	(19,655,200)	(j)
2018	Various	4,200,000	(j)
2019	Various	(34,676,500)	(k)
2019	Various	5,181,000	(k)
2019	Various	4,120,492	(l)
2020	Various	(87,133,500)	(m)
2024	May 20, 2024	–	(n)
		3,369,549,358	

(a) On July 28, 1994, the SEC approved the Parent Company's declaration of a 50% stock dividend.
(b) On April 7, 1995, the SEC approved a 5-for-1 stock split for the common stock, effectively reducing the par value from ₱10.00 to ₱2.00.
(c) This is the result of the conversion of Parent Company's preferred shares to common shares. Conversion of shares was made at various dates within the year.
(d) Information on the offer price is not available since the shares were not issued in relation to a public offering.
(e) On June 28, 2007, the SEC approved the 2-for-1 stock split for the common stock, effectively reducing the par value from ₱2.00 to ₱1.00.
(f) On July 29, 2008, the company retired its shares amounted to ₱991.76 million.
(g) On March 24, 2014, the Parent Company issued additional 340.00 million shares.
(h) Purchased 74.97 million treasury stock amounting to ₱313.68 million on various dates in 2016. Re-issued 70.81 million treasury stock amounting to ₱302.23 million on various dates in 2016 resulting in excess of issue price over the cost of treasury stock amounting to ₱8.71 million which is presented under "Additional paid-in capital" account in equity.
(i) Purchased 26.59 million treasury stock amounting to ₱121.80 million on various dates in 2017. Re-issued 27.86 million treasury stock amounting to ₱129.80 million on various dates in 2017 resulting in excess of issue price over the cost of treasury stock amounting to ₱2.14 million which is presented under "Additional paid-in capital" account in equity.
(j) Purchased 19.66 million treasury stock amounting to ₱92.76 million on various dates in 2018. Re-issued 4.20 million treasury stock amounting to ₱20.68 million on various dates in 2018 resulting in excess of cost of treasury stock over the issue price amounting to ₱0.22 million which is presented under "Additional paid-in capital" account in equity.
(k) Purchased 34.68 million treasury stock amounting to ₱167.24 million on various dates in 2019. Re-issued 5.18 million treasury shares amounting to ₱24.23 million on various dates in 2019 resulting in excess of cost of treasury shares over the issue price amounting to ₱1.16 million which is presented under "Additional paid-in capital" account in equity.
(l) This is the result of issuance of shares of the Parent Company, as a consideration for the merger, 4,120,492 shares were issued to the minority shareholders and 146,496,952 shares were considered as treasury shares.
(m) Purchased 87.13 million shares into treasury amounting to ₱382.86 million on various dates in 2020.
(n) Buyback of the 4,120,492 shares and thereafter, cancellation or retirement.

Equity reserve
On July 31, 2018, the Board of Directors (BOD) of the Parent Company approved the upstream merger among the Parent Company (the Surviving Corporation) and Cabuyao Logistics and Industrial Center (CLIC), Interbake Commissary Corporation (ICC) and Invest Asia Corporation (IAC) (the Absorbed Corporations). On January 31, 2019, the SEC has approved the said merger.

As a result of merger, the Parent Company has acquired the net assets including previous share of noncontrolling interest and possessed all the right, privileges and immunities of the Absorbed Corporations. All properties and receivables due to the Absorbed Corporations shall be taken and deemed to be transferred to and vested in the Parent Company without further act or deed.

The Parent Company considered the legal merger as, in substance, the redemption of shares in the subsidiaries, in exchange for the underlying assets of such subsidiaries. As a result, the acquired assets and assumed liabilities of the Absorbed Corporations were recognized at the carrying amounts in the consolidated financial statements as of the date of the merger. This includes any goodwill, intangible assets, or purchase price allocation adjustments that were recognized when the subsidiaries were originally acquired, less the related amortization, depreciation or impairment losses, as applicable, as well as the revaluation increment on the property, plant and equipment, of the Absorbed Corporations.

The 146,496,952 shares (excluding the 4,120,492 shares issued to minority shareholders) issued by the Parent Company was classified as treasury shares as of December 31, 2023. The difference between the consideration paid by the Parent Company and the net assets acquired of the Absorbed Corporations was accounted for as "Equity Reserve" in the parent company statements of financial position.

Retained earnings are further restricted for the payment of dividends to the extent of the cost of treasury shares.

On May 3, 2023, the BOD resolved and approved to retire the 146,496,952 treasury shares by decreasing Company's authorized capital stock. The BOD has likewise resolved and approved to buyback the 4,120,492 shares that went to the minority shareholders and thereafter cancel or retire them. The Parent Company has already secured the Certificate of Approval of Decrease of Capital Stock and the Certificate of Filing of Amendment Articles of Incorporation both dated May 20, 2024, duly issued by the SEC. With the approval, the Parent Company accordingly reflected the reduction in its number of issued and treasury shares in the 2024 consolidated financial statements.

Retained earnings

The details of the Parent Company's declaration of cash dividends follow:

Date of BOD Approval	Amount (in millions)	Type	Amount per share	Record date	Payment Date
January 24, 2024	₱250.00	Cash	₱0.74194	February 7, 2024	March 5, 2024
April 11, 2024	250.00	Cash	0.74194	April 25, 2024	May 22, 2024
August 2, 2024	300.00	Cash	0.89033	August 16, 2024	September 13, 2024
October 22, 2024	500.00	Cash	0.148388	November 6, 2024	December 2, 2024
October 10, 2023	200.00	Cash	0.059355	October 24, 2023	November 21, 2023
June 14, 2023	300.00	Cash	0.089033	June 29, 2023	July 25, 2023
January 05, 2023	350.00	Cash	0.103871	January 19, 2023	February 14, 2023
September 1, 2022	200.00	Cash	0.059355	September 15, 2022	October 11, 2022
June 27, 2022	260.59	Cash	0.077335	July 11, 2022	August 4, 2022
January 12, 2022	394.02	Cash	0.116936	January 26, 2022	February 22, 2022



The Group's retained earnings as of December 31, 2024 is restricted for the payment of dividends to the extent of the cost of treasury stock, deferred income tax assets, accumulated equity in undistributed net earnings of an associate, partially consolidated joint venture (see Note 2) and consolidated subsidiaries amounting to ₱6.90 billion. In accordance with Revised SRC Rule 68, Annex 68C, the retained earnings available for dividend declaration as of December 31, 2024 amounted to ₱6.07 billion.

17. Sales Revenue, Cost of Sales and Services

Sales Revenue
The Group primarily derives its revenue from the sale of goods and rendering of services from its manufacturing and service operations.

Disaggregated revenue information
Set out below is the disaggregation of the Group's revenues from contracts with customers and revenues not covered under PFRS 15.

2024

	Consumer business	**Institutional business**	**Corporate**	**Others**	**Total**
Sale of goods	**₱16,393,321**	**₱5,304,075**	**₱–**	**₱–**	**₱21,697,396**
Sale of services	**–**	**–**	**28,270**	**3,217**	**31,487**
	₱16,393,321	**₱5,304,075**	**₱28,270**	**₱3,217**	**₱21,728,883**

2023

	Consumer business	Institutional business	Corporate	Others	Total
Sale of goods	₱15,128,193	₱5,515,802	₱–	₱–	₱20,643,995
Sale of services	–	–	35,564	1,413	36,977
	₱15,128,193	₱5,515,802	₱35,564	₱1,413	₱20,680,972

2022

	Consumer business	Institutional business	Corporate	Others	Total
Sale of goods	₱14,031,124	₱5,316,279	₱–	₱–	₱19,347,403
Sale of services	–	–	34,402	3,846	38,248
	₱14,031,124	₱5,316,279	₱34,402	₱3,846	₱19,385,651

Sale of good pertain to contracts with costumers where goods are transferred at a point in time. On the other hand, sales of services are contracts with costumers where services are transferred over time.

Intersegment eliminating adjustments relate to sales of goods amounting to ₱13.68 million, ₱28.42 million, and ₱36.06 million in 2024, 2023 and 2022, respectively. There are no unsatisfied nor partially satisfied performance obligations in 2024, 2023 and 2022.

Cost of Sales and Services
This account consists of:

	2024	2023	2022
Raw materials used and changes in inventories (Note 7)	**₱11,140,736**	₱11,385,497	₱11,077,966
Utilities	**524,841**	377,657	379,582
Personnel costs (Note 20)	**509,465**	295,534	262,646
Repairs and maintenance	**493,756**	291,711	260,668
Depreciation and amortization (Notes 20 and 29)	**481,119**	371,363	345,925
Outside services	**279,127**	688,594	668,205
Direct labor	**228,904**	12,664	13,199
Rental (Note 29)	**144,173**	110,428	119,735
Freight and handling	**130,300**	71,842	
Provision for inventory obsolescence (Note 7)	**84,753**	64,770	106,991
Taxes and licenses	**79,851**	41,317	38,935
Fuel and oil	**6,122**	96,574	99,785
Others (Note 7)	**385,742**	116,513	172,726
	₱14,488,889	₱13,924,464	₱13,546,363

18. Selling and Marketing Expenses

This account consists of:

	2024	2023	2022
Advertisements	**₱1,738,086**	₱1,594,159	₱1,215,385
Freight and handling	**1,345,790**	1,259,019	1,107,517
Outside services	**617,064**	514,047	460,788
Depreciation and amortization (Notes 20 and 29)	**130,314**	57,205	55,950
Personnel costs (Note 20)	**119,860**	100,954	101,540
Rental (Note 29)	**79,704**	95,646	99,456
Provision for expected credit losses (Note 6)	**13,614**	63,398	55,830
Transportation and travel	**8,996**	9,956	6,403
Other expenses	**102,429**	81,624	92,214
	₱4,155,857	₱3,776,008	₱3,195,083

Other expenses include utilities, repairs and maintenance and other miscellaneous expenses.

19. General and Administrative Expenses

This account consists of:

	2024	2023	2022
Royalty and service fees (Note 24)	**₱521,179**	₱308,709	₱234,588
Personnel costs (Note 20)	**252,672**	441,069	523,211
Depreciation and amortization (Notes 20 and 29)	**144,380**	175,580	130,016
Outside services	**103,169**	98,074	55,136
Taxes and licenses	**53,093**	76,200	63,742
Repairs and maintenance	**38,803**	57,171	37,303
Utilities	**35,460**	32,896	31,843
Transportation and travel	**27,038**	32,275	15,233
Representation and entertainment	**26,558**	3,791	2,127
Provision for expected credit losses (Note 6)	**24,207**	38,667	20,000
Director's fees	**19,163**	21,664	27,069
Advertising and promotion	**16,003**	10,930	18,033
Professional fees	**12,312**	69,605	63,641
Office supplies	**8,274**	3,503	2,103
Rental (Note 29)	**2,428**	7,292	8,551
Others	**46,913**	94,223	56,597
	₱1,331,652	₱1,471,649	₱1,289,193

Other expenses include insurance, donations and other miscellaneous expenses.

20. Other Income (Charges)

Interest Income
This account consists of:

	2024	2023	2022
Interest income on:			
Investment in FVOCI (Note 9)	**₱143,049**	₱88,625	₱57,374
Cash and cash equivalents (Note 5)	**5,522**	1,734	3,645
	₱148,571	₱90,359	₱61,019

Personnel Costs
This account consists of:

	2024	2023	2022
Salaries and wages	**₱650,307**	₱598,797	₱579,599
Retirement benefits costs (Note 22)	**21,416**	17,493	23,797
Other employee benefits	**210,274**	221,267	284,001
	₱881,997	₱837,557	₱887,397

Depreciation and amortization of Property, Plant and Equipment, and Computer Software and Trademark

This account consists of:

	2024	2023	2022
Property, plant and equipment (Notes 12)	**₱703,778**	₱604,080	₱531,874
Trademark (Note 13)	**52,023**	–	–
Computer software (Note 13)	**12**	68	17
	₱755,813	₱604,148	₱531,891

Distribution of the above amounts follows:

	2024	2023	2022
Cost of sales and services (Note 17)	**₱481,119**	₱371,363	₱345,925
General and administrative expenses (Note 19)	**144,380**	175,580	130,016
Selling and marketing expenses (Note 18)	**130,314**	57,205	55,950
	₱755,813	₱604,148	₱531,891

Interest Expense

This account consists of:

	2024	2023	2022
Interest expense on bank loans (Note 15)	**₱58,497**	₱52,895	₱26,320
Interest expense on lease liabilities (Note 29)	**24,882**	22,999	26,583
Others	**68**	66	53
	₱83,447	₱75,960	₱52,956

21. Related Party Transactions

Related party relationship exists when the party has the ability to control, directly or indirectly, through one or more intermediaries, or exercise significant influence over the other party in making financial and operating decisions. Such relationships also exist between and/or among entities which are under common control with the reporting entity and its key management personnel, directors or stockholders. In considering each possible related party relationship, attention is directed to the substance of the relationships, and not merely to the legal form.

Terms and Conditions of Transactions with Related Parties
There have been no guarantees provided or received for any related party receivables or payables. These accounts are non-interest bearing, generally unsecured and will be settled in cash. This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operates.

The Group's transactions and account balances with related parties follows:

		2024		2023				
Related Parties	Transaction	**Amount**	**Outstanding receivable (payable)**	Amount	Outstanding receivable (payable)	Statement of Financial Position Account	Terms	Conditions
Entities under common major shareholder group								
Joey Pepperoni	Sales of goods	**₱–**	**₱–**	₱–	₱1,396	Trade Receivables (Note 6)	Non-interest bearing, collectible in 60 days	-do-
Philtown	Advances	**–**	**107,689**	–	107,689	Advances to related parties (Note 6)	Non-interest-bearing	Secured by a property of Philtown; due and demandable; partially impaired
-do-	Current Advances	**–**	**–**	–	31,207	Advances to related parties (Note 6)	-do-	Unsecured, no impairment
Kettle Foods Corporation	Sale of goods	**–**	**–**	423	1,912	Trade Payables (Note 14)	Non-interest-bearing, collectible in 60 days	Unsecured
Republic Consolidated Corporation	Purchase of services	**–**	**(22,542)**	–	(22,542)	Trade Payables (Note 14)	Non-interest-bearing, collectible in 60 days	-do-
Others	Advances to related parties	**18,048**	**27,634**	75	9,586	Advances to related parties (Note 6)	Non-interest bearing	Unsecured, no impairment
-do-	Trade Receivables	**(24,566)**	**–**	9,325	24,566	Trade Receivables (Note 6)	Non-interest bearing	Unsecured, no impairment
-do-	Trade Payable	**4,789**	**(7,992)**	263	(12,781)	Trade Payables (Note 14)	Non-interest bearing	Unsecured
-do-	Advances from Related Parties	**(35,352)**	**(53,042)**	(30)	(17,690)	Advances from related parties (Note 14)	Non-interest bearing	Unsecured

The consolidated statements of financial position as of December 31, 2024 and 2023 include the following amounts resulting from transactions with related parties:

	2024	2023
Trade receivables - related parties (Note 6)	**₱–**	₱25,962
Advances to related parties (Note 6)	**135,323**	148,482
Trade payables - related parties (Note 14)	**(30,534)**	(33,411)
Advances from related parties (Note 14)	**(53,042)**	(17,690)

On October 18, 2017, REI and Philtown Properties, Inc. (Philtown) executed a loan agreement whereby REI agreed to lend Philtown a total amount of ₱82.71 million. Philtown assigned its receivables from a third-party worth ₱29.17 million to secure a portion of the loan while the rest is secured by a real estate mortgage executed by Philtown. As of December 31, 2024 and 2023, outstanding receivables from Philtown covered by REM amounted to nil and ₱29.54 million, respectively, which is presented as part of "Receivables" in the consolidated statements of financial position (see Note 6).

