COVER SHEET

1	2	9	9	8					

SEC Registration Number

RFM CORPORATION

(Company's Full Name)

RFM Corporate Center, corner Pioneer and Sheridan Streets Mandaluyong City

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

ATTY. MITCHIE VANESSA T. MAGOMNANG

(Contact Person)

8631-8101

(Company Telephone Number)

1	2	3	1
Month		*Day*	

(Calendar Year)

SEC 20-IS (Definitive)

(Form Type)

0	6	3	0
Month		*Day*	

(Annual Meeting)

Not Applicable

(Secondary License Type, If Applicable)

Dept. Requiring this Doc.

NA

Amended Articles Number/Section

Total No. of Stockholders

Total Amount of Borrowings

Domestic	Foreign

To be accomplished by SEC Personnel concerned

File Number	LCU
Document ID	Cashier

STAMPS

Remarks: Please use BLACK ink for scanning purposes.

RFM CORPORATION

NOTICE OF ANNUAL STOCKHOLDERS' MEETING

In light of the COVID-19 pandemic, **NOTICE IS HEREBY GIVEN** that the **Annual Meeting of the Stockholders of RFM CORPORATION ("RFM")** will be conducted virtually on **Wednesday, 30 June 2021 at 11:00 o'clock A.M.** and information about said virtual meeting can be accessed at the link provided in RFM's website at http://www.rfmfoods.com/CompanyDisclosures/2021ASM.aspx under ASM Matters, with the following **AGENDA:**

I. Call to Order

II. Certification of Notice and Quorum

III. Approval of the Minutes of the Annual Stockholders' Meeting held on July 29, 2020

IV. President's Report for 2020 and Audited Financial Statements ending December 31, 2020

V. Ratification of the acts of Management and Board of Directors

VI. Election of Directors for 2021

VII. Appointment of External Auditor

VIII. Other Matters

IX. Adjournment

The conduct of this Annual Stockholders' Meeting will be streamed live and stockholders of record as of 26 May 2021 may attend, participate and vote only through proxy, remote communication or in absentia using the abovestated link. The requirements and procedures on how to participate in this meeting and for voting in absentia are stated in the Information Statement. These are likewise published and made accessible in the same link above.

Stockholders who opt to vote by proxy must submit and address their proxy to the attention of the Corporate Secretary at 8th Floor, RFM Corporate Center, Pioneer corner Sheridan Streets, Mandaluyong City or via e-mail at corporatesecretary@rfm.com.ph not later than 5:00 p.m. on or before June 28, 2021.

Stockholders may view the Notice and Agenda, Proxy Form, Definitive Information Statement, SEC Form 17-A (2020 Annual Report), SEC Form 17-Q (1st Quarter Report of 2021) and other pertinent documents related to RFM's Annual Stockholders' Meeting at http://www.rfmfoods.com/CompanyDisclosures/2021ASM.aspx under ASM Matters and via the PSE Electronic Disclosure Generation Technology (PSE EDGE) portal at https://edge.pse.com.ph.

30 March 2021, Mandaluyong City, Metro Manila, Philippines.

ATTY. MITCHIE VANESSA T. MAGOMNANG
Corporate Secretary

26 May 2021

DISCLOSURE DEPARTMENT
The Philippine Stock Exchange, Inc.
6th Floor, PSE Tower,
5th Avenue cor. 28th Street,
Bonifacio Global City, Taguig City

Attention : **MS. JANET A. ENCARNACION**
Head, Disclosure Department

Re : **SEC 20-IS (Definitive)**
2021 Annual Stockholders' Meeting

Dear **Ms. Encarnacion,**

In compliance with Section 20 of the Securities Regulation Code, please find the attached Definitive Information Statement (SEC Form 20-IS) of RFM Corporation for its 2021 Annual Stockholders' Meeting.

Thank you.

Very truly yours,

ATTY. MITCHIE VANESSA T. MAGOMNANG
Corporate Secretary

SECURITIES AND EXCHANGE COMMISSION
SEC FORM 20-IS

Information Statement Pursuant to Section 20
of the Securities Regulation Code

1. Check the appropriate box:

_____ Preliminary Information Statement

__X__ Definitive Information Statement

2. Name of Registrant as specified in its charter:

RFM CORPORATION

3. Province, country or other jurisdiction of incorporation or organization:

Mandaluyong City, Philippines

4. SEC Identification Number : **12998**

5. BIR Tax Identification Number : **000-064-134-000**

6. Address of Principal Office : **RFM Corporate Center**
Corner Pioneer and Sheridan Streets
Mandaluyong City, Philippines 1550

7. Registrant's telephone number, including area code: **(632) 86318101**

8. Date, time and place of the meeting of security holders:

30 June 2021
11:00 A.M.
The Annual Stockholders' Meeting will be done online and information about said virtual meeting can be accessed at the link provided in RFM Corporation's website at:
http://www.rfmfoods.com/CompanyDisclosures/2021ASM.aspx under ASM Matters

9. Approximate date on which the Information Statement is first to be sent or given to the security holders:

On or before 8 June 2021

10. Securities registered pursuant to Sections 8 and 12 of the Securities Regulation Code:

Title of Each Class	Number of Shares of Common Stock Outstanding or Amount of Debt Outstanding
Common	**3,369,549,358** common shares

11. Are any or all of registrant's securities listed in a Stock Exchange?

Philippine Stock Exchange, Inc.	**Common Stock**

WE ARE NOT ASKING FOR A PROXY AND YOU ARE REQUESTED NOT TO SEND US A PROXY

A. GENERAL INFORMATION

Item 1. Date, Time and Place of Meeting of Security Holders

(a) Date of Meeting: **30 June 2021**
Time of Meeting: **11:00 A.M.**
Place of Meeting: **Will be conducted online and information about said virtual meeting can be accessed at the link provided in RFM Corporation's website at:**
http://www.rfmfoods.com/CompanyDisclosures/2021ASM.aspx

Mailing Address: RFM Corporate Center
Corner Pioneer and Sheridan Streets
Mandaluyong City, Philippines 1550

(b) Approximate Date of Sending Information Statement to Security Holders: **On or before 8 June 2021**

Item 2. Dissenters' Right of Appraisal

Pursuant to Sections 80 and 81, Title X of the Revised Corporation Code of the Philippines, the appraisal right may be exercised by any stockholder who shall have voted against (1) an amendment to the Articles of Incorporation that changes or restricts the rights of any stockholder or class of shares, or authorizes preferences in any respect superior to the outstanding shares of any class, or extends or shortens the corporate existence; (2) a sale, lease, exchange, transfer, mortgage, pledge or other disposition of all or substantially all of the corporate property and assets; (3) a merger and consolidation; or (4) the investment of corporate funds for any purpose other than the primary purpose; by making a written demand on the Corporation for payment of the fair value of his share(s). The written demand together with the share certificate/s of the withdrawing stockholder must be received by the Corporation within thirty (30) calendar days from the date on which the vote was taken. Failure to make the written demand and/or to surrender the share certificate/s within such period shall be deemed a waiver of the appraisal right.

If within a period of sixty (60) days from the date the corporate action was approved by the stockholders, the withdrawing stockholder and the Corporation cannot agree on the fair value of the shares, it shall be determined and appraised by three (3) disinterested persons, one of whom shall be named by the stockholder, another by the Corporation, and the third by the two thus chosen. The findings of the majority of the appraisers shall be final, and their award shall be paid by the Corporation within thirty (30) days after such award is made.

No payment shall be made to any withdrawing stockholder unless the Corporation has unrestricted retained earnings in its books to cover such payment.

Upon payment by the Corporation of the agreed or awarded price, the stockholders shall forthwith transfer his shares to the Corporation.

The appraisal right is also available to a dissenting stockholder in case the Corporation decides to invest its funds in another corporation or business or for any purpose other than the primary purpose as provided in Section 41 of the Revised Corporation Code of the Philippines.

Item 3. Interest of Certain Persons In or Opposition to Matters to be Acted Upon

Each of the incumbent Directors, Nominees for Directors or Officers of the Corporation since the beginning of the last fiscal year or any associate of said persons do not have any substantial interest, direct or indirect, by security holdings, or otherwise, in any matter to be acted upon other than election to the office.

There is no Director who has informed the Corporation, either verbally or in writing, of his intention to oppose any action to be taken by the Corporation at the meeting.

B. CONTROL AND COMPENSATION INFORMATION

Item 4. Voting Securities and Principal Holders Thereof

Stockholders of record of the Corporation as of 26 May 2021 shall be entitled to vote during the meeting. The outstanding capital stock of the Corporation as of 30 April 2021 is 3,369,549,358 common shares with a par value of Php1.00 per share, all of which are entitled to vote. For the purpose of voting the shares in the meeting, one common share is entitled to one vote.

Manner of Voting

Article III of the By-laws of the Corporation provides that the stockholders may vote in person or by proxy.

In accordance with Section 23 of the Revised Corporation Code of the Philippines, each stockholder may vote in any one of the following manner:

1. He may vote such number of shares for as many persons as there are Directors to be elected;

2. He may cumulate said shares and give one candidate as many votes as the number of Directors to be elected multiplied by his shares;

3. He may distribute them on the same principle to as many candidates as he may see fit. In any of these instances, the total number of votes cast by the stockholder should not exceed the number of shares owned by him as shown in the books of the Corporation multiplied by the total number of Directors to be elected.

Security Ownership of Certain Record and Beneficial Owners and Management

(1) Security Ownership of Certain Record and Beneficial Owners

Security Ownership of Certain Record and Beneficial Owners as of 30 April 2021 of more than 5% of the Corporation's Voting Securities

(1) Title of Class	(2) Name & Address of Record Owner & Relationship to Issuer	(3) Name of Beneficial Owner & Relationship to Record Owner	(4) Citizenship	(5) No. of Shares	(6) Percentage (%)
Common	Triple Eight Holdings Inc. 507 Buendia AveNue, North Forbes Park, Makati City Stockholder	Triple Eight Holdings, Inc.	Filipino	745,157,196	22.11
Common	PCD Nominee Corp. G/F MKSE Building Ayala Avenue, Makati Stockholder	PCD Participants	Foreign	730,490,674	21.68%
Common	Horizons Realty, Inc. 11 Kawayan Road N. Forbes Park, Makati City Stockholder	Horizons Realty, Inc.	Filipino	650,139,738	19.29%
Common	BJS Dev. Corp. 1869 P. Domingo St. Makati City Stockholder	BJS Dev. Corp.	Filipino	311,210,184	09.24%

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

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

III. PCD Nominee Corporation – The PCD is the depository of RFM common shares which are traded in the Philippine Stock Exchange. It is a wholly-owned subsidiary of Philippine Central Depository, Inc. and is the registered owner of the shares in the books of the Corporation's transfer agent, Stock Transfer Service, Inc. PCD was organized by major institutions actively participating in the Philippine capital markets to implement an automated book-entry system of handling securities transactions in the Philippines. The beneficial owners of the shares are PCD's participants, who hold the shares on their behalf or in behalf of their clients. Where shareholders are called upon to vote on a similar matter, the PCD Nominee Corporation only informs its participant brokers of such event. In turn, participant brokers get in touch with their clients who are the beneficial owners of shares lodged with the PCD. It is the beneficial owners who have the voting power. The Corporation is not aware that a participant holds more than 5% of outstanding common shares of the Corporation.