Significant transactions with subsidiaries and joint venture which have been eliminated in the consolidation:

a. Distribution services provided by the Parent Company to URICI for the export of frozen dairy dessert/mellorine whereby URICI pays service fees equivalent to 7% of the total net sales value of goods distributed. Service fees amounted to nil, ₱18.65 million, and ₱21.75 million in 2024, 2023 and 2022, respectively.

b. The Parent Company engages RLC for its lighterage requirements. Service fees to RLC amounted to ₱16.9 million, ₱19.60 million, and ₱3.39 million in 2024, 2023 and 2022, respectively.

Compensation of key management personnel of the Group by benefit type follows:

	2024	2023
Salaries and other short-term benefits	**₱118,180**	₱119,767
Retirement benefits costs	**7,881**	3,953
	₱126,061	₱123,720

22. Retirement Benefits

The Parent Company and joint venture have funded, noncontributory defined benefit retirement plans (the Plans) covering substantially all their permanent employees.

The most recent actuarial valuation was carried out for the retirement plan of the Parent Company and joint venture as of December 31, 2024.

a. Retirement Benefit Cost

The components of retirement benefit cost recognized in the consolidated statements of income for the years ended December 31 follow:

	2024	2023	2022
Current service cost	**₱20,191**	₱18,755	₱22,184
Net interest cost	**(73)**	(1,262)	1,618
Effects of curtailment	**1,298**	–	(5)
Retirement benefits costs	**₱21,416**	₱17,493	₱23,797

b. Net Retirement Obligation

The details of the net retirement obligation recognized in the consolidated statements of financial position as of December 31 follow:

	2024	2023
Defined benefit obligation	**₱355,846**	₱325,325
Fair value of plan assets	**(338,019)**	(314,090)
Net retirement obligation	**₱17,827**	₱11,235

Movement in net retirement obligation follow:

	2024	2023
January 1	**₱11,235**	(₱5,396)
Retirement benefit cost	**21,416**	17,493
Remeasurement loss	**13,594**	25,295
Actual contribution	**(26,100)**	(24,000)
Benefits paid out of Group's operating funds	**(1,859)**	(2,157)
Transfer	**(459)**	–
Net retirement obligation	**₱17,827**	₱11,235

Changes in the present value of the defined benefit obligation follow:

	2024	2023
January 1	**₱325,325**	₱321,010
Current service cost	**20,191**	18,755
Interest cost	**16,285**	19,999
Effect of curtailment	**1,298**	–
Transfer	**(1,429)**	–
Remeasurement loss (gain) due to:		
Experience adjustments	**12,093**	(900)
Changes in financial assumptions	**(130)**	20,535
Benefits paid out of the plan assets	**(15,928)**	(51,917)
Benefits paid out of Group's operating funds	**(1,859)**	(2,157)
December 31	**₱355,846**	₱325,325

Changes in the fair value of plan assets follow:

	2024	2023
January 1	**₱314,090**	₱326,406
Contributions	**26,100**	24,000
Asset return included in net interest cost	**16,358**	21,261
Benefits paid out of the plan assets	**(15,928)**	(51,917)
Remeasurement loss	**(1,631)**	(5,660)
Transfer	**(970)**	–
December 31	**₱338,019**	₱314,090

Breakdown of the plan assets follow:

	2024	2023
Investments in:		
Debt securities other than bonds	**₱9,947**	₱15,539
Equity securities	**7,344**	7,557
Corporate bonds	**217,651**	166,357
Unit investment trust fund	**90,672**	72,668
Others	**9,719**	9,019
Cash and cash equivalents	**538**	41,567
Receivables	**2,250**	1,485
	338,121	314,192
Payables	**(102)**	(102)
	₱338,019	₱314,090

The plan assets are held by trustee banks. The investing decisions of these plan assets are made by the authorized officers of the Group.

The principal assumptions used in determining the defined benefit obligation of the Group follow:

	2024	2023	2022
Discount rate at January 1	**6.00% to 6.10%**	7.16% to 7.20%	4.90% to 4.95%
Future annual increase in salary rate	**5.00% to 5.50%**	5.00% to 5.50%	5.00% to 5.90%
Turnover rate	A scale ranging from 21% at age 18 to 0% at age 65		

Discount rates and salary increase rate used to value defined benefit obligation of the Group as of December 31, 2024 were 6.00% to 6.10% and 5.00% to 5.50%, respectively.

The following are expected payments to be made out of the defined benefit plan obligation in the future years:

	2024	2023
One year and less	**₱116,389**	₱113,302
Between 1 and 5 years	**111,985**	90,723
Between 5 and 10 years	**154,878**	149,848
Between 10 and 15 years	**150,737**	132,533
Between 15 and 20 years	**155,578**	130,900
Beyond 20 years	**318,874**	319,542
Total expected payments	**₱1,008,441**	₱936,848

The average duration of the defined benefit plan obligations as of December 31, 2024 and 2023 ranges from 9.08 to 9.44 years and 9.26 to 9.83 years, respectively.

The Group expects to contribute ₱25.57 million to the retirement fund in 2024.

The sensitivity analysis below has been determined based on reasonably possible changes of each significant assumption on the defined benefit obligation as of December 31, assuming if all other assumptions were held constant:

	2024		2023	
	Increase/ (Decrease) in Basis Points	**Effect on Defined Benefit Retirement Obligation**	Increase/ (Decrease) in Basis Points	Effect on Defined Benefit Retirement Obligation
Discount rate	**+100**	**(₱19,708)**	+100	(₱18,928)
	-100	**20,993**	-100	21,832
Salary increase rate	**+100**	**23,208**	+100	23,098
	-100	**(19,905)**	-100	(24,404)
Turnover rate	**+2000**	**(1,892)**	+2000	(1,838)
	-2000	**2,160**	-2000	2,105

23. Income Taxes

a. Provision for income tax for the years ended December 31 follow:

	2024	2023	2022
Current	**₱480,718**	₱342,694	₱370,669
Deferred	**(21,877)**	34,326	(38,483)
	₱458,841	₱377,020	₱332,186

b. The components of the Group's deferred income taxes follow:

	2024	2023
Deferred income tax recognized in profit or loss:		
Deferred income tax assets on:		
Provision for profit bonus	**₱144,646**	₱132,389
Allowances/provisions for:		
ECL	**131,896**	122,440
Inventory obsolescence	**48,648**	38,785
Impairment loss on property, plant and equipment	**6,237**	6,487
Accrued advertisements and promotions	**54,974**	48,410
Lease liability - net	**20,834**	25,483
Unamortized past service cost	**20,869**	24,908
Others	**23,591**	29,165
	451,695	428,067
Deferred income tax liabilities on:		
Net retirement obligation	**(42,664)**	(40,913)
	409,031	387,154

(Forward)

	2024	2023
Deferred income tax recognized in equity:		
Deferred income tax asset on cumulative actuarial losses on defined benefit plan	**₱47,121**	₱43,722
Deferred income tax liability on revaluation increment on land	**(1,004,090)**	(1,003,230)
	(956,969)	(959,508)
Net deferred income tax liabilities	**(₱547,938)**	(₱572,354)

The Group's summary of net deferred tax assets and net liabilities follow:

	2024	2023
Deferred tax assets - net	**₱211,425**	₱184,796
Deferred tax liabilities - net	**(759,363)**	(757,150)
	(₱547,938)	(₱572,354)

c. A reconciliation of the provision for income tax computed at the statutory income tax rate based on income before income tax to the provision for income computed at the Group's effective income tax rate for the years ended December 31 follows:

	2024	2023	2022
Provision for income tax at the statutory income tax rate	**₱469,782**	₱410,849	₱350,222
Additions to (reductions in) income tax resulting from:			
Nontaxable equity in net earnings of an associate	**(3,031)**	(3,111)	(3,106)
Interest income subjected to final tax	**(37,143)**	(22,590)	(15,255)
Nondeductible expenses and others	**29,233**	(8,128)	325
Provision for income tax	**₱458,841**	₱377,020	₱332,186

d. *CREATE Act*

On March 26, 2021, the President of the Philippines signed Republic Act (RA) 11534, Corporate Recovery and Tax Incentives for Enterprises (CREATE) Act. The CREATE Act took effect on April 11, 2021. The CREATE Act reformed corporate income taxes and incentives in the country by implementing the changes to the current tax regulations. Effective July 1, 2020, some of these changes are as follows:

- Reduction of RCIT rate from 30% to 25% for domestic and resident foreign corporations. For domestic corporations with net taxable income not exceeding Php5 million and with total assets not exceeding Php100 million (excluding land on which the business entity's office, plant and equipment are situated) during the taxable year, the RCIT rate is reduced to 20%.
- Reduction of MCIT rate from 2% to 1% of gross income effective July 1, 2020 to June 30, 2023.
- Imposition of improperly accumulated earnings tax (IAET) is repealed.

In 2023, the BIR issued Revenue Memorandum Circular No. 69-2023, which announced the reversion of MCIT to 2%, effective July 1, 2023. Hence, the Group used 1.5% MCIT rate for 2023.

24. Contracts and Commitments

The Parent Company entered into license agreements with Sunkist Growers, Inc., Rovio Entertainment Ltd., and Turner Broadcasting System Asia Pacific, Inc. whereby the licensors granted the Company the non-exclusive license to manufacture, market, distribute and sell the licensed products. The Parent Company agreed to pay a fixed amount of royalty every year, as stipulated in the agreements. Unpaid royalty, included under "Accrued expenses" account, amounted to ₱1.72 million and ₱1.22 million as of December 31, 2024 and 2023, respectively (see Note 14).

URICI has a service agreement with Unilever IP Holdings which URICI pays a service fee equivalent to a certain % of third-party net sales of all agreed products and total net sales of all agreed product less packaging material cost. URICI also has an existing service agreement with Unilever Philippines Inc., whereby the latter render certain administrative support, back office and related services to the URICI.

25. Earnings Per Share

The Group does not have potentially dilutive common shares in 2024, 2023 and 2022. Therefore, the basic/dilutive earnings per share are the same.

	2024	2023	2022
Net income attributable to equity holders of the Group (a)	**₱1,423,599**	₱1,266,651	₱1,068,762
Weighted average number of common shares outstanding (b)	**3,369,549,358**	3,369,549,358	3,369,549,358
Basic/diluted earnings per share (a/b)	**0.42**	0.38	₱0.32

26. Financial Instruments

The following table summarizes the carrying values of the Group's financial assets and financial liabilities as of December 31:

	2024	2023
Financial Assets		
Cash on hand	**₱138,356**	₱34,343
Cash in banks and cash equivalents	**3,024,158**	3,250,672
Trade receivables, net of ECL	**2,417,878**	1,904,267
Advances to related parties and nontrade receivables, net of ECL	**210,537**	107,431
Advances to officers and employees, net of ECL	**11,107**	15,160
Other receivables	**12,652**	–
	5,814,688	5,311,873
Financial assets at FVOCI	**3,028,729**	1,861,975
	₱8,843,417	₱7,173,848

(Forward)

	2024	2023
Other Financial Liabilities		
Bank loans	**₱950,000**	₱897,500
Accounts payable and other current liabilities*	**7,148,880**	6,160,936
Advances from related parties	**53,042**	17,690
Lease liabilities	**215,254**	289,154
	₱8,367,176	₱7,365,280

**Exclusive of government payables and other nonfinancial liabilities amounting to ₱371.18 million and ₱222.83 million as of December 31, 2024 and 2023, respectively*

Cash, cash equivalents, trade receivables, nontrade receivables, advances to officers and employees, other receivables, accounts payable and accrued liabilities, bank loans and advances from related parties. The carrying amounts of these instruments approximate their fair values due to their short-term maturities and demand features.

Financial Assets at FVOCI. The fair value of the investments as of December 31, 2024 and 2023 amounted to ₱3,028.73 million and ₱1,861.98 million, was determined by reference to level 2 quoted market bid prices of bonds with similar terms and nature at the close of business on the reporting date.

Lease Liabilities. The fair value is equivalent to the carrying value which approximates the present value of cash amount that would be fully settled as at reporting date.

27. Financial Risk Management Objectives and Policies

The Group's principal financial instruments include non-derivative instruments such as cash and cash equivalents, short-term cash investments, financial assets at FVOCI, accounts receivable, bank loans, accounts payable and accrued liabilities, and advances to and from related parties. The main purpose of these financial instruments includes raising funds for the Group's operations and managing identified financial risks. The Group has various other financial assets and financial liabilities such as other current receivables, other current assets and customers' deposits which arise directly from its operations. The main risk arising from the use of financial instruments is credit risk, liquidity risk, interest rate risk and foreign exchange risk.

Credit risk

Credit risk arises from the risk of counterparties defaulting. Management is tasked to minimize credit risk through strict implementation of credit, treasury and financial policies. The Group deals only with reputable counterparties, financial institutions and customers. To the extent possible, the Group obtains collateral to secure sales of its products to customers. In addition, the Group transacts with financial institutions belonging to the top 25% of the industry, and/or those which provide the Group with long-term loans and/or short-term credit facilities.

The Group does not have significant concentrations of credit risk and does not enter into financial instruments to manage credit risk. The Group's gross maximum exposure to credit risk is equal to the carrying amount of its financial assets, before taking into account any collateral and other credit enhancements.

Set out below is the information about the credit risk exposure on the Group's financial assets using provision matrix as of December 31, 2024 and 2023:

December 31, 2024:

			Trade receivables							
				Days past due						
	Cash in banks and cash equivalents	Financial assets at FVOCI	Current	< 30 days	<30-60 days	<61-90 days	<91-365 days	>365 days	Impaired Financial Assets	Total
Expected credit loss rate	**-%**	**-%**	%0.01%-0.09%	0.01%-1.18%	0.01%-5.55%	0.06%-21.52%	3.27%-44.26%	52.63%-100%		
Estimated total gross carrying amount at default	**₱3,162,514**	**₱3,028,729**	**₱1,379,270**	**₱672,297**	**₱232,370**	**₱58,914**	**₱57,078**	**₱110,342**	**₱248,269**	**₱2,758,540**
Expected credit loss	**₱–**	**₱–**	**₱690**	**₱4,706**	**₱4,647**	**₱2,946**	**₱8,562**	**₱70,842**	**₱248,269**	**₱340,662**

December 31, 2023:

			Trade receivables							
				Days past due						
	Cash in banks and cash equivalents	Financial assets at FVOCI	Current	< 30 days	<30-60 days	<61-90 days	<91-365 days	>365 days	Impaired Financial Assets	Total
Expected credit loss rate	-%	-%	0.01%-0.09%	0.01%-1.18%	0.01%-5.55%	0.06%-21.52%	3.27%-44.26%	52.63%-100%		
Estimated total gross carrying amount at default	₱3,285,015	₱1,861,975	₱956,567	₱655,342	₱175,018	₱47,945	₱46,450	₱121,836	₱241,764	₱2,244,922
Expected credit loss	₱–	₱–	₱478	₱6,553	₱4,393	₱4,597	₱12,334	₱70,536	₱241,764	₱340,655

Credit quality of cash in banks, cash equivalents and short-term cash investments are based on the nature of the counterparty and the Group's internal rating system.

Financial assets that are neither past due nor impaired are classified as "Excellent" account when these are expected to be collected or liquidated on or before their due dates, or upon call by the Group if there are no predetermined defined due dates. All other financial assets that are neither past due or impaired are classified as "Good" accounts.

Liquidity risk
Liquidity risk arises from the possibility that the Group may encounter difficulties in raising funds to meet commitments from financial instruments.

Management is tasked to minimize liquidity risk through prudent financial planning and execution to meet the funding requirements of the various operating divisions within the Group; through long-term and short-term debts obtained from financial institutions; through strict implementation of credit and collection policies, particularly in containing trade receivables; and through capital raising, including equity, as may be necessary. Working capital requirements, on the other hand, are adequately addressed through short-term credit facilities from financial institutions. Trade receivables are kept within manageable levels.

The following tables show the maturity profile of the Group's undiscounted cash flows from financial assets used for liquidity purposes and other financial liabilities as of December 31, 2024 and 2023.

As of December 31, 2024:

	Less than 1 year	**1 to less than 5 years**	**More than 5 years**	**Total**
Financial Assets				
Cash on hand	**₱138,356**	**₱–**	**₱–**	**₱138,356**
Cash in banks and cash equivalents	**3,024,158**	**–**	**–**	**3,024,158**
Trade receivables	**2,758,540**	**–**	**–**	**2,758,540**
Financial assets at FVOCI	**2,446,900**	**581,829**	**–**	**3,028,729**
	₱8,367,954	**₱581,829**	**₱–**	**₱8,949,783**
Financial Liabilities				
Bank loans	**₱950,000**	**₱–**	**₱–**	**₱950,000**
Accounts payable and other current liabilities*	**7,201,922**	**–**	**–**	**7,201,922**
Lease liabilities**	**132,538**	**139,506**	**259,200**	**531,244**
	₱8,284,460	**₱139,506**	**₱259,200**	**₱8,683,166**

** Exclusive of government payables and other nonfinancial liabilities amounting to ₱371.18.22 as of December 31, 2024.*
*** Including interest expense.*

As of December 31, 2023:

	Less than 1 year	1 to less Than 5 years	More than 5 years	Total
Financial Assets				
Cash on hand	₱34,343	₱–	₱–	₱34,343
Cash in banks and cash equivalents	3,250,672	–	–	3,250,672
Trade receivables	2,244,922	–	–	2,244,922
Financial assets at FVOCI	546,346	1,315,629	–	1,861,975
	₱6,076,283	₱1,315,629	₱–	₱7,391,912
Financial Liabilities				
Bank loans	₱897,500	₱–	₱–	₱897,500
Accounts payable and other current liabilities*	6,178,626	–	–	6,178,626
Lease Liabilities**	83,305	136,172	272,665	492,142
	₱7,159,431	₱136,172	₱272,665	₱7,568,268

** Exclusive of government payables and other nonfinancial liabilities amounting to ₱222.83 as of December 31, 2023.*
*** Including interest expense.*

Interest rate risk
The Group's exposure to changes in interest rates relates primarily to the Group's short-term and long-term debt obligations.

Management is tasked to minimize interest rate risk by having a mix of variable and fixed interest rates on its loans. As of December 31, 2024 and 2023, the Group's share in URICI's outstanding bank loans include only short-term loans from local banks and lending investors (see Note 15). URICI is not expecting significant exposures to interest rate risk considering the short-term maturities of its bank loans.

There is no other impact on the Group's equity other than those affecting the statement of income.

The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's short and long-term government debt securities with floating discount rates.

The following table demonstrates the sensitivity to reasonably possible change in the discount rates of government securities, with all other variables held constant, of the Group's other comprehensive income.

		Effect on other comprehensive income	
	Change in discount rates	**2024**	2023
Investment in FVOCI	+5%	**(₱6,793)**	(₱8,879)
	-5%	**6,824**	8,942

The discount rates of government securities held by the Group as of December 31, 2024 and 2023 ranges from 2.66% to 4.71% and 2.63% to 4.88%, respectively.

Foreign exchange risk
The Group's exposure to foreign exchange risk results from the Group's and URICI's business transactions and financing agreements denominated in foreign currencies.

Management is tasked to minimize foreign exchange risk through the natural hedges arising from its export business and through external currency hedges. Presently, trade importations are immediately paid or converted into Peso obligations as soon as these are negotiated with suppliers. The Group has not done any external currency hedges in 2024 and 2023.

A reasonably possible change of –/+1% in 2024 and –/+1% in 2023 in United States dollar (US$) exchange rate at December 31, 2024 and 2023 would lead to the following income before income tax movements in the Group's consolidated statements of income:

December 31, 2024:

		Increase (decrease) in income before income tax	
	Peso equivalent of US dollar denominated assets/liabilities	**US dollar weakened by 1% against Philippine peso**	**US dollar strengthened by 1% against Philippine peso**
Cash and cash equivalents	**₱306,680**	**₱47,422**	**(₱47,422)**
Trade receivables	**68,722**	**(687)**	**687**
Trade payables	**3,836**	**38**	**(38)**
	₱379,238	**₱46,773**	**(₱46,773)**

December 31, 2023:

		Increase (decrease) in income before income tax	
	Peso equivalent of US dollar denominated assets/liabilities	US dollar weakened by 1% against Philippine peso	US dollar strengthened by 1% against Philippine peso
Cash and cash equivalents	₱375,557	(₱3,756)	₱3,756
Trade receivables	92,682	(927)	927
Trade payables	2,043	20	(20)
	₱470,282	(₱4,663)	₱4,663

The exchange rate of the Peso to the US Dollar is ₱57.85 and ₱55.37 as of December 31, 2024 and 2023, respectively.

There is no other impact on the Group's equity other than those affecting the consolidated statements of income.

28. Capital Management

It is the objective of the Group to maintain a capital base that adequately services the needs of its present and future operations while keeping within the capital level required by creditors. The capital base is also sufficient to address present and future uncertainties and risks inherent in the business and changes in the economic conditions. Payment of dividends, return of capital, or issuance of shares to increase capital shall be made accordingly and as may be necessary. No changes were made in the objectives, policies and processes as of December 31, 2024 and 2023.

The table below summarizes the total capital considered by the Group:

	2024	2023
Capital stock	**₱3,500,404**	₱3,651,021
Additional paid-in capital	**2,060,383**	2,060,383
Treasury stock	**(612,280)**	(758,777)
Retained earnings	**6,889,573**	6,776,169
	₱11,838,080	₱11,728,796

29. Leases and Other Matters

Leases

The Group as lessor

The Group entered into lease agreements with third parties covering its office spaces. for a period of one (1) to five (5) years, subject for renewal unless terminated by the Group. The leases generally provide for either (a) a fixed monthly rent, or (b) with an escalation rate of 5% to 10% per annum. The lease agreements generally provide fixed monthly rent. The Group records rental income on a straight-line basis over less non-cancellable lease term. Lease income recognized in 2024, 2023 and 2022 amounted to ₱21.80 million, ₱20.08 million, and ₱18.30 million, respectively under "Services and others" in the consolidated statement of income.

Future minimum rental receivables under non-cancellable operating leases as of December 31 are as follows:

	2024	2023
Within one year	**₱18,070**	₱16,913
After one year but not more than five years	**3,732**	3,168
	₱21,802	₱20,081

The Group as lessee

The Group has lease contracts for various items of warehouses, fleets and depots. Leases of warehouses generally have lease terms between six (6) months and three (3) years. There are several lease contracts that include extension and termination options and variable lease payments.

a. Lease of warehouse space to Edenfield Resources & Development Corp. located at Molson Park, C.A. Yulo Ave., Canlubang Industrial Park, Calamba, Philippines with a monthly rental fee of ₱2.33 million with 5% annual escalation clause. The lease contract shall be for a period of three (3) years and commenced on March 1, 2017 and to expire on February 28, 2020 and was renewed for another two (2) years upon mutual agreement prior to expiration of the lease term. The contract was further renewed for another two (2) years commencing on March 1, 2022 until

February 28, 2024 with 3% annual escalation clause. Thereafter, the contract was renewed for another two (2) years.

b. Sublease of warehouse space from Fast Services Corporation located at Bldg. 2 PPFC Compound, Brgy. Pulo, Cabuyao Laguna. The sublease shall be for a term of one (1) year commencing on July 1, 2020 and expiring on June 30, 2021, renewable for another two (2) years, subject to mutual agreements on the terms and conditions. The contract was renewed for another two (2) years and the monthly rental fee is ₱4.18 million with 4% annual escalation clause beginning 2021. Thereafter, the contract was renewed for another year from April 1, 2024 to April 1, 2025. The contract is still for renewal as of April 10, 2025.

c. Lease agreement with Selecta Wall's Land Corporation for a parcel of land for a period of fifty (50) years from April 1, 1999 until March 30, 2049 with an option to exercise a unilateral and irrevocable option to extend the lease for an additional term of twenty-five (25) years. Total lease payments every year is ₱26.93 million.

d. Various lease agreements for URICI's depots around the Philippines with a monthly rental ranging from ₱0.15 million to ₱6.32 million and terms ranging from 2 years to 10 years.

e. Numerous leases of fleet (e.g., leases of company cars and vans) used on the movement of products and daily operations. The lease contracts shall be for a period of five (5) years without option to renew. Monthly rental fee is ranging from ₱0.01 million to ₱0.05 million.

The Group also has certain leases of equipment and vehicles used in its operations with lease terms of 12 months or less and other equipment considered as low value assets. The Group applies the 'short-term lease' and 'lease of low-value assets 'recognition exemptions for these leases.

The following are the amounts recognized in consolidated statement of income for 2024, 2023 and 2022:

	2024	2023	2022
Depreciation expense of right-of-use assets (Note 12)	**₱128,708**	₱91,786	₱112,808
Interest expense on lease liabilities (Note 20)	**24,882**	22,999	26,583
Expenses relating to:			
Short-term leases included in cost of goods sold and selling and marketing expenses (Notes 17 and 18)	**221,026**	205,718	218,981
Leases of low-value assets included in selling and marketing expenses and general and administrative expenses (Notes 18 and 19)	**5,279**	7,648	8,761
Total amount recognized in consolidated statement of income	**₱379,895**	₱328,151	₱367,133

The rollforward analysis of lease liabilities as of December 31, 2024 and 2023 follow:

	2024	2023
At January 1	**₱289,154**	₱356,608
Additions	**73,407**	15,626
Interest expense	**24,882**	22,999
Lease payments applied to:		
Principal portion	**(147,307)**	(83,080)
Interest portion	**(24,882)**	(22,999)
At December 31	**215,254**	289,154
Less: Current portion of lease liabilities	**82,706**	64,150
Noncurrent portion of lease liabilities	**₱132,548**	₱225,004

Future minimum rental receivables under non-cancellable operating leases as of December 31, 2024, 2023 and 2022 follow:

	2024	2023	2022
Within one year	**₱132,538**	₱83,305	₱150,852
After one year but not more than five years	**139,506**	136,172	315,243
After five years	**259,200**	272,665	286,130
	₱531,244	₱492,142	₱752,225

Events After Reporting Date

Declaration of Dividends

On January 8, 2025, the Parent Company's BOD declared cash dividends amounting to ₱200 million or ₱0.05936 per share to stockholders of record as of January 22, 2025. The cash dividends were paid on February 18, 2025.

In addition to this, the Parent Company's BOD approved another ₱200 million cash dividend or ₱0.05936 per share payable on May 26, 2025, with record date as of April 29, 2025. This ₱200 million dividend is the second payment in 2025 that brings total cash dividend for 2025 at ₱400 million.

30. Notes to Statement of Cash Flows

Noncash investing activity

In 2024 and 2023, the Group has non-cash additions to property, plant and equipment amounting to ₱73.41 million and ₱15.63 million arising from additional right-of -use assets.

Noncash financing activity

On May 3, 2023, the BOD resolved and approved to buyback the 4,120,492 shares for a total of ₱4.12 million that went to the minority shareholders and thereafter cancel or retire them. The amount payable to the minority shareholders is still outstanding as of December 31, 2024 and is considered as a noncash financing activity.

Changes in liabilities arising from financing activities

December 31, 2024

	Dividends payable	**Lease Liabilities**	**Bank Loans**
Beginning of the year	**₱31,064**	**₱289,154**	**₱897,500**
Cash flows	**(1,288,317)**	**(172,189)**	**52,500**
Dividend declaration	**1,300,000**	**–**	**–**
Amortization of interest expense	**–**	**24,882**	**–**
Addition	**–**	**73,407**	**–**
End of year	**₱42,747**	**₱215,254**	**₱950,000**

December 31, 2023

	Dividends payable	Lease Liabilities	Bank Loans
Beginning of the year	₱34,306	₱356,608	₱1,000,000
Cash flows	(853,241)	(106,079)	(102,500)
Dividend declaration	849,999	–	–
Amortization of interest expense	–	22,999	–
Addition	–	15,626	–
End of year	₱31,064	₱289,154	₱897,500

December 31, 2022

	Dividends payable	Lease Liabilities	Bank Loans
Beginning of the year	₱32,303	₱351,883	₱600,000
Cash flows	(852,602)	(139,057)	400,000
Dividend declaration	854,605	–	–
Amortization of interest expense	–	26,583	–
Addition	–	117,199	–
End of year	₱34,306	₱356,608	₱1,000,000

SGV
Building a better working world

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INDEPENDENT AUDITOR'S REPORT ON SUPPLEMENTARY SCHEDULES

The Stockholders and the Board of Directors
RFM Corporation
RFM Corporate Center
Pioneer corner Sheridan Streets
Mandaluyong City

We have audited in accordance with Philippine Standards on Auditing, the consolidated financial statements of RFM Corporation and its subsidiaries (the Group) as at December 31, 2024 and 2023 and for each of the three years in the period ended December 31, 2024, and have issued our report thereon dated April 10, 2025. Our audits were made for the purpose of forming an opinion on the basic consolidated financial statements taken as a whole. The schedules listed in the Index to the Supplementary Schedules are the responsibility of the Group's management. These schedules are presented for purposes of complying with the Revised Securities Regulation Code Rule 68, and are not part of the basic consolidated financial statements. These schedules have been subjected to the auditing procedures applied in the audit of the basic consolidated financial statements and, in our opinion, fairly state, in all material respects, the financial information required to be set forth therein in relation to the basic consolidated financial statements taken as a whole.

SYCIP GORRES VELAYO & CO.

Ma. Emilita L. Villanueva

Ma. Emilita L. Villanueva
Partner
CPA Certificate No. 95198
Tax Identification No. 176-158-478
BOA/PRC Reg. No. 0001, April 16, 2024, valid until August 23, 2026
BIR Accreditation No. 08-001998-159-2024, October 2, 2024, valid until October 1, 2027
PTR No. 10465405, January 2, 2025, Makati City

April 10, 2025

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INDEPENDENT AUDITOR'S REPORT ON COMPONENTS OF FINANCIAL SOUNDNESS INDICATORS

The Stockholders and the Board of Directors
RFM Corporation
RFM Corporate Center
Pioneer corner Sheridan Streets
Mandaluyong City

We have audited in accordance with Philippine Standards on Auditing, the consolidated financial statements of RFM Corporation and its subsidiaries (the Group) as at December 31, 2024 and 2023 and for each of the three years in the period ended December 31, 2024, and have issued our report thereon dated April 10, 2025. Our audits were made for the purpose of forming an opinion on the basic consolidated financial statements taken as a whole. The Supplementary Schedule on Financial Soundness Indicators, including their definitions, formulas, calculation, and their appropriateness or usefulness to the intended users, are the responsibility of the Group's management. These financial soundness indicators are not measures of operating performance defined by Philippine Financial Reporting Standards (PFRS) Accounting Standards and may not be comparable to similarly titled measures presented by other companies. This schedule is presented for the purpose of complying with the Revised Securities Regulation Code Rule 68 issued by the Securities and Exchange Commission, and is not a required part of the basic consolidated financial statements prepared in accordance with PFRS Accounting Standards except PFRS 11, *Joint Arrangements*, with respect to the Parent Company's investment in Unilever RFM Ice Cream, Inc., as described in Note 2 to the consolidated financial statements. The components of these financial soundness indicators have been traced to the Group's consolidated financial statements as at December 31, 2024 and 2023 and for each of the three years in the period ended December 31, 2024 and no material exceptions were noted.