IV. BJS Development Corporation
   1. Joseph Server, Jr.
   2. Ernest Fritz Server, Jr.
   3. Hanz Joseph Banzhaf
   4. Christine Michelle Server
   5. Estelita Server
   6. Claudia Veronica B. Lanza
   7. Caroline Therese Server
   8. Catherine Ann Server
   9. Sylvia Alexandra Banzhaf

Based on the records of the Corporation, Mr. Jose Ma. A. Concepcion III is given the voting power over the security ownership of Triple Eight Holdings, Inc. and Horizons Realty, Inc., while Mr. Ernest Fritz Server or Mr. Joseph D. Server Jr. is given the voting power over the security ownership of BJS Development Corporation.

(2) Security Ownership of Management

Security Ownership of Management as of 30 April 2021

(1) Title of Class	(2) Name of Beneficial Owner	(3) Nature of Beneficial Ownership	(4) Citizenship	(5) No. of Shares	(6) Percentage (%)
Common	Jose S. Concepcion, Jr. Kawayan St., N. Forbes Park Makati City	"r"	Filipino	2,037,920	0.0604805%
Common	Jose Ma. A. Concepcion III Buendia St., N. Forbes Park Makati City	"r"	Filipino	11,671,886	0.3463931%
Common	John Marie A. Concepcion 9 Urdaneta Ave., Urdaneta Village, Makati City	"r"	Filipino	369,974	0.0109799%
Common	Ernest Fritz Server 319 Chico Drive, Ayala Alabang Village, Muntinlupa City	"r"	Filipino	564,834	0.0167629%
Common	Francisco A. Segovia 521 Acacia Ave., Ayala Alabang, Muntinlupa City	"r"	Filipino	10	0.0000003%
Common	Jose Ma. Christian O. Concepcion IV Buendia St., N. Forbes Park Makati City	"r"	Filipino	60,000	0.0017807%
Common	Joseph D. Server, Jr. 312 Cadena de Amor cor. Ilang-Ilang St., Ayala Alabang Village, Muntinlupa City	"r"	Filipino	135,376	0.0040176%
Common	Ma. Victoria Herminia C. Young Kawayan Road, N. Forbes Park, Makati City	"r"	Filipino	10	0.0000003%
Common	Raissa H. Posadas 11 Nakpil St., San Lorenzo Village, Makati City	"r"	Filipino	2,000	0.0000594%
Common	Romeo L. Bernardo 16/F Belvedere Tower San Miguel Ave., Ortigas Center, Pasig City	"r"	Filipino	247	0.0000073%

Common	Lilia R. Bautista 33 A Rita St., San Juan, Metro Manila	"r"	Filipino	2,000	0.0000594%
Common	Enrique Oliver I. Rey-Matias Cathedral Heights Townhouses, 32-E Sta. Ignaciana St., New Manila, Quezon City	"r"	Filipino	150,000	0.0044516%
Common	Philip V. Prieto 15 Melon St., Valle Verde 1, Pasig City	"r"	Filipino	122	0.0000036%

The total number of common shares owned by the Directors and Executive Officers of the Corporation is 14,994,379 shares.

The indirect shareholdings of directors/officers and principal stockholders as of 30 April 2021 are as follows:

	% to total Outstanding Shares	Number of Shares	Total Direct Shares	Total Indirect Shares
Directors:				
Jose Concepcion, Jr.				
Direct	0.0604805%	2,037,920	2,037,920	
Indirect (thru Ma. Victoria A. Concepcion)	0.0770134%			2,595,006
Ernest Fritz Server				
Direct	0.0167629%	564,834	564,834	
Indirect (thru Fritz Server, Jr.)	0.0060858%			205,064
Jose Ma. Concepcion III				
Direct	0.3463931%	11,671,886	11,671,886	
Indirect (thru Triple Eight Holdings, Inc.)	22.4105308%			755,133,896
Indirect (as NG of Catherine Concepcion)	0.0017807%			60,000
Indirect (as NG of Margarita Concepcion)	0.0017807%			60,000
Indirect (as NG of Monica Concepcion)	0.0017807%			60,000
Ma. Herminia C. Young				
Direct	0.0000003%	10	10	
Indirect (thru YC Holdings, Inc.)	0.5964630%			20,098,114
Indirect (thru Arthur John S. Young, Jr.)	0.0057377%			193,334
Indirect (ITF Christina Young)	0.0017807%			60,000
Indirect (ITF P. Anthony Young)	0.0017807%			60,000
Indirect (ITF Timothy Young)	0.0017807%			60,000

Jose Ma. A. Concepcion IV				
Direct	0.0017807%	60,000	60,000	
John Marie A. Concepcion				
Direct	0.0109799%	369,974	369,974	
Indirect (thru Select Two Corp.)	1.3265160%			44,697,612
Indirect (as NG of N. Marie Concepcion)	0.0017807%			60,000
Indirect (as NG of J. Michael Concepcion)	0.0017807%			60,000
Lilia R. Bautista				
Direct	0.0000594%	2,000	2,000	
Joseph Server, Jr.				
Direct	0.0040176%	135,376	135,376	
Indirect (thru Joseph Server, Jr. or Estelita Server)	0.1615992%			5,445,166
Francisco A. Segovia				
Direct	0.0000003%	10	10	
Indirect (thru Chilco Holdings, Inc.)	2.1590113%			72,748,950
Indirect (thru Segovia & Co., Inc.)	0.0664777%			2,240,000
Raissa H. Posadas				
Direct	0.0000594%	2,000	2,000	
Romeo L. Bernardo				
Direct	0.0000073%	247	247	
Officers:				
Enrique Oliver I. Rey-Matias				
Direct	0.0044516%	150,000	150,000	
Philip V. Prieto				
Direct	0.0000036%	122	122	

(3) Voting Trust Holders of 5% or More

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

(4) Changes in Control

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

Item 5. Directors and Executive Officers

1. Name and Information on the Directors and Executive Officers of the Corporation

(Please refer to the Management Report hereto attached for the names and information on the Directors and Executive Officers of the Corporation.)

The Corporate Governance Committee of the Corporation pursuant to its New Manual on Corporate Governance adopted the following criteria for the selection of an independent director:

Qualifications:

1. Holder of at least one (1) share of stock of the Corporation;
2. He or she shall be at least a college graduate or have sufficient experience in business management to substitute for such formal education;
3. He or she shall be at least twenty one (21) years old;
4. He or she shall have proven to possess integrity and probity;
5. He or she shall be prudent;
6. He or she shall have practical understanding of the business of the Corporation;
7. He or she shall have membership in good standing in relevant industry, business or professional organizations; and
8. He or she shall have previous business experience.

Permanent Disqualifications:

1. Any person convicted by final judgment or order by a competent judicial or administrative body of any crime that (a) involves the purchase or sale of securities, as defined in the Securities Regulation Code; (b) arises out of the person's conduct as an underwriter, broker, dealer, investment adviser, principal distributor, mutual fund dealer, futures commission merchant, commodity trading advisor, or floor broker; or (c) arises out of his fiduciary relationship with a bank, quasi-bank, trust company, investment house or as an affiliated person of any of them;

2. Any person who, by reason of misconduct, after hearing, is permanently enjoined by a final judgment or order of the Commission or any court or administrative body of competent jurisdiction from: (a) acting as underwriter, broker, dealer, investment adviser, principal distributor, mutual fund dealer, futures commission merchant, commodity trading advisor, or floor broker; (b) acting as director officer of a bank, quasi-bank, trust company, investment house, or investment company; (c) engaging in or continuing any conduct or practice in any of the capacities mentioned in sub-paragraphs (a) and (b) above, or willfully violating the laws that govern securities and banking activities. The disqualification shall also apply if such person is currently the subject of an order of the Commission or any court or administrative body denying, revoking or suspending any registration, license or permit issued to him under the Revised Corporate Code, Securities Regulation Code or any other law administered by the Commission or Bangko Sentral ng Pilipinas (BSP), or under any rule or regulation

issued by the Commission or BSP; or has otherwise been restrained to engage in any activity involving securities and banking; or such person is currently the subject of an effective order of a self-regulatory organization suspending or expelling him from membership, participation or association with a member or participant of the organization;

3. Any person finally convicted judicially of an offense involving moral turpitude or fraud, embezzlement, theft, estafa, counterfeiting, misappropriation, forgery, bribery, false affirmation, perjury or similar fraudulent acts or transgressions;

4. Any person finally found by the Commission or a court or other administrative body to have willfully violated, or willfully aided, abetted, counseled, induced or procured the violation of, any provision of the Securities Regulation Code, the Revised Corporation Code, or any other law administered by the Commission or Bangko Sentral ng Pilipinas, or any rule, regulation or order of the Commission or Bangko Sentral ng Pilipinas;

5. Any person earlier elected as independent director who becomes an officer, employee or consultant of the same corporation;

6. Any person judicially declared to be insolvent;

7. Any person finally found guilty by a foreign court or equivalent financial regulatory authority of acts, violations or misconduct similar to any of the acts, violations or misconduct listed in the foregoing paragraphs;

8. Conviction by final judgment of an offense punishable by imprisonment for a period exceeding six (6) years, or a violation of the Revised Corporation Code, committed within five (5) years prior to the date of his election or appointment, and;

9. No person shall qualify or be eligible for nomination or election to the Board of Directors if he is engaged in any business or activity which competes with or is antagonistic to that of the Corporation or any of its subsidiaries and affiliates, which disqualification may be waived by a majority vote of the Board of Directors, upon the recommendation of the Nomination Committee.

Temporary Disqualifications:

Any of the following shall be a ground for the temporary disqualification of a director:

1. Absence or non-participation for whatever reason/s for more than fifty percent (50%) of all meetings, both regular and special, of the Board of directors during his incumbency, or any twelve (12) month period during said incumbency unless absence is due to illness, death in the immediate family or serious accident. This disqualification applies for purposes of the succeeding election. A director, however, shall not be considered absent if he participates in the meetings via teleconferences;

2. Dismissal/termination from directorship in another listed corporation the shares of which are listed on the Exchange, for cause. This disqualification shall be in effect until he has cleared himself of any involvement in the alleged irregularity;

3. Being under preventive suspension by the Corporation;

4. In the case of independent director,

5. his beneficial equity ownership in the corporation or any of its subsidiaries and affiliates exceeds two percent (2%) of its subscribed capital stock. The disqualification shall be lifted if the limit is later complied with;

6. in the case of independent directors, the additional grounds for temporary disqualification shall be those provided under Rule 38 of the Amended Implementing Rules and Regulations of the Securities Regulation Code.

7. Conviction that has not yet become final referred to in the grounds for the disqualification of directors.

A temporarily disqualified director shall, within sixty (60) business days from such disqualification, take the appropriate action to remedy or correct the disqualification. If he fails or refuses to do so for unjustified reasons, the disqualification shall become permanent.

After the required pre-screening of the qualifications above-stated and considering that during their services in the past years, the incumbent independent directors Mr. Romeo L. Bernardo and Ms. Lilia R. Bautista have consistently provided their invaluable expertise in the fields of finance and/or legal profession, they are again nominated for the same positions. Both Mr. Bernardo and Ms. Bautista have certainly contributed to the high standards of the Corporation's corporate governance by providing their wisdom and insights to the Board, and to the committees where they either sit as chair or member, while doing all of these objectively and with the highest degree of integrity.