SYCIP GORRES VELAYO & CO.

Ma. Emilita L. Villanueva

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April 10, 2025

RFM CORPORATION AND SUBSIDIARIES

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* *These schedules, which are required by SRC Rule68, have been omitted because they either are not applicable or does not exceed 5% of the total assets shown in the related Consolidated Balance Sheet.*

RFM CORPORATION AND SUBSIDIARIES
Schedule A. Financial Assets
For the year ended December 31, 2024
(Amounts in Million Pesos unless otherwise stated)

Name of Issuing entity and association of each issue	Number of shares or principal amount of bonds and notes	Amount shown in the Balance Sheet	Valued based on market quotation at end of reporting period	Income received and accrued
AFS Financial Assets				
Republic Dynamics Corporation	3,989,846	–	Not listed	0
PSI Technologies, Inc., (formerly PACSEM)	2,253	–	Not listed	0
Philippine Long Distance Telephone Company, Inc.	5,670	–	Yes	0
Philippine Exporters Trading Corporation	1	–	Not listed	0
Philtown Inc. Common	389,382	–	Not listed	0
Universal Rightfield	500,000	–	Not listed	0
Wellex Industries	280,000	–	Yes	0
Cash and cash equivalents	–			2
BDO Unibank, Inc.	375	375	Not applicable	
Philippine Bank of Communications	210	210	Not applicable	
Security Bank	55	55	Not applicable	
Maybank Philippines, Inc.	245	245	Not applicable	
CTBC Bank	5	5	Not applicable	
Hongkong and Shanghai Banking Corporation	66	66	Not applicable	
China Banking Corporation	66	66	Not applicable	
Union Bank of the Philippines, Inc.	85	85	Not applicable	
Bank of the Philippine Islands	51	51	Not applicable	
Robinsons Bank Corporation	43	43	Not applicable	
Philippine National Bank	37	37	Not applicable	
Mizuho Bank, Ltd.	9	9	Not applicable	
The Metropolitan Bank & Trust Company	97	97	Not applicable	
Deutsche Bank	155	155	Not applicable	
Asia United Bank	5	5	Not applicable	
Others	460	460	Not applicable	
Financial Assets at FVOCI				90
Bank of the Philippine Islands	2,911	2,911	Not applicable	
BDO Unibank, Inc.	117	117		

RFM CORPORATION AND SUBSIDIARIES
Schedule C. Amounts Receivable/Payable from Related Parties which are eliminated during the Consolidation of Financial Statements
For the year Ended December 31, 2024
(Amounts in Million Pesos unless otherwise stated)

Name and Designation of Debtor	Balance at the beginning of period	Additions	Amounts Collected	Amounts Written Off	Current	Non-current	Balance at the end of period
RFM Foods Philippines Corporation	145	-	-	-	-	-	145
Filipinas Water Bottling Company, Inc.	13	-	-	-	-	-	13
Intercompany Balances, net	**158**	-	-	-	-	-	**158**

RFM CORPORATION AND SUBSIDIARIES
Schedule D. Intangible Assets - Other Assets
For the year Ended December 31, 2024
(Amounts in Million Pesos unless otherwise stated)

Name and Designation of Debtor	Beginning Balance	Additions at Cost	Charged to Cost and Expenses	Charged to other accounts	Other changes additions (deductions)	Ending Balance
Goodwill	191	-	-	-	-	191
Trademark	2,081	-	(52)	-	-	2,029
Computer Software	18	32	-			50
Total	2,290	-	(52)	-	-	2,270

RFM CORPORATION AND SUBSIDIARIES
Schedule H. CAPITAL STOCK
For the year Ended December 31, 2024

Title of Issue	Number of Shares Authorized	Number of Shares Issued and Outstanding as shown under related Balance Sheet caption	Number of Shares Reserved for Options, Warrants, Conversions, and Other Rights	Number of Shared Held By		
				Related Parties	Directors, Officers and Employees	Others
Common stock – P1 par value	3,978,265,025	3,500,403,866	-	-	957,052,212	2,543,351,654
Treasury shares	-	(130,854,508)			-	(130,854,508)
	3,978,265,025	3,369,549,358	-	-	957,052,212	2,412,497,146

Reconciliation of Retained Earnings for Dividend Declaration

For the reporting period ended December 31, 2024

(Amounts in Thousand Pesos unless otherwise stated)

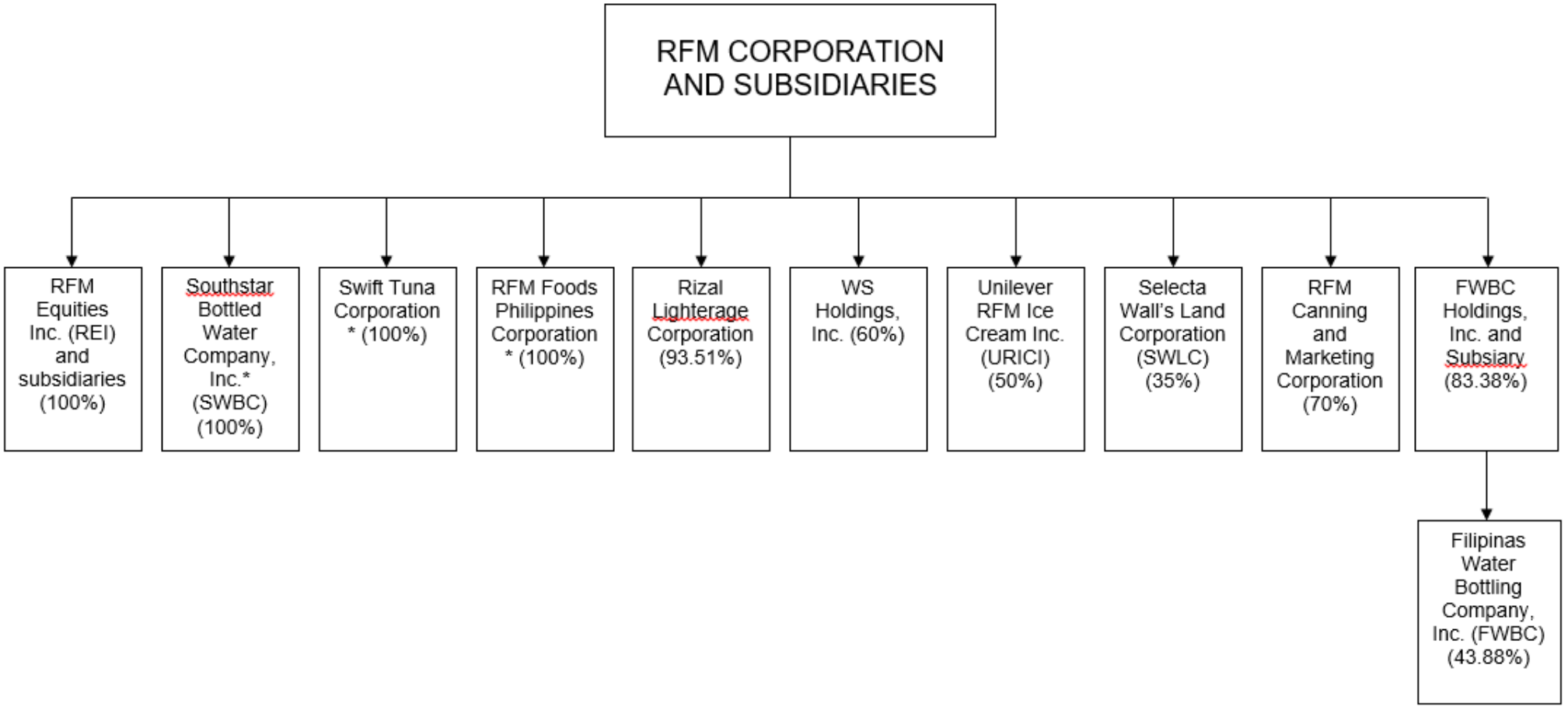
RFM Corporation

RFM Corporate Center, Pioneer cor. Sheridan Sts., Mandaluyong City

Unappropriated Retained Earnings, beginning of reporting period		**6,103,865**
Add: Category A: Items that are directly credited to Unappropriated Retained Earnings		
Reversal of Retained Earnings Appropriation/s	-	
Effect of restatements or prior-period adjustments	-	
Treasury Shares	612,280	612,280
Less: Category B: Items that are directly debited to Unappropriated Retained Earnings		
Dividend declaration during the reporting period	(1,300,000)	
Retained Earnings appropriated during the reporting period	-	
Effect of restatements or prior-period adjustments	-	
Others	-	(1,300,000)
Unappropriated Retained Earnings, as adjusted		**5,416,145**
Add: Net income actually earned/realized during the period		**1,553,399**
Less: Category C.1: Unrealized income recognized in the profit or loss during the reporting period (net of tax)		
Equity in net income of associate/ joint venture, net of dividends declared	-	
Unrealized foreign exchange gain, except those attributable to cash and cash equivalents	-	
Unrealized fair value adjustments (mark-to-market gains) of financial instruments at fair value through profit or loss (FVTPL)	-	
Unrealized fair value gain of Investment Property	-	
Other unrealized gains or adjustments to the retained earnings as a result of certain transactions accounted for under PFRS	-	
Sub-total		-
Add: Category C.2: Unrealized income recognized in the profit or loss in prior reporting periods but realized in the current reporting period (net of tax)		
Realized foreign exchange gain, except those attributable to Cash and cash equivalents	-	
Realized fair value adjustments (mark-tomarket gains) of financial instruments at fair value through profit or loss (FVTPL)	-	

Realized fair value gain of Investment Property	-	
Other realized gains or adjustments to the retained earnings as a result of certain transactions accounted for under PFRS	-	
Subtotal		-
Add: Category C.3: Unrealized income recognized in the profit or loss in prior periods but reversed in the current reporting period (net of tax)		
Reversal of previously recorded foreign exchange gain, except those attributable to cash and cash equivalents	-	
Reversal of previously recorded fair value adjustment (mark-to-market gains) of financial instruments at fair value through profit or loss (FVTPL)	-	
Reversal of other unrealized gains or adjustments to the retained earnings as a result of certain transactions accounted for under the PFRS, previously recorded	-	
Sub-total	-	-
Adjusted Net Income/Loss		**1,553,399**
Add: Category D: Non-actual losses recognized in profit or loss during the reporting period (net of tax)		
Depreciation on revaluation increment (after tax)	-	
Sub-total		-
Add/Less: Category E: Adjustments related to relief granted by the SEC and BSP (see Footnote 3)		
Amortization of the effect of reporting relief	-	
Total amount of reporting relief granted during the year	-	
Others	-	
Sub-total		-
Add/Less: Category F: Other items that should be excluded from the determination of the amount of available for dividends distribution		
Net movement of treasury shares (except for reacquisition of redeemable shares)	-	
Net movement of deferred tax assets not considered in the reconciling items under the previous categories	(280,884)	
Net movement in deferred tax asset and deferred tax liabilities related to same transaction, e.g., set up of right of use of asset and lease liabilities, set-up of asset and asset retirement obligations and set-up concession asset and concession payable	-	
Adjustment due to deviation from PFRS/GAAP - gain (loss)	-	
Others	-	
Remeasurement gain on defined benefit retirement plan	-	
Treasury shares	(612,280)	
Sub-total		**(893,164)**
Total Retained Earnings, end of the reporting period available for Dividends		**6,076,380**

RFM CORPORATION AND SUBSIDIARIES
Schedule J. Conglomerate Mapping
As of December 31, 2024



RFM CORPORATION AND SUBSIDIARIES
Schedule K. External Auditor Fee-Related Information
For the year Ended December 31, 2024
(Amounts in Million Pesos unless otherwise stated)

	2024	2023
Total Audit Fees	2,800	2,450
Non-audit service fees:		
Other assurance services		
Tax services		
All other services		
Total non-audit services		
Total audit and non-audit services	**2,800**	**2,450**

Audit and non-audit fees of other related entities

	2024	2023
Audit fees	1,714	1,115
Non-audit service fees:		
Other assurance services		
Tax services		
All other services		
Total audit and non-audit fees of other related entities	**1,714**	**1,115**

RFM CORPORATION AND SUBSIDIARIES
Schedule L. Financial Soundness Indicators

		Years ended December 31		
		2024	2023	2022
1	Current Ratio	**1.27**	1.25	1.31
2	Debt-to-Equity Ratio	**0.65**	0.57	0.56
3	Asset-to-Equity Ratio	**1.65**	1.57	1.56
4	Interest Rate Coverage Ratio	**21.00**	19.86	25.59
5	Gross Profit Rate	**33.32%**	32.67%	30.12%
6	Net Income Rate	**6.54%**	6.12%	5.51%

RFM Corporation

Sustainability Report

Contextual Information

Company Details	
Name of Organization	RFM Corporation
Location of Headquarters	RFM Corporate Center Pioneer Corner Sheridan Sts. Mandaluyong City
Location of Operations	RFM Corporation and its subsidiaries operate manufacturing plants and selling warehouses in the Philippines particularly in Metro Manila (Pasig) and in Laguna (Cabuyao and Silang).
Report Boundary: Legal entities (e.g. subsidiaries) included in this report	The Economic section covers all aspects of RFM Corporation's ("RFM" or "the Company" in this report) operations and includes the activities of Unilever RFM Ice Cream Inc. (URICI), which operates as part of a joint venture. In contrast, the Environmental and Social sections have a more limited scope. These focused on RFM's fully operational plants in 2024, located in Pasig (Flour, PCMD and PLMD). In Laguna (CLIC – MJ and SSL) and Silang (Bakery), as outlined in each respective segment. As RFM advances in its sustainability journey, the scope of its disclosures will continue to expand.
Business Model, including Primary Activities, Brands, Products, and Services	RFM Corporation proudly delivers top-quality products to satisfy a diverse range of consumer needs through its main segment: 1. Institutional: • **Flour Milling and Marketing**: Known for premium flour brands (both hard and soft) like RFM Republic Special and Cinderella and more for both commercial and institutional clients and offers by-products such as pollard. 2. Consumer • **Bread Bun Supplier**: Trusted partner providing fresh, high-quality bread buns to leading fast-food chains. • **Pasta and Pasta Sauces**: Creators of exceptional pasta and sauces under iconic brands like Royal and Fiesta.

	• **Flour Mixes and Rice-Based Delights**: Makers of well-loved products such as hotcake and brownie mixes under the White King brand, as well as traditional local rice-based dishes. • **UHT Milk and Juice Beverages**: Producers of Selecta Milk products and franchise holders for Sunkist juice drinks. • **Ice Cream Excellence**: Makers of the renowned Selecta ice cream, created through an innovative joint venture. RFM Corporation combines tradition and innovation, bringing beloved brands to Filipino households while supporting businesses nationwide. The company's operations extend beyond retail & distribution, tapping into institutional markets through its food services division (still under consumer segment). This focuses on catering to large-scale clients such as restaurants, schools and other organizations requiring bulk supplies. By leveraging this division, the company can establish strong partnerships and meet the unique demands of institutional accounts, including customized packaging, specialized product lines, and competitive pricing. Additionally, the company has a global reach by exporting its products to various countries. This international presence allows it to diversify revenue streams and capitalize on global market opportunities. Exporting also fosters brand recognition and growth in regions with high demand for its offerings. By adhering to international standards and tailoring products to suit the preferences of different cultures, the company strengthens its competitiveness in the global marketplace. Beyond its food and beverage operations, RFM Corporation is also involved in non-food ventures, including barging services through Rizal Lighterage Corporation and leasing commercial and office spaces to meet the internal needs of its various operational divisions
Reporting Period	January 1 to December 2024
Highest Ranking Person responsible for this report	Enrique Oliver I. Rey-Matias Compliance Officer / CFO & VP Finance

Materiality Process

The materiality process is a crucial step in sustainability reporting for organizations in the Philippines. This enabled RFM to identify and concentrate on the most important environmental, social, and governance (ESG) issues that affect both its stakeholders and its business operations. By engaging with local stakeholders—such as employees, customers, investors, and communities—and assessing these issues, the company was able initially establish its sustainability strategies and align these with stakeholder needs and address specific challenges and opportunities relevant to the Philippine context.

RFM's sustainability journey began by going through the following steps:

1. Preparation: Setting the Foundation

- *Understanding Materiality:* Identification of the most important environmental, social, and governance (ESG) issues that impact the Company and its stakeholders.
- *Identification and Understanding Frameworks*: Familiarization with global standards like the Global Reporting Initiative (GRI) or the Sustainability Accounting Standards Board (SASB).

2. Identification of Potential Topics

- *Brainstorming of Internal Issues*: Identification of the Company's social, environmental, and economic impacts.
- *Benchmarking*: Analyze peers or competitors' reports to identify relevant Environmental, Social, and Governance (ESG) topics that are common in the industry.
- Cross-referencing of material topics with internationally recognized ESG guidelines) to ensure that important global issues are considered.

3. Engagement of Stakeholders

- Identification of key stakeholders (employees, customers, investors, communities, etc.) affected by or influencing the company and conduct of surveys and interviews to gather and understand their perspectives or concerns on critical ESG issues.

4. Assessment and Prioritization of Topics

- *Impact Assessment*: Evaluation of each topic based on its significance to stakeholders and its impact on the Company's business operations.
- *Creation of a Matrix*: "materiality matrix" to plot topics based on their importance/relevance to stakeholders and to the Company.

5. Validation of Findings

- Sharing of prioritized list with senior management or key decision-makers to confirm alignment with business goals and making adjustments of priorities based on senior management's inputs

6. Development of Strategies and Report

- Use your list of material topics to guide your sustainability strategy and initiatives.
- Communicating the results in the sustainability report, providing clear descriptions of the topics and the Company's approach to address them.

7. Review and Improve

- Gathering feedback from stakeholders on the materiality process and on the report.
- Updating of materiality assessment to reflect changing priorities or emerging trends.

This process ensures that sustainability initiatives are effective, impactful, and tailored to the country's unique cultural, social, and economic landscape, while supporting clear and transparent reporting.

ECONOMIC

Economic Performance

Direct Economic Value Generated and Distributed

Disclosure	Amount		Units In Millions
	2024	2023	
Direct economic value generated (revenue)	21,729	20,690	PhP
Direct economic value distributed:			
a. Operating costs	19,976	19,156	PhP
b. Employee wages and benefits	882	838	PhP
c. Payments to suppliers, other operating costs	12,571	14,067	Php
d. Dividends given to stockholders and interest payments to loan providers	1,300	850	PhP
e. Taxes given to government	1,121	1,058	PhP
f. Investments to community (e.g., donations, CSR)	9.79	9.23	PhP

Direct Economic Value Generated and Distributed

The organization remains committed to driving economic value while maintaining sustainable practices. During the reporting period, the direct economic value generated includes revenue from operations and other income streams. This value has been strategically distributed to stakeholders through operating costs, employee wages and benefits, community investments, and payments to government entities in the form of taxes and royalties. By balancing profitability with social and environmental contributions, the company demonstrates its dedication to creating shared value for all stakeholders which includes its shareholders and investors, customers, suppliers & business partners, regulators, communities where it operates and its employees.

In 2024, RFM Corporation experienced significant financial growth, marked by increased revenues and profitability. This positive impact is evident in the company's financial statements and is primarily attributed to the robust performance of its branded consumer products and institutional businesses.

Risks Related to Economic Performance and Strategies

The economic performance of the Company n is influenced by various external and internal factors that may pose risks to achieving its financial and sustainability goals. Key risks identified include:

- **Market Volatility and Competition**: Fluctuations in commodity prices, exchange rates, and demand for key products can impact revenue and profitability. These economic uncertainties may challenge the organization's ability to maintain steady financial performance. Hence, the need to continuously innovate to maintain market share against competitors.
- **Regulatory Changes**: Evolving regulations (both local and international) and environmental policies, could result in increased operational costs or necessitate changes in business strategies

- **Raw Materials**: Rising costs and limited availability of essential raw materials may affect production capabilities and financial outcomes, potentially hindering sustainability initiatives and even product availability.
- **Climate-Related Financial Risks**: Adverse weather conditions can significantly influence the Company's operations as these conditions could also hinder the procurement of adequate raw materials and potentially increase purchase costs. Furthermore, the Philippines has faced numerous major natural disasters over the years, such as typhoons, droughts, volcanic eruptions, and earthquakes, which could also disrupt the Company's operations.
- **Economic Downturns**: Broader economic instability, such as global recessions or geopolitical conflicts, can reduce consumer spending and disrupt supply chains, negatively affecting the organization's financial health.

To mitigate these risks, the Company employs proactive strategies such as diversifying markets, enhancing resource efficiency, building resilient supply chains, and maintaining compliance with regulatory requirements. By addressing these risks, the organization seeks to balance financial growth with its long-term commitment to sustainability.

Climate-related Risks and Opportunities

1. Governance

RFM Corporation takes a proactive approach to managing climate-related risks and opportunities through its Corporate Governance structure. The company recognizes the growing importance of sustainability in its operations and has embedded climate-related concerns within its risk management framework.

The Board plays a crucial role in overseeing the identification, assessment, and management of climate-related risks. RFM's senior management and board members are tasked with reviewing and guiding the company's strategies and policies, ensuring that environmental sustainability and climate-related impacts are integral to decision-making processes. Regular reviews and updates on sustainability strategies are conducted to ensure they are in line with best practices and emerging regulatory requirements.

Management is directly involved in assessing the organization's environmental impact and opportunities for improvement, focusing on integrating energy-efficient practices and reducing the carbon footprint. Management continuously evaluates operations for potential environmental risks and takes action to minimize adverse impacts. Furthermore, they are committed to driving long-term sustainability, such as reducing energy consumption and leveraging renewable energy sources.

2. Strategy

RFM recognizes that climate-related risks, such as the growing demand for energy, environmental regulations, and changing consumer expectations around sustainability, can impact its operations. The company also sees opportunities in energy-efficient practices and sustainable growth strategies, which can drive both environmental benefits and long-term profitability.

- ✓ **Short-Term Risks:** Immediate challenges include managing energy consumption as production volumes increase. The risk of operational inefficiencies due to increased energy demand and environmental regulations requires ongoing monitoring.

- ✓ **Medium-Term Risks:** The expansion of production facilities may lead to increased environmental impact. Shifts in consumer preferences toward sustainability may also drive product demand for greener and more energy-efficient solutions.

- ✓ **Long-Term Risks:** Long-term climate risks may involve more stringent regulatory requirements, climate-related supply chain disruptions, and evolving consumer expectations for sustainability.

3. Risk Management

RFM Corporation has established a robust risk management framework that actively addresses climate-related challenges while emphasizing environmental sustainability. By routinely evaluating the impact of its operations, the company prioritizes energy efficiency, operational optimization, and adherence to environmental regulations.

Using internal assessments, monitoring trends, and measuring its environmental footprint, RFM Corporation identifies climate-related risks proactively. This ensures strategic management of factors such as energy use, emissions control, and sustainable operations, keeping environmental goals at the forefront.

4. Metrics and Targets

RFM Corporation actively tracks and manages climate-related risks and opportunities through key performance indicators (KPIs) such as energy consumption (from LPG, electricity, diesel, and gasoline) and emissions reduction metrics. These tools enable the company to monitor its sustainability progress and assess its environmental impact effectively.

The company has set clear and measurable targets to minimize energy consumption and carbon emissions. Initiatives include reducing LPG usage by optimizing pre-production heating times and lowering electricity consumption through energy-saving practices. Furthermore, RFM is committed to scaling up solar energy utilization at its plants to lessen its environmental footprint further.

Through consistent tracking of energy use and reduction efforts, RFM underscores its dedication to sustainability. These initiatives showcase the company's resolve to integrate environmental responsibility into its operations while achieving its broader climate-related objectives. By setting and pursuing tangible goals, RFM positions itself as a leader in sustainable business practices and environmental stewardship.

Procurement Practices

Proportion of spending on local suppliers

Disclosure	Quantity	Units
	2024	
Percentage of procurement budget used for significant locations of operations that is spent on local suppliers	72	%

As part of the Company's commitment to sustainability and fostering local economic development, RFM prioritizes sourcing materials and services from local suppliers whenever possible. Tracking the proportion of the procurement spending directed to local suppliers is one of the key metrics in the Company's sustainability efforts.

RFM remains dedicated to increasing this proportion in the coming years through targeted initiatives, supplier engagement, and collaboration with stakeholders. These efforts underscore the Company's mission to integrate sustainability into every aspect of its operations.

Anti-corruption

Training on Anti-corruption Policies and Procedures

Disclosure	Quantity	Units
	2024	
Percentage of employees to whom the organization's anti-corruption policies and procedures have been communicated to	100	%
Percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated to	100	%
Percentage of directors and management that have received anti-corruption training	No Available Data	%

Incorporating anti-corruption policies into sustainability reporting is essential for fostering transparency, ethical business practices, and long-term corporate integrity. Organizations that prioritize anti-corruption measures demonstrate their commitment to responsible governance and sustainable development.

RFM maintains a strict zero-tolerance stance on corruption remains committed to maintaining the highest standards of integrity, fairness, and honesty, recognizing these principles as the foundation of its success. As part of its commitment to integrity, all new employees undergo an orientation during onboarding, ensuring they understand ethical expectations from the start. The company's Code of Business Conduct and Ethics serves as a comprehensive guide, covering regulations on corruption, bribery, conflicts of interest, gift policies, legal compliance, and whistleblowing protocols.

Incidents of Corruption

Disclosure	Quantity		Units
	2024	2023	
Number of incidents in which directors were removed or disciplined for corruption	0	0	#
Number of incidents in which employees were dismissed or disciplined for corruption	0	0	#
Number of incidents when contracts with business partners were terminated due to incidents of corruption	0	0	#

RFM Corporation is steadfast in its long-term commitment to achieving corporate success, sustaining competitiveness, and maintaining profitability, while adhering to its corporate objectives and prioritizing the interests of stakeholders. The Company upholds the highest standards of honesty and integrity in performing its duties, responsibilities, and functions.

RFM's **Code of Business Principles** embodies the company's core values: integrity, honesty, impartiality, and professionalism. It acts as a compass, guiding the actions of directors, officers, and employees while emphasizing respect for human rights, data privacy, and fair competition. Serving as a cornerstone for other frameworks, the policy addresses critical areas such as product and service quality, health and safety, environmental stewardship, and business integrity.

The **Anti-Fraud and Whistleblowing Policy** of RFM is a crucial tool in addressing misconduct—be it illegal, non-compliant, or harmful—by directors, officers, employees, or business partners. It upholds whistleblower confidentiality within the bounds of the law and ensures robust protections against retaliation or harassment.

The **Conflict-of-Interest Policy** ensures that officers and employees prioritize RFM's interests above personal or financial considerations. It mandates disclosure of conflicts to higher management. Efforts are made to resolve conflicts; if resolution is not feasible, adjustments to duties or termination may occur.

These policies will be regularly revisited for updates annual refresher sessions will be planned accordingly to ensure ongoing adherence.

RFM acknowledges that any form of corruption poses a substantial business threat. It has the capacity to damage the Group's long-established reputation, carefully nurtured over the years. Allegations of corruption could harm brand image and reduce market share. Aware that corruption risks can emerge at any stage of operations, RFM has implemented a strict zero-tolerance policy on bribery and corruption. This policy applies to all internal and external stakeholders, underscoring the need for legal, ethical, and policy-compliant conduct in alignment with the Company's Anti-Fraud and Whistleblowing Policy, as well as its Code of Business Principles.

The Company expects all stakeholders—comprising Shareholders, Investors, Government Bodies, Regulators, Customers, Suppliers, Vendors, Employees, Local Communities, Financial Institutions, and the Media—to maintain these high standards, reinforcing its dedication to ethical business practices and integrity.

ENVIRONMENT

Resource Management

Energy consumption within the organization:

Disclosure	Quantity (Consolidated)		Units
	2024	2023	
Energy consumption (renewable sources)	N/A	N/A	GJ
Energy consumption (gasoline)	286,254.00	584,167.00	GJ
Energy consumption (LPG)	9,135,221,081,467.00	848,448.76	GJ
Energy consumption (diesel)	6,847.68	4,125.78	GJ
Energy consumption (electricity)	42,645,024.13	37,645,024.13	kWh

Breakdown of 2024 by Plant

Disclosure	Quantity						Units
	2024						
	PASTA	MJ & SSL	PLMD	BAKERY	FLOUR	TOTAL	
Energy consumption (renewable sources)	N/A	N/A	N/A	N/A	N/A	N/A	GJ
Energy consumption (gasoline)	N/A	N/A	N/A	N/A	286,254	286,254	GJ
Energy consumption (LPG)	1,016,207	7.967287695	2,752.28	1,167,932,354,825.83	N/A	1,167,932,354,825.83	GJ
Energy consumption (diesel)	N/A	2,488.23	1,236.26	766.3	N/A	4,490.79	GJ
Energy consumption (electricity)	7,758,744	9,955,915.07	4,294,440	169,280	20,406,418	42,584,797.07	kWh

Driving Sustainable Growth Through Energy Excellence at RFM Corporation

At RFM Corporation, energy is the lifeblood of its operations—powering the creation and delivery of premium food and beverage products to customers. As the Company expands, it recognizes the challenge of meeting growing energy demands while championing sustainability.

Between 2023 and 2024, the Company's energy consumption surged by 200%, spurred by a 5.4% production increase at its PLMD Plant, where output rose from 45,761,647 kg to an impressive 48,215,552 kg. While this growth is a testament of success, it also underscores the Company's commitment to responsible energy management as part of its sustainability journey.

In line with this vision, the Milk & Juice and Spaghetti Sauce Line (MJ & SSL) Division has taken a decisive step toward environmental stewardship by transitioning from bunker fuel to cleaner LPG for its three 500 bph boilers. This change not only reduces emissions but also significantly minimizes the Company's environmental footprint—reinforcing its pledge to sustainable operations.

To meet the surging consumer demand in the Philippines, the Company introduced a third 10,000-liter-per-hour production line for the MJ Division and increased the SSL Division's capacity with two additional liters per hour. These upgrades, supported by advanced safety systems like tank barriers and Clean-In-Place (CIP) technology, ensure product quality while safeguarding public health.

Tackling Challenges with Innovation
Expansion brings complexities. Daily cleaning processes have increased operational pressure at PLMD, causing some production downtime. Yet, this step remains vital for maintaining strict hygiene standards without compromising output goals.

In May 2024, the Bakery Division unveiled a cutting-edge conveyor rice oven, enabling scaled-up production of buns for one of its major clients. While PLMD initially handled all bun production, operations are now distributed70% at PLMD and 30% at the Company's new Silang Plant which started commercial operations in July 2024. By 2025, the Company aims for a balanced 50/50 split between the plants to enhance efficiency, minimize rejections, and guarantee timely deliveries.