Mr. Bernardo was first nominated in 2002 by Triple Eight Holdings, Inc., Horizons Realty, Inc., BJS Development Corporation and Renaissance Property Mgt. Corp., and Ms. Lilia R. Bautista was first nominated in September 2005 by Mr. Jose S. Concepcion, Jr. Mr. Bernardo is not in any way related to nor does he hold any position in the corporations that recommended him as independent director, although the said corporations belong to the top 20 stockholders of RFM Corporation. Neither is Ms. Bautista in any way related to Mr. Jose S. Concepcion, Jr.

In compliance with SEC Memorandum Circular No. 19, Series of 2016 which limits the term of independent directors to nine (9) years reckoned from 2012, the affirmative vote of stockholders representing majority of the Corporation's total outstanding capital stock for the election of both Mr. Romeo L. Bernardo and Ms. Lilia R. Bautista shall be deemed approval of the stockholders for them to serve as independent directors for the ensuing year, as mandated under the aforementioned memorandum circular.

2. Appraisals and Performance Report for the Board of Directors

Pursuant to the Company's Corporate Governance Manual, each member of the Board of Directors, including the Chairman, accomplishes annually a Self-Assessment Form which evaluates their individual performances as directors as well as the effectiveness of the Board as a body.

Moreover, during the Organizational Meeting of the Board of Directors held on 29 July 2020, the following were nominated for membership and chairmanship of the Corporation's Committees:

Audit Committee

Chairman	- Lilia R. Bautista
Members	- Joseph D. Server, Jr.
	- Romeo L. Bernardo

Compensation Committee

Chairman	- Ernest Fritz Server
Members	- Romeo L. Bernardo
	- Raissa Hechanova-Posadas

Executive Committee

Chairman	- Jose Ma. A. Concepcion III
Members	- Ernest Fritz Server
	- Romeo L. Bernardo

Corporate Governance Committee

Chairman	- Romeo L. Bernardo
Members	- Lilia R. Bautista
	- Joseph D. Server, Jr.

Reported hereunder are the attendance of the Board of Directors for Board meetings and Committee meetings held in the year 2020:

NAME	RFM BOARD MEETINGS ATTENDED/HELD	AUDIT COMMITTEE MEETINGS ATTENDED/HELD	CORPORATE GOVERNANCE COMMITTEE MEETINGS ATTENDED/HELD	COMPENSATION COMMITTEE MEETINGS ATTENDED/HELD
JOSE S. CONCEPCION, JR.	5/5	-	-	-
ERNEST FRITZ SERVER	5/5	-	-	2/2
JOSE MA. A. CONCEPCION III	5/5	-	-	-
FELICISIMO M. NACINO, JR. * served from January 2020 to July 2020	3/3	4/4	-	-
JOSE MA. CHRISTIAN O. CONCEPCION IV * served from July 2020 to December 2020	2/2		-	-
MARIA VICTORIA HERMINIA C. YOUNG	5/5	-	-	-
JOHN MARIE A. CONCEPCION	4/5	-	-	-
FRANCISCO A. SEGOVIA	5/5	-	-	-
JOSEPH D. SERVER, JR.	5/5	6/6	2/2	-
RAISSA H. POSADAS	4/5	-	-	1/2
ROMEO L. BERNARDO	5/5	5/6	6/6	2/2
LILIA R. BAUTISTA	5/5	6/6	6/6	-

3. Significant Employees

There are no persons other than the Executive Officers who are expected by the Corporation to make significant contribution to its business.

4. Family Relationships

Jose S. Concepcion Jr. is the father of Jose Ma. A. Concepcion III, John Marie A. Concepcion, and Ma. Victoria Herminia C. Young while Francisco A. Segovia is his nephew. Jose Ma. A. Concepcion III is the father of Jose Ma. Christian O. Concepcion IV. Ernest Fritz Server and Joseph Server are brothers.

5. Involvement in Certain Legal Proceedings

To the best knowledge and information of the Corporation, the nominees for Directors, 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, 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.

6. Trainings and Continuing Education

The members of the Board of Directors as well as the executive and other key officers of the Corporation annually attend a corporate governance seminar, as part of the measures undertaken by the Company to ensure that full compliance with the leading practices on good governance are duly observed. Due to time limitations, work-related concerns and other constraints being experienced on account of the Covid-19 pandemic, the Annual Corporate Governance Training of the Corporation as compliance for the year 2020 was held on 4 May 2021. This was conducted by the Institute of Corporate Directors (ICD). Furthermore, some directors were also able to attend individually a corporate governance seminar held in various dates in 2020, other than the abovementioned session which was provided by the Company.

7. Certain Relationships and Related Transactions

a.) Related Party Transactions with its Major Stockholder, Subsidiaries, and Joint Venture Companies

The Corporation, 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.

For a detailed discussion on related party transactions, please refer to Item 21 of the Corporation's Annual Report (SEC 17-A) for 2020 and Item 14 of the Corporation's Quarterly Report (SEC Form 17-Q) as of 31 March 2021.

b.) Directors' Disclosures on Self-Dealing and Related Party Transactions

There were no transactions with directors, officers or any principal stockholders (owning at least ten percent (10%) or higher of the Company's total assets) that are not in the ordinary course of business of the Company. More specifically, no related party transactions were entered into by any director in 2020 that required review by the Audit Committee and further approval by the Board in accordance with the Related Party Transactions Policy of the Company. Furthermore, directors, officers and employees of the Corporation are required to promptly disclose any business or family-related transactions with the Corporation to ensure that potential conflicts of interest are brought to the attention of and reviewed by the management.

Item 6. Compensation of Directors and Executive Officers (in Million Pesos)

(In Million Pesos)

Name	Position	Year	Total Compensation	Compensation	Bonus & Others
Jose Ma. A. Concepcion III John Marie Concepcion Ma.Victoria Herminia C. Young Melchor B. Bacsa Enrique Oliver I. Rey-Matias	President & CEO Managing Director – Ice Cream SVP & GM VP & CFO	2021	₱65.93	₱46.73	₱19.20
All officers and directors as a group unnamed		2021	₱21.22	₱17.92	₱3.30

(In Million Pesos)

Name	Position	Year	Total Compensation	Compensation	Bonus & Others
Jose Ma. A. Concepcion III John Marie Concepcion Ma.Victoria Herminia C. Young Melchor B. Bacsa Enrique Oliver I. Rey-Matias	President & CEO Managing Director – Ice Cream SVP & GM VP & Head, Supply Chain VP & CFO	2020	P62.79	P44.50	P18.29
All officers and directors as a group unnamed		2020	P20.21	P17.07	P3.14

(In Million Pesos)

Name	Position	Year	Total Compensation	Compensation	Bonus & Others
Jose Ma. A. Concepcion III John Marie Concepcion Ma.Victoria Herminia C. Young Melchor B. Bacsa Enrique Oliver I. Rey-Matias	President & CEO Managing Director – Ice Cream SVP & GM VP & Head, Supply Chain VP & CFO	2019	P 47.43	P 38.60	P 8.83
All officers and directors as a group unnamed		2019	P 15.29	P 13.36	P 1.93

Compensation of Directors

(a) Standard Arrangement

The Board of Directors and members of the Compensation, Corporate Governance and Audit Committees are entitled to a per diem of P10,000 for every meeting, while the Chairman of the Board of Directors, Corporate Governance Committee and Compensation Committee receive a per diem of P20,000 and the Chairman of the Audit Committee is entitled to a remuneration of P50,000 a month.

In the year 2020, the Company paid a total of Php580,000.00 in per diem allowances to the Board of Directors, as follows:

NAME	TOTAL (in Philippine Pesos)
JOSE S. CONCEPCION, JR.	100,000.00
ERNEST FRITZ SERVER	50,000.00
JOSE MA. A. CONCEPCION III	50,000.00
FELICISIMO M. NACINO, JR.[1]	30,000.00
JOSE MA. CHRISTIAN O. CONCEPCION IV[2]	20,000.00
MARIA VICTORIA HERMINIA C. YOUNG	50,000.00
JOHN MARIE A. CONCEPCION	40,000.00
FRANCISCO A. SEGOVIA	50,000.00
JOSEPH D. SERVER, JR.	50,000.00
RAISSA H. POSADAS	40,000.00
ROMEO L. BERNARDO	50,000.00
LILIA R. BAUTISTA	50,000.00
	580,000.00

[1] Served from January 2020 to July 2020.

[2] Served from July 2020 to December 2020.

While the members of the Audit, Corporate Governance and Compensation Committees received per diems and allowances in the total amount of Php960,000.00 for the year 2020, to wit:

Audit Committee

NAME	TOTAL (in Philippine Pesos)
FELICISIMO M. NACINO, JR.[3]	40,000.00
JOSEPH D. SERVER, JR.	60,000.00
ROMEO L. BERNARDO	50,000.00
LILIA R. BAUTISTA	660,000.00
	810,000.00

Corporate Governance Committee

NAME	TOTAL (in Philippine Pesos)
ROMEO L. BERNARDO	40,000.00
JOSEPH D. SERVER, JR.	20,000.00
LILIA R. BAUTISTA	20,000.00
	80,000.00

Compensation Committee

NAME	TOTAL (in Philippine Pesos)
ERNEST FRITZ SERVER	40,000.00
ROMEO L. BERNARDO	20,000.00
RAISSA H. POSADAS	10,000.00
	70,000.00

[3] Served from January 2020 to July 2020.

(b) Other Arrangement

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

Stock Purchase Plan

The Corporation has no existing stock purchase plan.

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 7. Independent Public Accountants

Sycip Gorres Velayo & Co. ("SGV") is the external auditor of the Corporation. The firm or such other reputable auditing firm will be recommended for appointment at the meeting. The

representatives of the firms to be nominated are expected to be present during the meeting and will have the opportunity to make a statement if they so desire and will be available to respond to appropriate questions. During the last five fiscal years, there have been no disagreements between the Corporation and its auditors on matters related to accounting principles or practices, financial statement disclosures or auditing scope or procedure.

Pursuant to SRC Rule 68 (3) (b) (iv), the Corporation has changed its engagement partner, the former being Ms. Ana Lea C. Bergado who was engaged for the period January 2013 until December 2016, while the engagement partner is Mr. Narciso T. Torres, Jr. for the period from January 2018 until December 2022.

Audit and Audit Related Fees

For the years 2020, 2019 and 2018, the Company engaged the professional services of SGV. The Group incurred an aggregate audit fee of P2.4 million for 2020, 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 procedure for external auditors are:

1. Statutory audit of 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.

Item 8. Compensation Plans

No action will be taken with respect to any plan pursuant to which cash or non-cash compensation may be paid or distributed to the Corporations' officers and employees. Likewise, no action will be taken with regard to granting of extension of any option, warrant or right to purchase any securities.

C. ISSUANCE AND EXCHANGE OF SECURITIES

Items 9-14. Issuance and Exchange of Securities, Modification or Exchange of Securities, Financial and Other Information, Mergers, Consolidations, Acquisitions and Similar Matter, Acquisition or Disposition of Property and Restatement of Accounts

No action will be taken with respect to the issuance, modification, or exchange of securities, financial and other information, mergers, consolidations, acquisitions and similar matters, acquisition or disposition of property, and restatement of accounts.