Advancing Energy Efficiency and Sustainability
Electricity consumption remains driven by high-capacity chillers, equipment, and utilities, necessitating infrastructure upgrades like an additional transformer. At its Flour Plant, the transition from gasoline to electric forklifts has optimized energy use while improving workplace safety—a step forward in operational sustainability.

The Company's PCMD Division champions energy conservation with initiatives like Earth Hour, where office lights and equipment are powered down during daily breaks. The planned introduction of a PHP 3 million SVAR generator is set to boost energy efficiency by optimizing power factor performance.

Sustainability as a Strategic Advantage
At RFM, energy management is more than an operational necessity—it's a cornerstone of our strategic growth. By reducing our environmental impact, innovating energy solutions, and enhancing efficiency, we strive to lead with purpose, delivering value to shareholders, employees, and communities alike.

In summary, our commitment to sustainable energy practices not only drives operational excellence but also contributes to a greener future—ensuring that our business thrives while preserving the planet for generations to come.

Reduction of energy consumption

Disclosure	Quantity		Units
	2024	2023	
Energy reduction (gasoline)	N/A	N/A	GJ
Energy reduction (LPG)	1,122.12	1,606.24	GJ
Energy reduction (diesel)	226.06	(459.45)	GJ
Energy reduction (electricity)	(82,867.00)	(192,604)	kWh
Energy reduction (gasoline)	N/A	N/A	GJ

2024 Breakdown by Plant

Disclosure	Quantity						Units
	2024						
	PASTA	MJ & SSL	PLMD	BAKERY	FLOUR	TOTAL	
Energy reduction (gasoline)	N/A	N/A	N/A	N/A	N/A	N/A	GJ
Energy reduction (LPG)	N/A	N/A	161.71	N/A	N/A	161.71	GJ
Energy reduction (diesel)	N/A	N/A	183.26	N/A	N/A	183.26	GJ
Energy reduction (electricity)	N/A	N/A	(97,320)	N/A	14,453	(82,867)	kWh
Energy reduction (gasoline)	N/A	N/A	N/A	N/A	N/A	N/A	GJ

Reducing Energy: A Path to Sustainable Practices

Energy reduction is at the heart of sustainable business practices, taking center stage in minimizing the environmental impact of industrial operations. Amid the escalating challenges of climate change and environmental degradation, reducing energy consumption has transformed from being a mere operational target into an ethical imperative.

PLMD's Sustainability Initiatives

To align with the Company's Sustainable Growth Strategy (SGS), PLMD took a significant step forward by installing solar panels in its parking lot in early 2024. Alongside this, it is trialing energy-saving strategies, such as reducing LPG heating times from three hours to just one. While still in the testing phase, this initiative is poised to slash energy waste without compromising bun production quality. Other energy-conscious efforts include enhancing practices like switching off lights and air conditioning post-office hours, driving down electricity usage.

Silang Plant's Sustainability Journey

Since breaking ground in May 2023 and completing equipment setup by December 2023, Silang Plant is geared up for full-scale operations in 2024. In the third quarter of 2024, solar panels were installed, supplemented by additional installations proposed for 2025, ensuring we meet ambitious energy efficiency goals.

Existing ovens' energy consumption has been scrutinized closely. During trial phases, pre-production heating times were reduced to two hours, with plans to transition to just one hour in 2025, provided product quality remains unaffected. Prompt post-production shutdowns further ensure energy conservation. Shifting from gasoline-powered forklifts to electric ones amplifies energy efficiency and worker safety.

Revolutionizing Energy Use at the Flour Plant
The Flour Plant has embraced a host of energy-saving measures. From introducing electric forklifts to installing solar panels during the pandemic, these steps have significantly lessened grid dependency. Together with improvements in milling, conditioning, and packing, these efforts are pivotal in curbing overall energy consumption while elevating employee safety standards.

Innovations in MJ & SSL Division
RFM's MJ & SSL Division have made remarkable progress. Adopting simple yet impactful habits—like turning off equipment when idle—combined with ongoing system upgrades has driven energy efficiency. Plans for solar panel installations aim to generate a peak capacity of 1.5 megawatts, translating to an estimated four hours of daily savings. Moreover, replacing bunker fuel with LPG boilers has cut emissions, reduced operational costs, and reinforced regulatory compliance.

Cabuyao Plant's Green Revolution
At Cabuyao Plant, solar initiatives are spearheading efforts to lower CO2 emissions and reduce dependency on grid power. The transition to LPG boilers has further diminished emissions, streamlined maintenance costs, and boosted operational efficiency—enhancing our role in combating climate change.

Risk Awareness and Mitigation
Acknowledging risks like volatile energy prices and availability, we've bolstered procurement policies and diversified energy sources—adopting solar and LPG solutions for stable, predictable costs. Robust stock controls and proactive procurement policies safeguard production schedules, ensuring supply continuity.

Unveiling Opportunities through Sustainability
Energy management isn't just a challenge—it's an opportunity to drive innovation and sustainability. Reducing energy consumption aligns the Company's environmental commitments and fosters a culture of employee engagement. Through investments in renewable technologies, the Company also inspires its workforce, empowering them to embrace sustainability as a shared mission.

By weaving energy efficiency into the fabric of its operations, the Company leads by example—motivating employees, driving innovation, and contributing to a greener, more sustainable future.

Water consumption within the organization

Disclosure	Quantity		Units
	2024	2023	
Water withdrawal	427,328.60	55,868.10	Cubic meters
Water consumption	8,035,553.60	121,037	Cubic meters
Water recycled and reused	N/A	N/A	Cubic meters

2024 Breakdown by Plant

Disclosure	Quantity						Units
	2024						
	PCMD	CLIC	PLMD	SILANG	FLOUR	TOTAL	
Water withdrawal	N/A	427,328.60	N/A	N/A	N/A	427,328.60	Cubic meters
Water consumption	42,587	427,328.60	52,401	7,466,928	46,309	8,035,553.60	Cubic meters
Water recycled and reused	N/A	N/A	N/A	N/A	N/A	N/A	Cubic meters

Water Management: A Cornerstone of RFM Corporation's Operations

Water is an indispensable resource for RFM Corporation, particularly in the food and beverage industry, where quality and efficiency are paramount. Over the years, RFM has showcased its reliance on water while uncovering opportunities for sustainable management.

Progressive Water Management at PCMD

At PCMD, the restriction on using deep wells in residential areas necessitates sourcing water from provincial locations. This constraint drives our water management strategies to align with local regulations while optimizing usage within operational limits. Balancing the growing demand for water with responsible consumption remains a challenge, especially as operations expand. Budget limitations currently preclude large-scale water efficiency projects, but RFM is actively exploring sustainable alternatives.

MJ & SSL Division's Commitment

This division plays a pivotal role in water consumption due to its direct impact on production, operations, and maintenance. The expansion of production lines has amplified water demand, influencing stakeholders such as employees, communities, suppliers, and government authorities. Committed to environmental stewardship, RFM complies with the Water Conservation Act and collaborates with Laguna Water to secure alternative water supplies.

To address water challenges, deep wells were introduced in 2023 and fully utilized by 2024. Additionally, the wastewater treatment plant processes and recycles water for specific uses, while recycled water supports irrigation for rice fields through the National Irrigation Administration. These efforts exemplify our resolve to minimize environmental impact.

Efficient Practices at the PLMD Plant

The PLMD plant exclusively sources water from Maynilad for ingredient processing and operations. With growing production needs, efficient water management is a priority. Budgetary constraints limit large-scale water-saving projects, but ongoing monitoring and exploration of feasible solutions guide our long-term strategy for improved efficiency.

Bakery Division and New Initiatives

The launch of RFM's Bakery Division in Silang, Cavite, in July 2024 resulted in a 71.94% increase in water consumption compared to 2023, reaching 7,466,928 cubic meters. Investments in water management systems, including deep wells and strategically placed cistern tanks, aim to address rising demand. These systems, set to be operational by the end of 2024, are expected to reduce water consumption in the coming years.

RFM also demonstrates its sustainability commitment through efforts like the "Life Below Water: Coastal Area Clean-Up Drive," further showcasing its dedication to environmental conservation.

Flour Plant Innovations

Water is essential for the milling process and daily maintenance activities at the Flour Plant, resulting in significant consumption. To address this, RFM has invested in advanced Sewage Treatment Plants (STPs) that recycle wastewater for cleaning and irrigation. These systems, compliant with regulatory standards, reduce freshwater usage and minimize the environmental impact of untreated water discharge. Facility enhancements since 2018 have further improved water reuse capabilities.

Future Opportunities

Across all divisions, RFM is steadfast in its commitment to responsible water management, recognizing it as a key pillar of sustainability. By leveraging cutting-edge technologies like STPs and deep wells, RFM continues to enhance its recycling and reuse practices, reducing dependency on external water sources. Future investments aim to expand water conservation efforts and align operations with best practices, ensuring a minimal environmental footprint.

Through these initiatives, RFM not only optimizes operational efficiency but also contributes significantly to preserving water resources and the environment.

Materials used by the organization

Sustainable Material Management at RFM Corporation

In 2024, RFM Corporation reinforced its dedication to sustainable material management, prioritizing the protection and preservation of vital resources. Key products, including pasta, milk, and flour, are derived from renewable agricultural sources like wheat, dairy, and other crops. To ensure the longevity of these resources, the company strengthened partnerships with suppliers committed to ethical and eco-friendly farming practices.

MJ & SSL's Responsible Waste Management

At MJ & SSL, compliance with the EPR Law and the Solid Waste Management Act is central to operations. These regulations shape efforts to responsibly manage and dispose of waste, adhering to the highest standards of material recovery. A standout initiative includes transforming solid waste into practical items like pots and chairs, creatively repurposing discarded materials.

Targeted Waste Management in the Bakery Division

The Bakery Division adopts a focused approach to manage renewable and non-renewable materials:

- **Renewable Resources:** Items such as yeast cartons, flour sacks, and saleable scraps are ingeniously repurposed or efficiently distributed for reuse.

- **Non-Renewable Waste:** Unsellable items are handled with care by collaborating with third-party haulers for transport to sanitary landfills. The division continually seeks innovative ways to reduce landfill contributions and enhance waste management processes.

Leading the Charge in Environmental Stewardship

Sustainability at RFM Corporation is more than a responsibility—it's an opportunity to innovate, lead, and inspire. The corporation aligns its actions with its mission, delivering high-quality products while advocating for a greener future for the communities it serves.

By championing these practices, RFM Corporation exemplifies leadership in sustainable resource management and environmental care.

Ecosystems and biodiversity (whether in upland/watershed or coastal/marine)

Disclosure	Quantity		Units
	2024	2023	
Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	N/A	N/A	
Habitats protected or restored	N/A	N/A	ha
IUCN[1] Red List species and national conservation list species with habitats in areas affected by operations	N/A	N/A	

RFM Corporation recognizes that thriving ecosystems and rich biodiversity are vital for long-term sustainability. Its operations across all divisions are intentionally designed to reduce environmental impact, preserve valuable resources, and promote the protection and restoration of natural habitats and wildlife.

PCMD Division: Commitment to Environmental Stewardship
The PCMD Division demonstrates a firm dedication to environmental integrity, despite not having specific initiatives or regulations currently in place. Through the adoption of eco-friendly processes and the maintenance of high environmental standards, the division ensures its operations remain in harmony with local ecosystems.

Cabuyao Location: Focus on Sustainability
While Cabuyao is not classified as an environmentally critical area, RFM Corporation actively works to reduce its environmental impact. By implementing best practices in waste management and water conservation, the company protects local biodiversity, promoting the thriving of plant and animal life. Additionally, measures to prevent water and air pollution contribute to maintaining the ecological balance of surrounding environments.

PLMD Division: Protecting Aquatic Ecosystems
The PLMD Division emphasizes the importance of safeguarding local ecosystems, particularly through its wastewater treatment plant. By treating wastewater before discharging it into the Pasig River, the division effectively removes harmful contaminants, preserving water quality and maintaining the delicate equilibrium of aquatic ecosystems.

Bakery Division: Eco-friendly Operations and Compliance
The Bakery Division operates in strict accordance with its Environmental Compliance Certificate (ECC). While Silang is not deemed an environmentally critical area, the division is committed to ensuring that its activities do not disturb the local ecosystem. By adhering to regulations, the division supports biodiversity and promotes the sustainable use of natural resources.

Flour Plant: Initiatives for Environmental Improvement
The Flour Plant actively pursues eco-conscious initiatives, including water conservation efforts and waste reduction programs. In 2025, the plant plans to conduct a clean-up drive aimed at revitalizing local ecosystems, such as the Pasig River and nearby Estero areas, by removing waste and pollutants. Furthermore, its poly-material recycling initiative helps decrease landfill waste, providing protection for wildlife and ecosystems from harmful substances.

Extended Producer Responsibility (EPR): Promoting Biodiversity
Through Extended Producer Responsibility (EPR) initiatives, RFM Corporation takes a proactive approach to waste management, ensuring that materials do not infiltrate or harm ecosystems. These efforts demonstrate the company's continued commitment to biodiversity protection and sustainable waste practices.

Environmental impact management

Air Emissions

GHG

Disclosure	Amount	Units
	2024	
Direct (Scope 1) GHG Emissions	29.50	Tonnes CO_2e
Energy indirect (Scope 2) GHG Emissions	4,608.60	Tonnes CO_2e
Emissions of ozone-depleting substances (ODS)	-	Tonnes

2024 Breakdown by Plant

Disclosure	Quantity						Units
	2024						
	PASTA	MJ & SSL	PLMD	BAKERY	FLOUR	TOTAL	
Direct (Scope 1) GHG Emissions	29.5	N/A	N/A	N/A	N/A	29.5	Tonnes CO_2e
Energy indirect (Scope 2) GHG Emissions	4,608.60	N/A	N/A	N/A	N/A	4,608.60	Tonnes CO_2e
Emissions of ozone-depleting substances (ODS)	N/A	N/A	N/A	N/A	N/A	N/A	Tonnes

RFM is deeply committed to sustainability, striving to reduce its carbon footprint and minimize the environmental impact of operations. Across all divisions, the company focuses on key areas such as greenhouse gas (GHG) emissions, energy consumption, and other environmental factors.

Leading the Charge in Emissions Reduction

The PCMD division prioritizes addressing Scope 1 and Scope 2 emissions. Scope 1 includes emissions from fuel consumption and waste generated within facilities, while Scope 2 pertains to electricity purchases. To mitigate these emissions, the division is exploring the use of a Static VAR Compensator

(SVAR) generator. This advanced device stabilizes electrical voltage, optimizes energy use, and improves efficiency.

Since 2013, PCMD has transitioned from diesel-powered production to electricity, marking a key milestone in reducing dependency on fossil fuels and lowering carbon emissions. Efforts to identify new energy efficiency opportunities continue to progress.

Progress Across Divisions

The MJ & SSL division recently transitioned from using bunker fuel to LPG, demonstrating a proactive approach to sustainability. Although precise GHG emissions data from this transition is still being compiled, updates will be shared in the 2025 sustainability report.

The PLMD division remains focused on energy conservation and waste management initiatives to further reduce its environmental footprint. Similarly, the Silang Bakery Division has conducted emissions tests on generator sets and boilers, along with air quality assessments. While specific GHG data is still pending, monitoring and tracking these metrics are part of the broader environmental program.

Commitment to Regulatory Compliance & Standards

RFM adheres strictly to global environmental standards, ensuring compliance with regulations governing the use of substances like CFCs, which could harm the ozone layer. The company also aligns with McDonald's and SMETA 4P requirements to responsibly manage potentially harmful substances.

Going Beyond Compliance

RFM demonstrates forward-thinking initiatives, including a company-wide clean-up drive in 2025 targeting the Pasig River and Estero areas, involving all employees. This project is integral to the company's waste management strategy.

Recycling practices are also advancing, with poly materials being transformed into feed bags and other reusable products. The initiative aims to recycle 500 pieces monthly, aligning with Good Manufacturing Practices (GMP) and Good Waste Practices (GWP).

Additionally, Extended Producer Responsibility (EPR) programs have been introduced to enhance waste management processes. These efforts promote the responsible disposal and repurposing of products, minimizing environmental impact.

Efficiency at the Core

Energy efficiency is a central focus at the Flour Plant, where electricity consumption is continuously monitored to optimize operations, minimize waste, and reduce the carbon footprint.

Air pollutants

Disclosure	Quantity	Units
	2024	
Nitrogen Oxides NO_x	3,678.06	kg
Sulfur Oxides SO_x	204.25	kg
Persistent organic pollutants (POPs)	0.00	kg
Volatile organic compounds (VOCs)	0.00	kg
Hazardous air pollutants (HAPs)	0.00	kg
Particulate matter (PM)	83.03	kg

Breakdown by Plant

Disclosure	Quantity						Units
	2024						
	PASTA	MJ & SSL	PLMD	BAKERY	FLOUR	TOTAL	
Nitrogen Oxides NO_x	174	288	0.06	3,216	N/A	3678.06	Kg
Sulfur Oxides SO_x	137	65	0.01	2.24	N/A	204.25	Kg
Persistent organic pollutants (POPs)	N/A	N/A	N/A	0	N/A	0.00	Kg
Volatile organic compounds (VOCs)	N/A	N/A	N/A	0	N/A	0.00	Kg
Hazardous air pollutants (HAPs)	N/A	N/A	0.00	0	N/A	0.00	Kg
Particulate matter (PM)	N/A	N/A	0.03	83	N/A	83.03	Kg

Commitment to Environmental Sustainability

At RFM, environmental sustainability drives every aspect of its operations. The Company not only complies with regulatory emission standards but proudly exceeds expectations. For example:

- Nitrogen Oxide (NOx): Emissions remain well below the prescribed limit of 2,000 ppm.
- Sulfur Oxide (SOx): Emissions are far below the 700-ppm threshold.

These parts per million (ppm) values showcase our efforts to minimize the environmental footprint of our production processes.

Alignment with Global Environmental Standards

RFM's dedication aligns with international protocols such as the Kyoto Protocol, which calls for reducing greenhouse gas (GHG) emissions worldwide under the United Nations Framework Convention on Climate Change (UNFCC). By surpassing these standards, The Company reinforces its commitment to protecting the planet.

Addressing NOx and SOx Emissions at PLMD and Silang Facilities

In its PLMD and Silang facilities, emissions primarily stem from boilers. To ensure compliance:

- Annual Testing: The Company partners with trusted third-party services for yearly emission tests.
- Particulate Matter (PM): Production-related emissions are effectively managed using dust collector systems.

Role of Dust Collector Systems

Dust collectors play a pivotal role in curbing air pollution:

- Capturing Airborne Particles: These systems trap particulates that might otherwise affect the environment.
- Regular Maintenance: Filters are consistently maintained to operate at peak efficiency, preventing emissions from escaping due to damage.

Responsible Disposal of Accumulated Dust

Once dust collectors reach capacity, specialized third-party services manage the disposal of collected dust. This approach ensures proper handling and reinforces our responsibility toward air quality preservation.

The Company also conducts Work Environmental Monitoring to regularly assess the overall impact of our operations on the surrounding environment. These systems and measures are essential to maintaining environmental compliance and minimizing our carbon footprint.

Solid and Hazardous Wastes

Solid Waste

Disclosure	Quantity		Units
	2024	2023	
Total solid waste generated	6,314,772.30	6,914,415.50	kg
Reusable	2,884,180.50	3,665,422.00	kg
Recyclable	1,584,886.80	2,382,803.75	kg
Composted	1,301,159.00	595,889.00	kg
Incinerated	N/A	N/A	kg
Residuals/Landfilled	544,546.00	270,300.75	kg

2024 Breakdown by Plant

Disclosure	Quantity						Units
	2024						
	PASTA	MJ & SSL	PLMD	BAKERY	FLOUR	TOTAL	
Total solid waste generated	3,137,554.00	1,686,626.00	1,419,683.30	3,637.00	67,272.00	6,314,772.30	Kg
Reusable	2,817,784	N/A	65,771.50	625	N/A	2,884,180.50	Kg
Recyclable	245,290	1,249,076	55,012.80	1,872	33,636	1,584,886.80	Kg
Composted	N/A	1,120	1,298,899	1,140	N/A	1,301,159.00	Kg
Incinerated	N/A	N/A	N/A	N/A	N/A	N/A	Kg
Residuals/Landfilled	74,480	436,430	N/A	N/A	33,636	544,546.00	Kg

Innovative Waste Management for a Sustainable Future

RFM's integrated waste management strategy addresses all types of waste—reusable, recyclable, composted, and residual/landfilled—to minimize environmental impact and uphold sustainability. By embracing principles of the circular economy, Extended Producer Responsibility (EPR), and eco-friendly practices, we effectively reduce waste, promote recycling, and contribute to environmental preservation.

Key Initiatives Across Divisions:

- PCMD & PLMD: Prioritization of reusing materials such as laminated plastics, cartons, and assorted papers, which are sent to specialized buyers for further processing. Dough scraps and trimmings are repurposed as animal feed, supporting the circular economy. Metal scraps and plastic laminations are recycled via partnerships with third-party facilities.
- Silang Plant: Waste items like cartons, oil containers, and plastics are segregated and recycled into new products, exemplifying resource efficiency.
- MJ & SSL: Integration of EPR principles, ensuring proper disposal and recycling of drums, containers, and steel through our Material Recovery Facility (MRF). Organic waste from canteens is composted to enhance soil health, and wastewater is treated in collaboration with a third-party company, with some waste repurposed in cement production as alternative fuel.

Community Engagement & Sustainability Efforts:

In 2024, the Flour Plant participated in a River Clean-Up Drive, in partnership with the Marina Coast Guard and DENR, promoting sustainability and reducing plastic waste. By encouraging employees and the community to minimize single-use plastics, the Flour Plant actively supports environmental protection initiatives.

Together with ongoing collaborations with recyclers, composting facilities, and government agencies, as well as continuous process improvements and employee engagement, RFM is committed to creating a greener, more sustainable future.

Hazardous Waste

Disclosure	Quantity		Units
	2024	2023	
Total weight of hazardous waste generated	15,285.12	15,162.25	kg
Total weight of hazardous waste transported	10,626.00	16,524.50	kg

2024 Breakdown by Plant

Disclosure	Quantity						Units
	2024						
	PASTA	MJ & SSL	PLMD	BAKERT	FLOUR	TOTAL	
Total weight of hazardous waste generated	2,320	7,149	2,507.95	147.17	3,161	15,285.12	Kg
Total weight of hazardous waste generated	1,686	7,149	0	N/A	1,791	10,626.00	Kg

Effective hazardous waste management is not just a necessity—it's a commitment to environmental preservation and workplace safety.

Safeguarding the Environment and Workplace through Sustainable Waste Management

Proper handling of hazardous waste—such as used oil, electronic waste, medical waste, and chemical containers—is central to both environmental protection and workplace safety. RFM adheres strictly to DENR regulations and other governing bodies, ensuring that waste is safely and sustainably managed, stored, and disposed of.

Recycling Used Oil

Used oil are stored in designated containers, arranging for its annual hauling by accredited DENR haulers. This oil undergoes recycling, and payments are made based on the volume processed—a win-win initiative aligned with our "reduce, reuse, and recycle" philosophy. This approach not only minimizes waste but also contributes to a sustainable future.

Responsible Handling of Medical and Electronic Waste

Medical waste—including clinical remnants from employee injuries—and electronic waste like busted lights are entrusted to specialized suppliers such as Greenhouse and Total Organic. These partners ensure the proper disposal and recycling of hazardous materials while upholding environmental standards. Equipment and electronics are recycled responsibly, furthering compliance with sustainability regulations.

Compliance with the Clean Water Act

As mandated by R.A. 9275 (the Clean Water Act of 2004), RFM adheres to strict effluent standards, ensuring the safe disposal of laboratory waste, medical waste, and used oil. Hazardous materials are securely stored for up to a year, and disposal arrangements are promptly made for volumes exceeding 300 kg. Recycling practices are applied consistently, even when transitioning to energy-efficient alternatives like LED lighting.

Swift Response to Workplace Incidents

In the rare event of contamination, such as flour compromised by an injury, immediate measures are taken to collect and properly dispose of affected materials. This exemplifies RFM's commitment to workplace safety and rapid intervention during hazardous spills or accidents. Employees involved in waste management are equipped with appropriate PPE and undergo regular training to mitigate risks while maintaining best practices.

Minimizing Waste through Maintenance and Segregation

The Company's semi-annual oil change program helps keep production equipment—including mixers, ovens, and cooling machines—in prime condition while reducing the risk of waste generation.

Towards a Cleaner, Safer Future

Through waste segregation, secure storage, and routine training programs for employees, RFM plays a proactive role in creating a cleaner, safer environment. Partnerships with third-party accredited waste treatment facilities ensure compliance with national standards for waste management. As part of the Company's continuous improvement efforts, RFM remains committed to minimizing hazardous waste and safeguarding public health and the environment.

Effluents

Disclosure	Quantity		Units
	2024	2023	
Total volume of water discharges	287,679.30	52,666	Cubic meters
Percent of wastewater recycled	36.93	N/A	%

2024 Breakdown by Plant

Disclosure	Quantity						Units
	2024						
	PASTA	MJ & SSL	PLMD	BAKERT	FLOUR	TOTAL	
Total volume of water discharges	N/A	274,560.00	42.30	340.00	2,737.00	287,679.30	Cubic meters
Percent of wastewater recycled	N/A	N/A	-	N/A	36.93	36.93	%

Importance of Wastewater Management

Proper wastewater management is vital for environmental sustainability and legal compliance. By integrating advanced wastewater treatment facilities and adhering to local regulations, we minimize environmental risks and encourage the safe reuse of treated water. This approach ensures product safety, supports the health of surrounding communities, and aligns with all relevant laws and standards.

PCMD and PLMD Treatment Process

At PCMD, wastewater generated from operations is efficiently routed to PLMD's treatment facility for proper processing before discharge. The PLMD facility employs a sedimentation process to separate solid particles, which are then converted into fertilizer, ensuring treated water is handled effectively.

Effluent Management in MJ and SSL

As production areas in MJ and SSL have expanded, effluent discharge has risen to approximately 2,500–3,000 liters. Due to its high liquid content, this wastewater cannot be recycled and requires thorough treatment to meet environmental safety standards. The treated effluent is subsequently used for irrigation in rice fields managed by the National Irrigation Administration (NIA), contributing to agricultural activities in the region.

Silang Plant's Compliance Efforts

The Silang Plant ensures all wastewater complies with environmental standards by utilizing offsite treatment facilities. Internal tests, including pH and acid control, are conducted to verify wastewater quality prior to discharge, maintaining strict environmental compliance.

Food Safety Considerations by RFM

In line with food safety protocols, RFM does not recycle wastewater from production areas to avoid the risk of contamination. The food and beverage industry demands rigorous wastewater control to guarantee the safety and quality of products for consumers.

Flour Plant's Commitment to GMP

The Flour Plant adheres to Good Manufacturing Practices (GMP) and environmental management systems to treat wastewater in compliance with local effluent discharge standards. Regular testing ensures adherence to regulations, prevents environmental violations, and minimizes risks to nearby communities.

The Role of the Sewage Treatment Plant (STP)

Operational since 2019, the Sewage Treatment Plant (STP) plays a crucial role in internal wastewater treatment. This cost-effective solution eliminates the need for expensive external hauling services while ensuring treated water is safely released into the environment.

Environmental compliance

Non-compliance with Environmental Laws and Regulations

Disclosure	Quantity		Units
	2024	2023	
Total amount of monetary fines for non-compliance with environmental laws and/or regulations	319,000.00	N/A	PhP
No. of non-monetary sanctions for non-compliance with environmental laws and/or regulations	-	N/A	#
No. of cases resolved through dispute resolution mechanism	2	N/A	#

2024 Breakdown by Plant

Disclosure	Quantity						Units
	2024						
	PASTA	MJ & SSL	PLMD	BAKERT	FLOUR	TOTAL	
Total amount of monetary fines for non-compliance with environmental laws and/or regulations	N/A	N/A	176,000.00	N/A	143,000.00	319,000.00	PhP
No. of non-monetary sanctions for non-compliance with environmental laws and/or regulations	N/A	N/A	N/A	N/A	N/A	N/A	#
No. of cases resolved through dispute resolution mechanism	N/A	N/A	1	N/A	1	2	#

Adhering to environmental laws and regulations is a cornerstone of sustainability efforts for any organization. Compliance ensures that businesses contribute to the preservation of ecosystems, protect public health, and maintain their social license to operate. Beyond legal obligations, it demonstrates corporate responsibility and aligns with global goals for environmental protection and sustainability.

RFM Corporation understands the importance of maintaining the highest standards for wastewater treatment, waste management, and adherence to environmental laws.

Handling Non-Compliance

Non-compliance may occur due to oversight or challenges in implementation. However, RFM ensures that prompt and transparent actions are taken. Steps in handling non-compliances include

- Immediate Assessment: Investigate the root cause of the issue and assess its environmental and legal impact.

- Corrective Measures: Implement solutions to address the violation and prevent recurrence, such as updating processes, training staff, or upgrading equipment.
- Engagement with Authorities: Work transparently with regulatory bodies, reporting the violation and collaborating on remediation plans.
- Internal Audits and Monitoring: Establish robust monitoring systems to ensure compliance and identify issues early.
- **Communication and Accountability**: Share non-compliance incidents and remedial actions in sustainability reports, demonstrating commitment to improvement and accountability.

By prioritizing compliance and tackling non-compliance responsibly, the Company safeguards the environment while reinforcing their reputation and long-term viability. It's a crucial step in aligning with sustainable development goals and fostering trust in a world that values responsibility and resilience.

SOCIAL

Employee Management

Employee Hiring and Benefits

Employee data

Disclosure	Quantity		Units
	2024	2023	
Total number of employees	560	529	
a. Number of female employees	230	212	#
b. Number of male employees	330	317	#
Attrition rate	0.05	0.01	rate
Ratio of lowest paid employee against minimum wage	0	N/A	ratio

Employee benefits

List of Benefits	Y/N	% of female employees who availed for the year	% of male employees who availed for the year
SSS	Y	21.30%	47.13%
PhilHealth	Y	10.00%	5.44%
Pag-ibig	Y	16.09%	36.25%
Parental leaves	Y	3.04%	1.81%
Vacation leaves	Y	86.52%	90.33%
Sick leaves	Y	58.26%	54.68%
Medical benefits (aside from PhilHealth)	Y	66.52%	56.50%
Housing assistance (aside from Pag-ibig)	Y	0.43%	0.60%
Retirement fund (aside from SSS)	Y	2.17%	0.91%
Further education support	N	0.00%	0.00%
Company stock options	N	0.00%	0.00%
Telecommuting	N	0.00%	0.00%
Flexible-working Hours	N	0.00%	0.00%
(Others)	N/A	0.00%	0.00%

Employees: The Cornerstone of Success

Employees are the driving force behind the company's success, creating value across generations with their passion and commitment to delighting consumers. Their invaluable contributions have shaped the organization into the thriving entity it is today.