D. OTHER MATTERS

Item 15. Action with Respect to Reports

Approval of the Management Report for the fiscal year 2020 and Minutes of the previous Annual Stockholders' Meeting.

A. Summary of the Annual Stockholders' Meeting held on 29 July 2020

The Annual Stockholder's Meeting was held on 29 July 2020 and conducted through remote communication (streamed live), attended by the stockholders of record, members of the Board of Directors and various officers of the Corporation. The stockholders were allowed to cast votes through proxy, remote communications or in absentia on each agenda item presented for approval as follows: a) For items other than the election of directors, stockholders have the option to vote: In Favor of, Against, or Abstain; and b) For election of Directors, stockholders have the option to vote their shares for all nominees, not vote for any nominees, or vote for one or some nominees only, in such number of shares as the stockholders prefer; provided that the total number of votes cast shall not excess the number of shares owned, multiplied by the number of directors to be elected. The system has automatically computed the total number of votes the stockholders are allowed to cast, based on the number of shares they own. Then the Corporate Secretary, with the assistance of her staff and the Corporation's stock and transfer agent, tabulated all valid and confirmed votes cast through electronic voting, together with the votes cast through proxies. Moreover, the stockholders were given the opportunity to ask questions, express opinion and make suggestions by submitting the same to the Corporate Secretary at corporatesecretary@rfm.com.ph and by clicking the Question and Answer box icon in the lower portion of their individual screens during the livestreaming of the event. All of these questions and suggestions, as well as the responses thereto, are recorded in the Minutes of the Annual Meeting of the Stockholders held on 29 July 2020, a copy of which may be viewed and/or downloaded at http://www.rfmfoods.com/CompanyDisclosures/2020ASM.aspx under ASM Matters.

1. Certification of Notice and Quorum

The Corporate Secretary confirmed that notice of the meeting was published in the Business Section of The Philippine Star and Manila Times which are both newspapers of general circulation, on July 4, 2020 and July 5, 2020, in accordance with the By-laws of the Corporation. The notice was likewise published online in the websites of both The Philippine Star and Manila Times, on the same dates. Furthermore, the Corporate Secretary explained that in accordance with existing rules and regulations issued by the Securities and Exchange Commission in relation to the conduct of the Annual Stockholders' Meeting of publicly-listed companies, electronic copies of the Notice and Agenda, Information Statement, 2019 Annual Report and other pertinent documents were made available for viewing or inspection by any shareholder in RFM's website. The Corporate Secretary added that these materials have also been previously submitted to and are now available in the website of the Philippine Stock Exchange via its Electronic Disclosure Generation Technology platform or the so-called PSE EDGE.

The Corporate Secretary likewise certified that of the total outstanding shares of the Corporation, there were present at the meeting, virtually in person and by proxy, at least 2,943,539,153 (85.17%) percent of the outstanding capital stock.

Voting results on this agenda item are as follows:

AGENDA ITEM	IN FAVOR		AGAINST		ABSTAIN	
	NO. OF SHARES	%	NO. OF SHARES	%	NO. OF SHARES	%
Certification of Notice and Quorum	2,943,353,317	85.17%	0	0.00%	0	0.00%

2. Approval of Previous Minutes

The minutes of the Annual Stockholders' Meeting held on 24 July 2019 was approved and ordered filed.

Voting results on this agenda item are as follows:

AGENDA ITEM	IN FAVOR		AGAINST		ABSTAIN	
	NO. OF SHARES	%	NO. OF SHARES	%	NO. OF SHARES	%
Approval of the Minutes of the Annual Stockholders' Meeting held on July 24, 2019	2,943,353,317	85.17%	0	0.00%	0	0.00%

The resolution of the stockholders covering this agenda item can be found below:

RESOLUTION ASM NO. 2020-07-01

"RESOLVED, that the minutes of the Annual Stockholders' Meeting held on 24 July 2019 be, as it is hereby approved and ordered filed."

3. Presentation of the Presidents' Annual Report and Audited Financial Statements

The 2019 Annual Report was noted and appended to the minutes while the 2019 Audited Financial Statements was likewise noted and approved.

Voting results on this agenda item are as follows:

AGENDA ITEM	IN FAVOR		AGAINST		ABSTAIN	
	NO. OF SHARES	%	NO. OF SHARES	%	NO. OF SHARES	%
President's Report for 2019 and Audited Financial Statements ending December 31, 2019	2,942,127,517	85.13%	0	0.00%	1,225,800	0.04%

The resolutions of the stockholders covering this agenda item can be found below:

RESOLUTION ASM NO. 2020-07-02

"RESOLVED, that the Annual Report of the President of the Corporation for the period starting 01 January 2019 to 31 December 2019 be and the same is hereby noted and a hard copy of the same be appended to the minutes of this meeting."

RESOLUTION ASM NO. 2020-07-03

"RESOLVED, that the Audited Financial Statements for 2019 of RFM Corporation prepared by the Management as well as the Auditor's Report issued by SGV & Co., be as they hereby are noted and approved."

4. Ratification of Acts of Management and Board of Directors

The minutes of all meetings of the Board of Directors and the acts of the corporate officers for the period between the 2019 Annual Stockholders' Meeting until the 2020 Annual Stockholders' Meeting were ratified, approved and confirmed. Further, all resolutions adopted by the Board of Directors at said meetings were ratified and adopted and all acts and proceedings of all Corporate Officers and Directors since the Annual Meeting were also ratified, approved and confirmed by the stockholders.

Voting results on this agenda item are as follows:

AGENDA ITEM	IN FAVOR		AGAINST		ABSTAIN	
	NO. OF SHARES	%	NO. OF SHARES	%	NO. OF SHARES	%
Ratification of the acts of Management and Board of Directors	2,942,127,517	85.13%	0	0.00%	1,225,800	0.04%

The resolution of the stockholders covering this agenda item can be found below:

RESOLUTION ASM NO. 2020-07-04

"RESOLVED, that the minutes of all meetings of the Board of Directors of the Corporation covering the period between the 2019 Annual Stockholders' Meeting until the current meeting, be, and the same are hereby ratified, approved and confirmed.

RESOLVED FURTHER, that all resolutions adopted by the Board of Directors at the said meetings be ratified and adopted by the stockholders and that any and all acts and proceedings of the Corporation's Board of Directors and Corporate Officers since the 2019 Annual Stockholders' Meeting until the current meeting, pursuant to and in conformity with such resolutions, be and the same are hereby ratified, approved and confirmed."

5. Election of Directors

The following directors were elected:

Jose S. Concepcion Jr.
Jose Ma. A. Concepcion III
John Marie A. Concepcion
Ma. Victoria Herminia C. Young
Ernest Fritz Server
Joseph D. Server, Jr.
Francisco A. Segovia
Raissa Hechanova Posadas
Jose Ma. Christian O. Concepcion IV
Romeo L. Bernardo as Independent Director
Lilia R. Bautista as Independent Director

Voting results on this agenda item are as follows:

AGENDA ITEM	IN FAVOR		AGAINST		ABSTAIN	
	NO. OF SHARES	%	NO. OF SHARES	%	NO. OF SHARES	%
Election of Directors for 2020-2021						
JOSE S. CONCEPCION, JR.	2,826,544,549	81.79%	116,808,768	3.38%	0	0.00%
ERNEST FRITZ SERVER	2,637,208,649	76.31%	306,144,668	8.86%	0	0.00%
JOSE MA. A. CONCEPCION III	2,925,205,549	84.64%	18,147,768	0.53%	0	0.00%
JOHN MARIE A. CONCEPCION	2,639,278,149	76.37%	304,075,168	8.80%	0	0.00%
MA. VICTORIA HERMINIA C. YOUNG	2,637,208,649	76.31%	306,144,668	8.86%	0	0.00%
JOSE MA. CHRISTIAN O. CONCEPCION IV	2,637,208,649	76.31%	306,144,668	8.86%	0	0.00%
JOSEPH D. SERVER, JR.	2,637,208,649	76.31%	306,144,668	8.86%	0	0.00%
FRANCISCO A. SEGOVIA	2,637,208,649	76.31%	306,144,668	8.86%	0	0.00%
RAISSA HECHANOVA-POSADAS	2,637,208,649	76.31%	306,144,668	8.86%	0	0.00%
LILIA R. BAUTISTA	2,637,208,649	76.31%	306,144,668	8.86%	0	0.00%
ROMEO L. BERNARDO	2,637,208,649	76.31%	306,144,668	8.86%	0	0.00%

The resolution of the stockholders covering this agenda item can be found below:

RESOLUTION ASM NO. 2020-07-05

"RESOLVED, that the following:

Jose S. Concepcion Jr.
Jose Ma. A. Concepcion III
John Marie A. Concepcion
Ma. Victoria Herminia C. Young
Ernest Fritz Server
Joseph D. Server, Jr.
Francisco A. Segovia
Raissa Hechanova Posadas
Jose Ma. Christian O. Concepcion IV
Romeo L. Bernardo as Independent Director
Lilia R. Bautista as Independent Director

are elected directors of the Corporation for the year 2020-2021 effective upon their qualification and until their successors are duly elected and qualified."

6. Appointment of External Auditor

The appointment of External Auditor was delegated to the Board of Directors.

Voting results on this agenda item are as follows:

AGENDA ITEM	IN FAVOR		AGAINST		ABSTAIN	
	NO. OF SHARES	%	NO. OF SHARES	%	NO. OF SHARES	%
Appointment of External Auditor	2,943,353,317	85.17%	0	0.00%	0	0.00%

The resolution of the stockholders covering this agenda item can be found below:

RESOLUTION ASM NO. 2020-07-06

"RESOLVED, that the appointment of the External Auditor of the Corporation for the year 2020-2021 be delegated to the Board of Directors."

7. Approval of the Amendments to RFM Corporation's By-Laws to comply with the applicable provisions of the Revised Corporation Code of the Philippines

The stockholders approved and ratified the amendments to the Corporation's By-laws in order to conform to the provisions of Republic Act No. 11232, otherwise known as the Revised Corporation Code of the Philippines. The revisions mainly pertain to the inclusion of remote communication, such as videoconferencing and the like, as a mode of holding meetings of the Board of Directors and the conduct of the Company's Annual Shareholders' Meeting.

Voting results on this agenda item are as follows:

AGENDA ITEM	IN FAVOR		AGAINST		ABSTAIN	
	NO. OF SHARES	%	NO. OF SHARES	%	NO. OF SHARES	%
Approval of the Amendments to RFM Corporation's By-Laws to comply with the applicable provisions of the Revised Corporation Code of the Philippines	2,943,353,317	85.17%	0	0.00%	0	0.00%

The resolution of the stockholders covering this agenda item can be found below:

RESOLUTION ASM NO. 2020-07-07

"RESOLVED, as it is hereby RESOLVED, that the amendments to the Corporation's By-laws in order to conform to the provisions of Republic Act No. 11232, otherwise known as the Revised Corporation Code of the Philippines, are hereby approved and ratified."

The Board of Directors and Executive Officers who attended the 2020 Annual Stockholders' Meeting are the following:

NAME	POSITION
JOSE S. CONCEPCION, JR.	Chairman
ERNEST FRITZ SERVER	Vice - Chairman
JOSE MA. A. CONCEPCION III	President & CEO/Director
JOSE MA. CHRISTIAN O. CONCEPCION IV	Director
MARIA VICTORIA HERMINIA C. YOUNG	SVP & GM - Consumer Group / Director
JOHN MARIE A. CONCEPCION	Managing Director & CEO, Ice Cream, and Mktg. Adviser, Consumer Group / Director
FRANCISCO A. SEGOVIA	Director
JOSEPH D. SERVER, JR.	Director
RAISSA H. POSADAS	Director
ROMEO L. BERNARDO	Independent Director
LILIA R. BAUTISTA	Independent Director
ATTY. MITCHIE VANESSA T. MAGOMNANG	AVP & Head of Legal & HR/Corporate Secretary/Risk Management Officer
ENRIQUE OLIVER I. REY-MATIAS	VP & CFO/Concurrent GM- Flour Group, Compliance Officer
PHILIP V. PRIETO	Assistant Treasurer
ADENAWER P. TORRES	VP for Sales
MELCHOR B. BACSA	VP & Head of Supply Chain, Consumer Group
HARRY E. ALVAREZ	AVP & Head of Supply Chain, Logistics
TEE JAY T. SUMAWANG	AVP & Head of IT
STEPHEN JAMES O. UY	AVP & Head of SBU
EVANGELINE L. CABALLA	AVP & Group Controller
MARIA PATROCINIO V. VALDEZ	Head of Human Resources

Item 16. Matters Not Required to be Submitted

Approval and ratification of all acts of Management and the Board of Directors for the fiscal year 2020 which are considered purely administrative, such as but not limited to:

1. Renewal of credit facilities, foreign exchange lines, domestic bills line and omnibus line with banks.
2. Authority to purchase, sell, negotiate, trade and transact foreign exchange with CC currency.
3. Application and Acceptance of short term credit lines and finance accommodation with banks.
4. Amendment of authorized signatories for bank, Long Term Commercial Papers and treasury-related transactions.
5. Opening of peso/dollar CASA/ investment in short term Money Market and Temporary Placement instruments with banks.
6. Others.

Item 17. Amendment of Charter, By-laws or Other Documents

None.

Item 18. Voting Procedures

Pursuant to the By-laws of the Corporation, in all regular and special stockholders' meetings, the presence of shareholders who represent a majority of the outstanding capital stock entitled to vote shall constitute a quorum and all decisions made by the majority shall be final. However, the amendment of the Articles of Incorporation of the Corporation to be carried into effect requires the approval of two-thirds (2/3) of the outstanding common stock of the Corporation.

On the election of the member of the Board of Directors, the nominees receiving the highest number of votes shall be declared elected under Section 23 of the Revised Corporation Code of the Philippines and as provided for in Item 4 hereof. Likewise, the nominee for external auditor with the highest number of votes shall be declared elected as such.

The method by which the votes of security holders will be counted is in accordance with the general provisions of the Revised Corporation Code of the Philippines. The counting of votes will be done by the Corporate Secretary with the assistance of his staff and the Corporation's stock and transfer agent. In addition, shareholders who are unable to attend the meeting may choose to execute a proxy form or vote electronically in absentia using the link http://www.rfmfoods.com/CompanyDisclosures/2021ASM.aspx under ASM Matters. The requirements and procedures for voting in absentia and participation in the 2021 Annual Stockholders' Meeting through remote communication are set forth under Annex "A" of this Information Statement.

Stockholders who opt to vote by proxy must submit and address their proxy to the attention of the Corporate Secretary at 8th Floor, RFM Corporate Center, Pioneer corner Sheridan Streets, Mandaluyong City or via e-mail at corporatesecretary@rfm.com.ph not later than 5:00 p.m. on or before June 28, 2021.

Stockholders may view the Notice and Agenda, Proxy Form, Definitive Information Statement, SEC Form 17-A (2020 Annual Report), SEC Form 17-Q (1st Quarter Report of 2021) and other pertinent documents related to RFM's Annual Stockholders' Meeting at http://www.rfmfoods.com/CompanyDisclosures/2021ASM.aspx under ASM Matters and via the PSE Electronic Disclosure Generation Technology (PSE EDGE) portal at https://edge.pse.com.ph.

SIGNATURE PAGE

After reasonable inquiry to the best of my knowledge and belief, I certify that the information set forth in this report is true, complete and correct. This report is signed in Mandaluyong City on 26 May 2021.

RFM CORPORATION

By:

ATTY. MITCHIE VANESSA T. MAGOMNANG
Corporate Secretary

Annex "A"

REQUIREMENTS AND PROCEDURES FOR PARTICIPATION THROUGH REMOTE COMMUNICATION AND VOTING ELECTRONICALLY OR IN ABSENTIA

A. Attendance in the 2021 ASM by Remote Communication or In Absentia

1. Stockholders as of May 26, 2021 may register and vote through RFM Corporation's website at http://www.rfmfoods.com/CompanyDisclosures/2021ASM.aspx under ASM Matters until 5:00 p.m. Philippine Time of June 28, 2021.

2. For registration and voting purposes, stockholders are required to provide the following:

a. *For Individual Stockholders*
   i. Any stock certificate issued in the name of the individual stockholder;
   ii. Valid email address and active contact number (landline or cellphone); and
   iii. Any valid identification card (ID)

b. *For Stockholders with Joint Accounts*
   i. Any stock certificate issued in the name of the joint stockholders;
   ii. Authorization Letter signed by one of stockholders indicating the name of the person authorized to participate and/or cast the votes;
   iii. Valid email address and active contact number (landline or cellphone) of the authorized stockholder; and
   iv. Any valid identification card (ID) of the authorized stockholder

c. *For Corporate Stockholders*
   i. Any stock certificate issued in the name of the corporate stockholder;
   ii. Secretary's Certificate authorizing the representative to participate and/or cast the votes on behalf of the corporate stockholder;
   iii. Valid email address and active contact number (landline or cellphone) of the authorized representative; and
   iv. Any valid identification card (ID) of the authorized representative

d. *For Individual Stockholder under PCD Nominee/Broker's Account or "Scripless Shares"*
   i. Certification from the broker regarding ownership of shares issued in the name of the stockholder;
   ii. Valid email address and active contact number (landline or cellphone); and
   iii. Any valid identification card (ID)

e. *For Corporate Stockholder under PCD Nominee/Broker's Account or "Scripless Shares"*
   i. Certification from the broker regarding ownership of shares issued in the name of the corporate stockholder;
   ii. Secretary's Certificate authorizing the representative to participate and/or cast the votes on behalf of the corporate stockholder;
   iii. Valid email address and active contact number (landline or cellphone) of the authorized representative; and
   iv. Any valid identification card (ID) of the authorized representative

3. The information and documentary requirements provided by the stockholders will be subject to verification and validation procedures by the Corporate Secretary with the assistance of his staff and the Corporation's stock and transfer agent. Stockholders who registered and voted before the cut-off time will be counted for purposes of quorum.

4. Upon successful registration, the stockholders will receive an email confirmation and a specific link on how to cast their votes online.

5. The link on how to log in and view the 2021 ASM livestream will be emailed separately to the stockholders who had successfully registered.

6. Participants may send questions or remarks during the ASM livestream. Stockholders may also send questions and/or remarks in advance to the Corporate Secretary at corporatesecretary@rfm.com.ph. However, voting will not be allowed during the livestream due to limitations of the online platform and/or available technology.

7. The stockholders shall be responsible for their own internet connectivity during the ASM livestream.

8. The proceedings during the 2021 ASM will be recorded.

B. Electronic Voting or Voting in Absentia

After the shareholders' successful registration, they may vote on the matters set forth in the Agenda of the ASM, with the following guidelines:

1. For items other than the election of directors, stockholders have the option to vote: In Favor of, Against, or Abstain.

2. For election of Directors, stockholders have the option to vote their shares for all nominees, not vote for any nominees, or vote for one or some nominees only, in such number of shares as the stockholders prefer; provided that the total number of votes cast shall not excess the number of shares owned, multiplied by the number of directors to be elected. The system will automatically compute the total number of votes the stockholders are allowed to cast, based on the number of shares they own.

3. Thereafter, a confirmation email will be sent to the stockholders once their account have been verified and their votes have been recorded. If the account of a stockholder cannot be verified, then the votes cast by the non-verified stockholder shall not be recorded.

4. The Corporate Secretary, with the assistance of his staff and the Corporation's stock and transfer agent, shall tabulate all valid and confirmed votes cast through electronic voting, together with the votes cast through proxies.

For any questions and/or concerns, stockholders may visit RFM's website at http://www.rfmfoods.com/CompanyDisclosures/2021ASM.aspx or send their inquiries to the Corporate Secretary via e-mail at corporatesecretary@rfm.com.ph.

MANAGEMENT REPORT OF RFM CORPORATION

I. CONSOLIDATED AUDITED FINANCIAL STATEMENTS

The 2020 Audited Consolidated Financial Statements and the latest Audited Financial Statement (Quarterly Report) for 2020 are incorporated herein by reference and are filed as part of this Management Report.

II. INFORMATION CONCERNING DISAGREEMENT 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.

III. MANAGEMENT DISCUSSION AND ANALYSIS (MD &A) OF FINANCIAL CONDITIONS AND RESULTS OF OPERATION FOR YEAR 2020

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, 2020. The following discussion should be read in conjunction with the attached audited consolidated financial statements of the Company as of December 31, 2020 and 2019, 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, 2020.

All necessary adjustments to present the Company's consolidated financial position as of December 31, 2020 and 2019 and the results of operations and cash flow for the years then ended have been made.

Analysis of Results of Operations

First Quarter 2021 vs. First Quarter 2020

Food and Beverage Company RFM Corporation disclosed that its net income for the first three months of 2021 expanded by 51% to P320 Million behind the rebound in ice cream sales and income. Total Sales of RFM for the first quarter of 2021 reached P3.3 Billion or 4% higher than previous year.

Sales of the ice cream joint venture recovered to a positive growth of 4% compared to the double digit decline seen during last year's initial lockdown period. RFM's consumer brands Selecta Fortified Milk, Fiesta and Royal pasta and sauce brands also grew 9% from year ago levels. White King hotcakes and bowl mixes also grew 3% for the quarter.

RFM's portfolio of leading consumer food brands continue to deliver good sales growth and income momentum despite the apparent normalization of consumer behavior after the strict lockdowns in

2020. Headwinds in the form of commodity and raw material price hikes can dampen demand and squeeze margins but the coming election spending should provide a good shot in the arm for consumer spending in the latter part of 2021.

The CEO also noted that consumer demand and spending should get stronger as the vaccination rollout gains momentum by June onwards. Meantime, the CEO added that RFM plans to continue its 60% cash dividend payout from its net income even as the company strengthens its core brands for faster organic growth of topline. The CEO also highlighted the push for more efficiency in the company. To target a growth in net income for 2021 despite the inflationary pressures on raw materials, there is a need for better volume leverage and efficiency in operations.