Empowering Employees Through Competitive Benefits

By attracting top talent and offering competitive benefits, RFM supports its employees in meeting their living expenses, pursuing fulfilling roles outside of work, and achieving a higher quality of life. These efforts help foster long-term loyalty and dedication to the organization.

Prioritizing Workplace Safety and Efficiency

As a manufacturing business, maintaining a safe, efficient, and stimulating workplace is the company's top priority. Employee engagement and safety are essential to avoiding operational disruptions and sustaining business continuity.

Commitment to Health and Wellness

The company's leave and medical benefits were heavily utilized in 2024, demonstrating employees' strong focus on health and wellness. This has reinforced the company's commitment to continuing these benefits in the immediate future.

Strategic Approach to Retention and Satisfaction

To further enhance employee satisfaction and retention, the company consistently evaluates the effectiveness of its benefits. By building on the positive sentiment surrounding these offerings, RFM aims to strengthen its workforce and sustain its success over the long term.

Employee Training and Development

Disclosure	Quantity	Units
Total training hours provided to employees		
Female employees	3,764	hours
Male employees	9,855	hours
Average training hours provided to employees		
Female employees	16.37	hours/employee
Male employees	29.77	hours/employee

Training and development play a crucial role in driving productivity and profitability. The company prioritizes continuous training and development for all regular employees. Staff members can access both in-house and external programs to enhance their skills, ensuring optimal efficiency in fulfilling their roles and responsibilities while aligning with business objectives. These initiatives also aim to promote employees' career growth and professional advancement.

However, challenges persist, such as the risk of employees leaving after training or the possibility of poorly structured programs wasting resources and missing growth opportunities. To tackle these obstacles, the company is committed to crafting well-targeted and impactful training initiatives. These programs are strategically designed to bridge workforce skill gaps while promoting employees' long-term development.

By creating relevant and effective training opportunities, the company strives to enhance employee satisfaction, reduce turnover, and unlock greater organizational success. This approach reflects a deep commitment to nurturing talent and building a sustainable foundation for growth.

Labor-Management Relations

Disclosure	Quantity	Units
% of employees covered with Collective Bargaining Agreements	11	%
Number of consultations conducted with employees concerning employee-related policies	28	#

The management communicates with employee unions on employee governance and compensation, benefits, company policies, and all other matters relevant to the bargaining unit. RFM is also able to effectively gather employee concerns through its dialogue and partnership with the employees. This dialogue facilitates reaching an agreement between RFM and the labor unions to prevent labor unrest that may disrupt the company's operations and overall productivity.

Diversity and Equal Opportunity

Disclosure	Quantity	Units
% of female workers in the workforce	41%	%
% of male workers in the workforce	59%	%
Number of employees from indigenous communities and/or vulnerable sector*	14	#

**Vulnerable sector includes, elderly, persons with disabilities, vulnerable women, refugees, migrants, internally displaced persons, people living with HIV and other diseases, solo parents, and the poor or the base of the pyramid (BOP; Class D and E).*

A gender-diverse workforce brings a wealth of perspectives and ideas, fostering an environment where innovation and creativity can thrive. This diversity not only enriches decision-making but also drives the company toward continuous improvement and adaptability in a rapidly evolving market.

RFM's commitment to diversity is supported by a culture of acceptance and openness, ensuring that all employees, regardless of gender, feel valued and included. Embracing diversity leads to a more collaborative and supportive workplace, where individuals can contribute their unique strengths and experiences.

By prioritizing gender diversity, RFM enhances its reputation as an inclusive and equitable employer, positioning itself as a desirable place to work. This approach not only attracts top talent but also fosters greater employee engagement and retention, ultimately contributing to the long-term success of the organization.

Workplace Conditions, Labor Standards, and Human Rights

Occupational Health and Safety

Disclosure	Quantity	Units
Safe Man-Hours	1,302,472.00	Man-hours (direct employees only)
No. of work-related injuries	7	#
No. of work-related fatalities	0	#
No. of work-related ill-health	0	#
No. of safety drills	12	#

RFM prioritizes fostering a strong safety culture through regular training and education programs, guided by its Policy on Health, Safety, and Welfare of Employees. This policy underscores its commitment to creating a safe, healthy, and supportive work environment for all.

As part of this initiative, RFM conducts annual mandatory seminars on Occupational Safety and Health and First Aid for selected employees. These seminars serve as onboarding for new hires and refresher courses for regular employees and third-party workers in plants, warehouses, and logistics operations. The seminars equip participants with skills to identify safety hazards, implement effective control measures, and comply with government-mandated standards.

Within its facilities, daily toolbox meetings provide safety briefings, remind employees of established protocols, and encourage proactive identification and resolution of potential hazards. These brief huddles complement the annual mandatory training and reinforce the company's commitment to safety.

RFM also ensures workplace health and safety by providing necessary personal protective equipment and maintaining safety facilities. Communication materials, including safety guidelines and updates, are disseminated through bulletin boards. For instance, its Coconut business shares lessons from safety incidents via the One-Point Lesson (OPL) platform and internal discussions.

Additionally, RFM's plants ensure that ample communication materials promote a safety-oriented mindset among employees and workers. Through its policies and initiatives, RFM remains committed to the welfare of its workforce while cultivating a culture of safety and care.

Labor Laws and Human Rights

Disclosure	Quantity	Units
No. of legal actions or employee grievances involving forced or child labor	0	#

Do you have policies that explicitly disallows violations of labor laws and human rights (e.g. harassment, bullying) in the workplace?

Topic	Y/N	If Yes, cite reference in the company policy
Forced labor	Y	RFM.HR.08.02 "Child Labor, Forced Labor and Remediation Policy"
Child labor	Y	RFM.HR.08.02 "Child Labor, Forced Labor and Remediation Policy"
Human Rights	Y	RFM.BD.HR.10.01 "International Human Rights Standards and Fundamentals Rights at Work"

The implementation of policies that promote and uphold labor laws and human rights significantly enhances a company's reputation as a responsible and law-abiding business entity. By adhering to these standards, businesses not only ensure compliance with legal requirements but also demonstrate a commitment to ethical practices, which fosters trust and credibility with stakeholders, including employees, customers, and investors.

RFM respects and follows labor and human rights regulations in the workplace as stipulated by law. Non-compliance or violation of these rights will affect overall sustainability, impact RFM productivity and reputation, employee retention, and employee engagement.

The Company pledges to implement measures to mitigate and address any negative impacts on human rights resulting from its business activities

To remain competitive and mitigate emerging risks, RFM commits to regularly review and update these policies while adapting to evolving work environments and addressing new challenges in labor rights and compliance ensures that the organization stays ahead of legal and ethical expectations. This proactive approach not only enhances the company's reputation but also fosters a positive and supportive workplace culture, ultimately contributing to long-term business sustainability.

Supply Chain Management

Do you consider the following sustainability topics when accrediting suppliers?

Topic	Y/N	If Yes, cite reference in the supplier policy
Environmental performance	Y	Procurement ensures responsible sourcing to adhere to both the Company's Policies and applicable government regulations.
Forced labor	Y	
Child labor	Y	
Human rights	Y	
Bribery and corruption	Y	

Supply chain management plays a critical role in sustainability reporting as it directly impacts environmental, social, and governance (ESG) outcomes. It involves overseeing the flow of goods and services from sourcing raw materials to delivering finished products to consumers. By integrating sustainable practices into supply chain operations, organizations can reduce their environmental footprint, promote ethical labor practices, and improve transparency.

The impact of supply chain management to a food and beverage manufacturer like RFM extends across all operations and influences corporate reputation. The company acknowledges the potential effects on its ESG status if practices involve child labor, unfair employment practices, forced labor, corruption, or negative environmental outcomes such as deforestation.

RFM collaborates with suppliers who demonstrate a strong commitment to sustainability and leverages regional procurement to enhance its overall supplier management. To uphold these standards, RFM has established Supplier Accreditation Policies. These ensure that suppliers and contractors meet the company’s rigorous criteria for supply agreements. As part of the process, suppliers and contractors undergo accreditation procedures and orientation on RFM’s policies.

Relationship with Community

The relationship with the community is a vital component of sustainability reporting, as it underscores an organization's commitment to social responsibility and transparency. This involves engaging with local communities to address their needs, foster mutual trust, and create positive social impacts. By including community relationships in sustainability reports, organizations can demonstrate their efforts in areas such as education, health, environmental stewardship, and economic development.

With out existing manufacturing facilities Philippines, RFM is deeply committed to serving the communities and uplifting lives in many meaningful ways. Being a positive and proactive contributor isn't just an obligation—it’s woven into the very fabric of the company’s core values.

At the heart of our operations, our employees are empowered to foster lasting connections with local government units, schools, civic organizations, and small businesses. This engagement often transcends traditional corporate social responsibility, becoming integral to our business strategies. Local hiring, enhancing job prospects for the youth, and supporting livelihood programs and budding small businesses are just some ways we contribute to the communities.

Customer Management

Customer Satisfaction

Disclosure	Score	Did a third party conduct the customer satisfaction study (Y/N)?
Customer satisfaction	Passing	N

At RFM, we deeply value our customers' unwavering loyalty, recognizing it as the cornerstone of our success. With this in mind, we are dedicated to creating high-quality, safe, and affordable products while delivering unparalleled customer care. By staying attuned to our customers' evolving preferences—through satisfaction surveys, engagement initiatives, immersive experiences, field visits, and social media monitoring—we ensure that their voices are at the heart of everything we do.

Currently, our supplier audits are centered on Quality Assurance, ensuring that product quality and safety standards are consistently upheld. The Company also prioritizes compliance with international standards, certifications, accrediting bodies, trade associations, and regulatory agencies to guarantee quality processes in delivering top-tier products.

Health and Safety

Disclosure	Quantity	Units
No. of substantiated complaints on product or service health and safety*	0	#
No. of complaints addressed	0	#

**Substantiated complaints include complaints from customers that went through the organization's formal communication channels and grievance mechanisms as well as complaints that were lodged to and acted upon by government agencies.*

RFM's Commitment to Safety and Quality

RFM's facilities adhere strictly to government regulations. Compliance is ensured through regular audits, updated documentation, and proactive adaptation to regulatory changes. By implementing Good Manufacturing Practices (GMP) and Hazard Analysis and Critical Control Points (HACCP), the company systematically identifies and mitigates risks at every stage of production. Many of its facilities also hold internationally recognized certifications reinforcing hazard analysis, risk management, and continuous improvement across operations.

Through a steadfast focus on quality and safety, RFM ensures that every product reaching consumers is one they can trust—now and in the future. Safety and quality are fundamental values that shape every aspect of its operations.

RFM continues to integrate built-in quality control principles into the following areas:

1. **Process and product standards** – Establishing and maintaining stringent criteria to ensure consistency and excellence.
2. **Quality assurance and controls** – Implementing thorough monitoring and evaluation systems to uphold high standards.

3. **Continuous improvement** – Driving innovation and efficiency through ongoing enhancements in processes and performance.

Marketing and labelling

Disclosure	Quantity	Units
No. of substantiated complaints on marketing and labelling*	0	#
No. of complaints addressed	0	#

**Substantiated complaints include complaints from customers that went through the organization's formal communication channels and grievance mechanisms as well as complaints that were lodged to and acted upon by government agencies.*

Product Information and Labeling

RFM's unwavering commitment to food safety and compliance defines their approach to product information and labeling. Strictly adhering to the regulations of the Food and Drug Administration Philippines, they ensure transparent packaging, clear labeling, and comprehensive ingredient disclosures.

The company strictly follows the Philippine Food Safety Act ensuring the protection of consumer health and safety. Its regulatory compliance covers areas such as product registration, sales, inspections, labeling, and marketing. RFM fully meets requirements for regulatory labeling and product information, conducting thorough analysis to validate nutritional facts and claims

RFM's marketing and advertising materials align with proper advertising guidelines and continue to uphold food safety labeling standards even in international markets, including the U.S., Canada, U.A.E. and many others.

Customer privacy

Disclosure	Quantity	Units
No. of substantiated complaints on customer privacy*	0	#
No. of complaints addressed	0	#
No. of customers, users and account holders whose information is used for secondary purposes	0	#

The company ensures that the account management process safeguards customer information with utmost confidentiality. The company has designated a dedicated Data Privacy Officer to ensure adherence to the Data Privacy Act of 2012, its Implementing Rules and Regulations, as well as other applicable policies and directives from the National Privacy Commission. Additionally, the company has formalized its privacy and data protection protocols, requiring strict compliance. Department heads and other designated processors play a pivotal role, bearing full responsibility for safeguarding their units' sensitive information and ensuring it is processed securely and in line with these standards.

Data Security

Disclosure	Quantity	Units
No. of data breaches, including leaks, thefts and losses of data	0	#

Sustainability Report: Ensuring Robust Data Security Practices

The RFM Privacy Manual serves as the cornerstone for implementing the Data Privacy Act (DPA) within RFM, underscoring the organization's commitment to safeguarding personal data. RFM continues to embrace digitalization to enhance customer experiences and streamline internal operations, it becomes increasingly crucial to prioritize investments in strengthening network security against potential cyberattacks.

The Company has implemented Data Privacy and Information Security (InfoSec) policies. Additionally, it has established and continues to improve its Information Security Management Systems (ISMS) policies that embed information security as a core element of enterprise risk management. These measures safeguard the Company's information assets, uphold its reputation, and ensure compliance with applicable laws and regulations.

UN SUSTAINABLE DEVELOPMENT GOALS

Key Products and Services	Societal Value / Contribution to UN SDGs
Flour, Buns, Pasta and Milk (RFM Products)	**SDG 1: NO POVERTY** **SDG 2: ZERO HUNGER** **SDG 3: GOOD HEALTH & WELL BEING** Affordable bread made from wheat flour is a staple in the daily lives of many Filipino families. RFM plays a crucial role in ensuring bakers across the country have access to cost-effective and consistently available wheat flour. Through Selecta Milk, RFM is committed to making nutrition accessible by offering safe and affordable liquid milk for children and adults alike. Additionally, RFM's range of products—including flour, milk, ice cream, and pasta and sauce —are enriched with essential vitamins, helping to provide much-needed nutrition to its consumers. As a key player in the local food industry, RFM plays a vital role in offering nutritious and accessible food products to everyone. Its affordability and broad market reach enable it to shape consumer choices, promoting healthier lifestyles and overall well-being.
CSR	**SDG 8: DECENT WORK AND ECONOMIC GROWTH** **SDG 10: REDUCED INEQUALITIES** TOSP (Ten Outstanding Students of the Philippines) is a prestigious, decades-old foundation, proudly sponsored by RFM. It celebrates the exceptional achievements of tertiary graduates from all corners of the nation. By recognizing graduates, the project highlights the importance of education in fostering employability and driving economic growth. Moreover, celebrating graduates from diverse backgrounds promotes inclusivity and equal opportunities, showcasing the power of education to bridge societal gaps. This initiative could inspire others to value education and its role in achieving broader societal goals. Such project also indirectly supports other SDGs by highlighting the role of education in fostering innovation, economic growth, and social development. It celebrates the transformative power of education in shaping individuals and communities. PCE (Philippine Center for Entrepreneurship, known as Go Negosyo) stands as another impactful initiative supported by RFM alongside other companies. With a mission to combat poverty, PCE drives entrepreneurship and mentorship programs to empower individuals and communities. This also help create a positive impact on communities while fostering economic growth.