RFM paid last March a cash dividend of P350 Million or P0.10387 per share. The dividend declaration is one of the usual two dividend declarations made every year by the company. The other dividend declaration is usually made in the second half of the year.

The key financial performance indicators for the Company for the three-month period ended March 31, 2021 as compared to the same period in 2020, are as follows:

Key Financial Performance Indicators (Amounts in Millions)*	**For the Quarter Ended**	
	March 31, 2021	March 31, 2020
Net Revenues	**₱3,338**	₱3,221
Net Operating Margin	**473**	310
Net Income	**320**	212
EBITDA	**627**	450
Current Ratio	**1.53**	1.46

* Except current ratio

1. **Net Revenues**
   This is the barometer of the general demand for the Company's products, reflecting their market acceptability vis-à-vis competition particularly in terms of quality, pricing, and image and perception, as well as availability of the products at the point of purchase market locations. This is of primary importance, and is regularly being monitored for appropriate action and/or improvement.

2. **Net Operating Margin**
   This shows the financial profitability of the primary products of the Company, after deducting the expenses related to their manufacture, distribution, and sale, as well as the general administrative costs in running the business.

3. **Net Income**
   This shows the over-all financial profitability of the Company, including the sale of primary and non-primary products and all other assets, after deducting all costs and expenses, interest expenses on debts and interest income on investments, as well as equity in net earnings or losses of associates.

4. **Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)**
   This is a general yet reasonable representation of the cash generated by the Company from its current business operations that can then be made available for payment of loan interests, loan principal amortization, and taxes; and any further amount in excess becomes the Company's cash profit.

5. **Current Ratio**

This determines the Company's ability to meet its currently maturing obligations using its current resources.

Analysis of Financial Condition and Balance Sheet Accounts

As of March 31, 2021, the Group's total assets decreased from last year's Php19 billion to Php18.80 billion due accounts receivable amounting to Php564 million. The total liabilities decreased from last year's Php6.43 billion to Php6.27 billion.

The Group has a current ratio of 1.53 and 1.50 on March 31, 2021 and December 31, 2020, respectively.

Notes to Financial Statements

The Company's financial statements for the first calendar quarter have been prepared in accordance with Philippine Financial Reporting Standards. The same accounting policies and methods of computation used are consistent with the most recent audited financial statements.

The Company discloses the following:

(a) There are no unusual items as to the nature and amount affecting assets, liabilities, equity, net income, or cash flows, except those stated in Management's Discussion and Analysis of Results of Operations and Financial Condition;.

(b) There are no material changes in estimates of amounts reported in prior financial periods, other than those disclosed in the most recent audited financial statements;

(c) Except as disclosed, there are no known trends, demand, commitments, events or uncertainties that may have an impact on sales and income from continuing operations;

(d) There are no issuances, repurchases and repayments of debt and equity securities other than mentioned;

(e) There are no known trends, demands, commitments, events or uncertainties that will have material impact on the Company's liquidity nor have a favorable or unfavorable impact on revenues or income from continuing operations;

(f) There are no dividends paid separately for ordinary shares and other shares;

(g) There are no material events subsequent to the end of the interim period that have not been reflected in the financial statements;

(h) Other than mentioned, there are no material changes in the business composition of the Company during the interim period, including business combinations, acquisition or disposal of subsidiaries and long-term investments, restructuring, and discontinuing operations;

There is no change in contingent liabilities since the most recent audited financial statements;

(i) There were no known events that will trigger direct or contingent financial obligation that is material to the Company, including any default or acceleration of an obligation that remain outstanding as of March 31, 2020;

(j) There were no material off-balance sheet transactions, arrangements, obligations, and other relationship of the Company with unconsolidated entities or other persons created during the reporting period.

Year ended December 31, 2020 vs. 2019

Management Report on Operations

Food and Beverage Company RFM Corporation posted revenue of Php15.07 billion which is 2% higher compared to last year's revenue of Php15.33 billion. This was driven by Consumer segment posting 5% growth over last year. Group net income for 2020 is at Php1.28 billion or a growth of 4% vs last year.

Financial Position

Analysis of Balance Sheet Accounts

As of December 31, 2020, the Group's total assets increased from last year's P18.69 billion to P19.24 billion due to held-to-collect investments amounting to about P1.70 billion. The total liabilities increased from last year's P6.58 billion to P6.67 billion.

Year ended December 31, 2019 vs. 2018

Management Report on Operations

Food and Beverage Company RFM Corporation posted revenue of Php15.33 billion which is 9% higher compared to last year's revenue of Php14.07 billion. Resulting net income for 2019 is Php1.22 billion or a growth of 11% vs last year.

Financial Position

Analysis of Balance Sheet Accounts

As of December 31, 2019, the Group's total assets increased from last year's billion P16.80 to P18.54 billion due to temporary cash investment amounting to about P2.24billion. The total liabilities increased from last year's P5.1 billion to P6.4 billion due to higher loan and recognition of lease liability.

Key Performance Indicators

For the full fiscal years 2020, 2019 & 2018 the Company's and majority-owned subsidiaries' top five (5) key performance indicators are as follows:

In Millions	**December 2020**	December 2019	December 2018
Revenues	**15,701**	15,330	14,071
Operating Margin	**1,812**	1,670	1,459
Net Income	**1,288**	1,230	1,107
EBITDA	**2,369**	2,206	1,971
Current Ratio	**1.25**	1.54	1.43

Revenue Growth

These indicate external performance of the Company and its subsidiaries in relation to the movement of consumer demand and the competitors' action to the market behavior. These also express market acceptability and room for development and innovations. These are being monitored and compared as a basis for further study and development.

(b) **Operating Margin**

This shows the result after operating expenses have been deducted. Operating expenses are examined, checked and traced for major expenses. These are being analyzed and compared to budget, and previous years, to ensure prudence and discipline in spending behind marketing and selling activities.

(c) **Net Income**

This represents the outcome or results of operations. This measures the over-all performance of the team, the consequence of all the contributory factors affecting supply, demand, utilization and decisions.

(d) **EBITDA**

This measures the Company's ability to generate cash from operation by adding back non-cash expenses (i.e.depreciation and amortization expense) to earnings before interest and tax.

(e) **Current Ratio**

This determines the company's ability to meet its maturing obligations using its current resources. It indicates the possible tolerable shrinkage in current resources without threat to the claims of current creditors.

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, 2020 vs. 2019, year ended December 31, 2019 vs. 2018.

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.

Audit and Audit Related Fees

For the years 2020, 2019 and 2018, the Company engaged the professional services of SGV. The Group incurred an aggregate audit fee of P2.4 million for 2020, 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 procedure for external auditors are:

1. Statutory audit of 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.

IV. BRIEF DESCRIPTION OF THE GENERAL NATURE AND SCOPE OF THE BUSINESS

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	25.11%
	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	74.45%

	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			0.44%

Domestic and Export Sales

The amounts of revenue, profitability, and identifiable assets attributable to domestic and export operations for 2020, 2019 and 2018 in **Million Pesos** are as follows:

	2020	%	2019	%	2018	%
Sales						
Domestic	**15,473**	**99**	15,193	99	13,871	99
Foreign (Export)	**228**	**1**	137	1	200	1
	15,701		15,330		14,071	

	2020	2019	2018
Operating income			
Domestic	**1,747**	1,619	1,391
Foreign (Export)	**66**	40	68
	1,813	1,659	1,459

Total Assets (All Domestic)	**19,237**	18,547	16,796

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 Good Values company store. Modern trade and distributor accounts comprised of hypermarkets, supermarkets, groceries, convenience stores and wholesalers.

Status of New products, Market and Competition

In 2020, RFM remains to be the biggest manufacturer in pasta and sauce with 32% volume share and 29% value share, as it continues to strengthen its two major pasta brands, Fiesta and Royal. As the category continues to shift to the pasta and sauce bundles, RFM has put its efforts in growing and dominating this category. It has successfully done this and was able to gain market leadership, ending the year with 43% volume share and 46% value share, with both Fiesta and Royal growing vs. 2019. Despite the onset of COVID, both Fiesta and Royal were still able to grow and take advantage of the new normal in the Philippines.

FIESTA
Focus on Birthdays, Simpleng Handaan and Drive Spaghetti Consumption
Being the market leader in total spaghetti, Fiesta has been looking for ways to expand and grow the pasta and sauce category further. However, the current challenge of the brand is how to increase the frequency of spaghetti preparation. Current frequency at home is still twice (2x) a year only – Christmas & birthday. To grow the category, there is an opportunity to increase frequency of consumption of current spaghetti users. Fiesta saw this opportunity and leveraged on one of the most celebrated occasions in the Philippines – Birthdays. However, given the country was hit with a pandemic, it was quite tricky for the brand to push for big celebrations. In order for still to push for spaghetti consumption even at home, the brand has re-focused its communication on simpleng handaan. Fiesta launched its digital campaign on simpleng handaan and used Vice Ganda still as its endorser and Fiesta Spaghettipid as its main product feature. For only P119 or P109 pesos, Fiesta Spaghettipid enables moms to serve an affordable yet delicious and satisfying spaghetti during any simpleng handaan at home. Thru Fiesta Spaghettipid, RFM aims to enable more Filipino families to celebrate birthdays or any occasion, even at the comfort of their homes and prepare spaghetti more frequently.

Consumers Clamor or Smaller Packs and Affordable Price

In order to further grow the brand, Fiesta still needs to continuously search for new occasions for spaghetti consumption. With the onset of COVID, consumers are now downsizing their purchases, given smaller incomes for some households. They are also looking for better value products and low priced ones. Fiesta exactly has this product that caters to this new consumer habit – the Fiesta P59 Sweet Spaghettipid and Fiesta P59 3 Cheese Spaghettipid. Not only is it priced affordably, it can also serve up to 8 servings.

ROYAL

Focus on Spaghetti + Spaghetti Sauce Dish Bundle

In 2020, as RFM continuously sees potential in the dish bundle category, Royal focused its efforts in growing further its dish bundles. Growth will be via full placement and visibility in key channels and stores, and dedicated in-store activities and promos for all three Royal Dish Bundles. Also, all sales and marketing support and communication will be towards pushing for Royal dish bundles' awareness and sales. Royal also priced itself competitively against competition in 2019, and this pricing move also what helped the brand grow even further coming into 2020.

Distribution Focus and Drive

Royal still has the biggest opportunity to grow by simply fixing its on-shelf availability and visibility in key channels – supermarkets and groceries across all areas, nationwide. Those two channels alone cover 94% of total dish bundle and spaghetti sauce sales.

Currently, all three Royal Dish Bundles still have a big opportunity to grow its distribution in key channels and other smaller supermarkets and groceries, nationwide. The target to reach 100% distribution and on-shelf availability is still the thrust for 2020. With the push in distribution, it is expected to improve and increase offtake and the baseline sales of Royal dish bundles.

Opportunity for Royal in Spaghetti Sauce

The spaghetti sauce category is a 2.4B business. The current market leader leads this category with market share of 56%. Royal recently joined this category by launching its very own organic spaghetti sauces starting last 2016, and completed its range last 2018. For 2020, Royal continues to be more aggressive in spaghetti sauces and to grab from the market leader. It launched its Buy 2 Spaghetti Sauce promo last 2019, and has continued to push this further on trade. In 2020, in order to take advantage of the pull of the promo, and the consumers clamor for more value, the brand also launched another Buy 2 Spaghetti Sauce promo using another sauce variant – 4 Cheese. The launch of this promo has definitely helped Royal gain traction in spaghetti sauces, and ended the year with 6% share, and triple digit growths.

Fiesta and Royal brands will continue to build equity as they aim to become powerhouse brands through more awareness, more trial among consumers and building new occasions.

SELECTA MILK & SUNKIST JUICE

The year 2020 was a challenging year for everyone given the pandemic. Driven by the high demand for value for money essential grocery products, the Selecta brand was able to grow by +50% vs previous year. Based on Nielsen FY 2020, Selecta Milk is still the leading brand of RTD white milk in volume with a market share of 26% as of December 2020 AC Nielsen data. Selecta Fortified Milk, Selecta's core product, grew by 44%, outperforming the total RTD Milk Category growth of 21% in 2020.

Since its launch, Selecta Sterilized Milk has been able grow exponentially amongst the sterilized milk brands. It was able to address the needs of the busy working class, offering on-the-go, single-serve cow's milk with a creamy, malinamnam taste. Selecta Sterilized Milk is made available in 245mL packs – 45mL more than the leading brand at a more friendly price point.

To further expand its product portfolio and help protect its leadership this 2021, Selecta Milk has recently launched its Disney-licensed Selecta Fortified Milk for Kids – it is a fun, healthy, and delicious pambaon milk that kids will surely love! This is available in 245mL, 180mL, and 100mL packs.

However for Sunkist Juices, 2020 was made more a challenging year as the category was further put under pressure due to the pandemic. The closure of schools throughout the country as a key measure to control the spread of the COVID-19 virus eliminated numerous out-of-home consumption occasions that affected demand for the "baon" ready to drink juices. Sunkist through its various consumer promotions stood against the odds, keeping its promise of being the trusted affordable orange juice drink brand for the Filipinos.

The Selecta Ice Cream business, under the joint venture with Unilever Philippines, Inc. (ULP) continued to dominate the ice cream category with 76.5% market share. It has launched various ice cream innovations both in the bulk ice cream category (in containers) and the impulse (single-served) category. For the bulk ice cream, it launched favorite Filipino desserts-inspired and trendy flavors for the summer and Christmas seasons under the Supreme platform. Selecta also relaunched its Cookies and Cream Hersheys Cobranded Line which generated good growth for bulk ice cream. On impulse, Selecta Cornetto launched new flavors for the core line and had a major relaunch of its premium line, Cornetto Disc. Magnum also drove growth in the Impulse segment with its back-to-core campaign and strong limited edition flavors.

Competing companies such as Nestle (7.7% market share), Magnolia (7.5% market share), and small brands continue to be aggressive, particularly in the bulk ice cream segment. New player Aice in Impulse segment also entered the market.

For the flour business, the company continues to provide commodity flour to several institutional accounts and flour-based product manufacturers and retailers like biscuits, noodles cakes and bread-makers. There are eleven flour millers in the country, under two trade associations – Philippine Association of Flour Millers (PAFMIL) and Chamber of Philippine Flour Millers, Inc. (Champflour). RFM Corporation is a member of PAFMIL. The Company has about 8% to 9% of total industry volume sales.

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. Tomato Paste 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.

Other imported materials procured from countries such as, but not limited to, Germany, U.S., China, Taiwan, Singapore, Malaysia 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) and hotdog buns to Philippine Seven Corporation (7-11). These buns account for about 94% of the total sales of Private Label Manufacturing Division of RFM Corporation in 2020 and 95% in 2019.

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

A Trademark License Agreement was entered into with Unilever RFM Ice Cream, Inc. for the exclusive right to use the "Selecta" trademarks in its ice cream products and to manufacture, market, and sell Selecta trademarked products. The agreement shall be co-terminus with the Joint Venture Agreement between RFM Corporation and Unilever Philippines, Inc. The license is free from royalty fee and any similar kind of payment. On December 3, 2008, the Trademark License Agreement was extended for another ten (10) years, or from March 30, 2009 to March 29, 2019.

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 Group acquired the Royal trademark from the Unilever Group for P=2.1 billion (US$46.0 million).

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 ₱90,000 and ₱165,461.20 during the years 2020 and 2019, 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 three years, the Company spent about ₱19.1 million in 2020, ₱17.8 million in 2019, and ₱3.8 million in 2018, for research and development.

Employees

As of December 31, 2020, the Company had approximately 504 employees, of which 11 are executives, 44 managers and 120 supervisory staff and 329 were non-supervisory staff. The Company does not anticipate any significant increase in the number of its employees in year 2021.

About 13.29% 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 2019 and 2018.

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.

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.

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 strikes.

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 in a resolution dated 29 March 2019 and in another resolution dated 28 June 2019 denying Complainant's Motion for Reconsideration. On 09 September 2019, Complainant filed a Petition for Certiorari at the Court of Appeals (CA) against the resolution of the NLRC. The Company reiterated its arguments that no employer-employee relationship exists between the Company and the Complainant, and alleged the impropriety of the Petition for Certiorari. On 19 November 2020, the Company received the Decision for the Petition for Certiorari dated 30 October 2020 in favor of the Company. The Court of Appeals concurred with the findings of the NLRC and Labor Arbiter. On 14 December 2020, the Company received Complainant's Motion for Reconsideration on the abovestated CA decision. The Resolution is expected to be in the Company's favor considering that the Motion for Reconsideration is a mere rehash of Complainant's past pleadings, failing to present any new matter or any law or jurisprudence which would merit the reversal of the Decision.

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 five (7) production Filling lines, of which four (6) are owned. Lines are running at 18 hours operation per line for 25 days.

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, 2019, the why, including its subsidiaries are in compliance with terms and conditions of these agreements.

A. Institutional Division

Description	LOCATION	CONDITION
Land – 32,937 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 Line	Fairlane, Pasig City	In good working condition
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
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
Spaghetti Sauce line	Cabuyao Laguna	In good condition
Fiesta Warehouse	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.

V. DIRECTORS AND EXECUTIVE OFFICERS

(a) The following nominees for the Directors are also the incumbent directors of the Corporation:

(1) List of Directors, Including Independent Directors, and Executive Officers as of 30 April 2021

Name of Director/ Executive Officer	*Position*	*Age*	*Term as Director*
Jose S. Concepcion Jr.	Chairman of the Board	89	37
Ernest Fritz Server	Vice Chairman	77	31
Jose Ma. A. Concepcion III	Director/President & CEO	62	33
Joseph D. Server, Jr.	Director	80	40
John Marie A. Concepcion	Director/Managing Director & CEO, Ice Cream, and Marketing Adviser, Consumer Group	58	32
Ma.Victoria Herminia C. Young	Director/ SVP & GM, Consumer Group	61	13
Francisco A. Segovia	Director	66	33
Raissa Hechanova-Posadas	Director	60	22

Jose Ma. Christian O. Concepcion IV	Director	34	1
Romeo L. Bernardo	Independent Director	66	17
Lilia R. Bautista	Independent Director	85	13
Atty. Mitchie Vanessa T. Magomnang	Corporate Secretary/ AVP & Head of Legal and Human Resources	44	NA
Enrique Oliver I. Rey-Matias	VP-Finance & Chief Finance Officer and Treasurer/Concurrent General Manager, Flour Group/Compliance Officer	49	NA
Philip V. Prieto	Assistant Treasurer	62	NA
Adenawer P. Torres	VP for Sales	53	NA
Melchor B. Bacsa	VP & Head of Supply Chain, Consumer Group	59	NA
Harry E. Alvarez	AVP & Head of Supply Chain - Logistics	46	NA
Tee Jay T. Sumawang	AVP & Head of Information Technology	40	NA
Stephen James O. Uy	AVP & Head of SBU, Flour Group	30	NA
Evangeline L. Caballa	AVP & Group Controller	34	NA
Maria Patrocinio V. Valdez	Head of Human Resources	68	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. 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. There are two (2) independent directors, one of whom is the Chairman of the Audit Committee and the other head of the Corporate Governance Committee. The following sets forth certain information as to the directors and executive officers of the Company as of December 31, 2020:

Directors

Jose S. Concepcion, Jr.
89 years old
Filipino

Born on 29 December 1931, has an Associate's degree in Business Administration from De La Salle University and a Bachelor's degree in Agriculture from Araneta University. He is the Chairman of the Board of Directors of RFM Corporation and of Swift Foods, Inc. He also holds the Chairman position in the Asean-Business Advisory Council – Philippines, and East-Asia Business Council – Philippines. He is the Founding Chairman of the National Citizens Movement for Free Elections (NAMFREL), Special Resource Person of UCPB CIIF Finance Development. He is the Chairman of the Board of Directors of Swift Foods, Inc., and Member of the Board of Trustees of TOSP Foundation, Inc. He was previously the Secretary of the Department of Trade and Industry, Chairman of the Board of Investments, member of the Central Bank Monetary Board from 1986-1991, Co-Chairman of Bishops-Businessmen Conference from 1991-1998, and a delegate to the 1971 Constitutional Convention. He served as director of the Corporation from years 1970 to 1985 and was first elected on 3 April 1997 as Chairman of the Board.

Ernest Fritz Server
77 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 a member of both the Executive Committee and Compensation Committee of RFM Corporation.

Jose Ma. A. Concepcion III
62 years old
Filipino

Born on 23 June 1958, has a Bachelor's degree in Business Management from Dela Salle University. He is the President and Chief Executive Officer of RFM Corporation. He first became a director of the Corporation on 30 October 1986 and was elected President and Chief Executive Officer in 1989. He previously held similar positions in the various subsidiaries 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. He also currently chairs the ASEAN Business Advisory Council (ABAC).

Joseph D. Server Jr.
80 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
58 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 also concurrently serves as the Marketing Adviser for the Consumer of Group of RFM Corporation.

Ma. Victoria Herminia C. Young
61 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 companies in Cabuyao namely Cabuyao Logistics & Industrial Center and Bevco Philippines. She is a Trustee and President of TOSP Foundation, Inc., Trustee of Soul Mission Org., Ronald McDonald House of Charities and the President of Interbake Commissary Commission. She was appointed as Senior Vice President for the Consumer Group of the Corporation in January 2014.

Francisco A. Segovia
66 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 RFM Corporation on 30 October 1986. He is also a member of the Investment Committee of the Corporation.

Raissa Hechanova-Posadas
60 years old
Filipino

Born on 16 April 1960, has a Master's degree in Business Administration from Imede (now IMD) Lausanne, Switzerland and a degree in Bachelor of Arts major in Applied Economics from De La Salle University. She joined the Corporation as director in April 1997, replacing her father, Mr. Rafael G. Hechanova, former Chairman of the Board of Directors of RFM Corporation. She is a member of the Compensation Committee of the Corporation.

Jose Ma Christian O. Concepcion IV
34 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.

Romeo L. Bernardo
66 years old
Filipino

Born on 5 September 1954, Mr. Bernardo received his Bachelor of Science degree in Business Economics from the University of the Philippines (Magna Cum Laude) and a Master's Degree in Development Economics from Williams College, Mass. USA. He has had a varied career in public institutions before he co-founded LBT (with former Energy Secretary Del Lazaro and corporate lawyer Helen Tiu) in 1997. His public sector work spans teaching finance at the state university, a career in the Department of Finance rising to the Undersecretary post , and working in multilateral institutions such as the IMF and the World Bank, based in Washington DC, as well as the ADB in Manila. Presently, he provides business advice as board director in leading listed Philippine companies such as ALFM family of funds (Chairman), Bank of the Philippine Islands, Globe Telecom, Aboitiz Power, National Reinsurance Corporation of the Philippines, Philippine Investment Management (PHINMA) Inc., and Institute of Development and Econometric Analysis, Inc. He also does/has done policy advisory for multilateral and bilateral institutions and he Philippine government in public finance, capital markets, public-private partnership, pension reform, economic governance. He is the lead Philippine partner/advisor to Global Source Partners, a global network of independent analysts. He first became an independent director of RFM Corporation on 25 September 2002. He is presently the Chairman of the Compensation Committee and member of the Audit, Executive and Corporate Governance Committees of RFM Corporation.

Lilia R. Bautista
85 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 Chairman of the Audit Committee of RFM Corporation and member 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
49 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
44 years old
Filipino

Born on 7 November 1976, has a Bachelor of Laws degree as Class Salutatorian in April 2006 from Mindanao State University Marawi City and 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 Representative before joining the Company in 2016 as Legal Counsel.

Philip V. Prieto
62 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
59 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
53 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.

Tee Jay T. Sumawang
40 years old
Filipino

Born on July 21, 1980, has a Bachelor of Science degree in Computer and Information Science major in Systems and Software Engineering for which he graduated from the Far Eastern University – East Asia College in Manila. He started to work in Grand Alphatech International Corporation in 2001 as a Software Engineer and left the company in 2006 as Assistant IT Manager/Software Architect. Prior to joining RFM Corporation, he was with Information Technology Solutions, International as a Senior Technical Specialist (Technical Team Lead). He joined RFM Corporation in February 2007 as Assistant IT Manager and is currently the Assistant Vice President and Head of Information Technology.

Harry E. Alvarez Jr.
46 years old
Filipino

Born on 5 December 1974, has a Bachelor Degree in Industrial Engineering from Mapua Institute of Technology. He has 13 years of well-rounded experience in Planning, Logistics and Total Supply Chain Operations from top food manufacturing companies in the Philippines. Prior to joining RFM Corporation, he was the Supply Chain Manager of San Miguel Mills Incorporated for 4 years. He joined RFM in June 2006 as Supply Chain Manager – ICC Division.

Maria Patrocinio V. Valdez
68 years old
Filipino

Born on 14 November 1952, has a Bachelor of Arts Degree in Business Administration from Maryknoll College. She joined RFM Corporation in 1982 as Personnel Supervisor then became Manager for Compensation Planning and Administration and eventually Assistant Vice-President for Corporate Compensation and Benefits. In 2005, she became a consultant for Executive Compensation and also to the RFM Compensation Committee. Effective 2015, she became the Head of Human Resources Department.

Stephen James O. Uy
30 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
34 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.

SECURITIES OF THE CORPORATION

(1) Market Information

RFM shares are traded at the Philippine Stock Exchange (PSE). As of April 30, 2021, 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 and the first quarter of 2021:

2021	High	Low
First Quarter	4.60	4.60

2020	High	Low
First Quarter	4.69	4.23
Second Quarter	4.35	4.32
Third Quarter	4.79	4.76
Fourth Quarter	4.55	4.52

2019	High	Low
First Quarter	4.85	4.77
Second Quarter	4.90	4.90
Third Quarter	5.13	5.10
Fourth Quarter	5.30	5.25

2018	High	Low
First Quarter	4.71	4.70
Second Quarter	4.74	4.56
Third Quarter	4.86	4.84
Fourth Quarter	4.89	4.60

All shares of the Company are listed in the Philippines Stock Exchange. The price of RFM shares as of last trading date – April 23, 2021 - was P4.63.

(2) Holders

As of April 30, 2021, there are a total of 3,133 shareholders of RFM common stock. Filipinos owned 2,638,798,120 common shares or 78.31% while the foreigners owned 730,751,238 common shares or 21.69%.

Below are the Top 20 stockholders of common shares as of April 30, 2021:

Name	No. of shares held	% to Total
1. TRIPLE EIGHT HOLDINGS, INC	745,157,196	22.11%
2. PCD NOMINEE CORPORATION (FOREIGN)	730,490,674	21.68%
3. HORIZONS REALTY, INC.	650,139,738	19.29%
4.BJS DEVELOPMENT CORPORATION	311,210,184	09.24%
5.PCD NOMINEE CORPORATION (FILIPINO)	134,975,000	04.01%
6.FEATI UNIVERSITY	112,011,350	03.32%
7. RPMC RESOURCES, INC.	105,037,214	03.12%
8.RPMC RESOURCES, INC.	96,945,752	02.88%
9. CHILCO HOLDINGS, INC.	72,748,950	02.16%
10. CONCEPCION INDUSTRIES, INC.	71,384,424	02.12%
11. S & A INDUSTRIAL CORPORATION	47,736,330	01.42%
12. SELECT TWO INCORPORATED	34,583,918	01.03%
13.REPUBLIC COMMODITIES CORP.	33,115,616	00.98%
14.MACRIC INCORPORATED	23,302,412	00.69%
15.LACE EXPRESS INC.	23,278,716	00.69%
16.MONACO EXPRESS CORPORATION	23,278,552	00.69%
17.SOLE LUNA INC.	22,305,308	00.66%
18.FORESIGHT REALTY DEVELOPMENT CORPORATION	21,275,440	00.63%
19. SELECT TWO INCORPORATED	14,915,694	00.44%
20. HYLAND REALTY CORPORATION	13,979,764	00.41%

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 31, 2018, the BOD approved the declaration of ₱0.08571 cash dividend per share or a total of a total of ₱300 million to its stockholders. The dividends were paid on March 14, 2018.

On September 7, 2018, the BOD approved the declaration of ₱0.0637 regular cash dividend per share or a total of a total of ₱222 million to its stockholders. The dividends were paid on October 17, 2018.

On January 30, 2019, the BOD approved the declaration of ₱0.0805 cash dividend per share or a total of ₱280 million to its stockholders. The dividends were paid on March 13, 2019.

On July 24, 2019 the BOD approved the declaration of ₱0.0774 regular cash dividend per share or a total of a total of ₱271 million to its stockholders. The dividends were paid on September 4, 2019.

On February 5, 2020, the BOD approved the declaration of P0.106 cash dividend per share or a total of ₱366 million to its stockholders. The dividends were paid on March 17, 2020.

On July 29, 2020 the BOD approved the declaration of P0.1020 regular cash dividend per share or a total of ₱366 million to its stockholders. The dividends were paid on September 10, 2020.

(b.) Dividends Restriction

The Parent Company's retained earnings as of December 31, 2020 is restricted to the extent of the amount of the undistributed equity in net earnings of an associate included in its retained earnings amounting to ₱390P.82 million. These will only be available for declaration as dividends when these are actually received.

The long-term loan agreements entered into by RFM Corporation with its creditors allows the Company to declare and pay cash dividends upon compliance with the required current ratio, debt-to-equity ratio and debt service coverage ratio.

VII. LEADING PRACTICES ON CORPORATE GOVERNANCE

(a) Evaluation System to Measure Compliance with Manual of Corporate Governance

There is no particular system presently being applied to measure the Corporation's compliance with the provisions of its Manual on Good Corporate Governance. Compliance with the New Manual on Good Corporate Governance is validated by the Corporation using the Integrated Annual Corporate Governance Report For Publicly Listed Companies (SEC Form I-ACGR) which harmonizes the corporate governance requirements of the Securities and Exchange Commission (SEC) and of the Philippine Stock Exchange (PSE).

(b) Measure being Undertaken to Fully Comply with the Adopted Leading Practices on Good Corporate Governance

The following are some of the measures undertaken by the Company to ensure that full compliance with the leading practices on good governance are observed:

1. During the scheduled meetings of the Board of Directors, the attendance of each director is monitored and recorded;
2. The Compliance Officer has been designated to monitor compliance with the provisions and requirements of the Corporation's Manual on Corporate Governance;
3. The Corporation has created an Audit Committee, Compensation Committee, and Corporate Governance Committee;
4. The Board is composed of eleven (11) members and at least two (2) of whom are Independent Directors;
5. The Corporate Governance Committee pre-screens and shortlists all candidates nominated to become directors in accordance with the qualification and disqualification set up and established;
6. The directors and officers were given copies of the New Manual of the Corporate Governance of the Corporation for their information, guidance and compliance;
7. On 24 March 2010, the Board approved a revised Manual of Corporate Governance incorporating the changes under SEC Memorandum Circular No. 6, Series of 2009;
8. On 3 March 2011, a refresher course on Corporate Governance was conducted by Sycip Gorres Velayo & Co. Knowledge Institute for the directors and key officers of the Corporation;
9. On 1 July 2013, the Corporation completed and filed with the SEC its Annual Corporate Governance Report, which was subsequently revised on March 11, 2014;
10. On 19 May 2017, the Corporation filed with the SEC its New Manual on Corporate Governance pursuant to SEC Memorandum Circular No. 19 which resolved to approve the Code of Corporate Governance for Publicly-Listed Companies; and
11. On 24 November 2017, an Annual Corporate Governance Training was conducted by the Institute of Corporate Directors (ICD) for the directors and key officers of the Corporation.
12. On 13 December 2018, an Annual Corporate Governance Training was likewise conducted by the Institute of Corporate Directors (ICD) for the directors and key officers of the Corporation.

13. On 22 November 2019, an Annual Corporate Governance Training was conducted by the Institute of Corporate Directors (ICD) for the directors and key officers of the Corporation.
14. On 4 May 2021, an Annual Corporate Governance Training, as compliance for the year 2020, was conducted by the Institute of Corporate Directors (ICD) for the directors and key officers of the Corporation.

(c) Deviation from the Corporation's Manual of Corporate Governance

Per records, no director failed to meet the fifty percent (50%) attendance requirement in all board meetings, whether regular or special, during his incumbency, or any twelve (12) month period during the said incumbency in accordance with the New Manual on Corporate Governance of the Company.

(d) Any plan to improve corporate governance of the company

The Company will monitor compliance with its New Manual on Corporate Governance (NMCG) and Integrated Annual Corporate Governance Report (I-ACGR) to ensure full compliance thereto. The Company will improve its NMCG as needed and proper in its best judgment.

VIII. REGISTRANT'S MANAGEMENT REPORT

The Corporation shall undertake to provide without charge, a copy of the registrant's Annual Report or SEC Form 17-A upon written request to:

MR. ENRIQUE OLIVER I. REY-MATIAS
Vice-President & Chief Finance Officer
8/F RFM Corporate Center
Pioneer Corner Sheridan Streets
1550 Mandaluyong City

RFM CORPORATION

By:

ATTY. MITCHIE VANESSA T. MAGOMNANG
Corporate Secretary

CERTIFICATION OF INDEPENDENT DIRECTOR

I, **ROMEO L. BERNARDO**, Filipino, of Legal age, with office address at Unit 16A Belvedere Tower, San Miguel Avenue, Ortigas Center, Pasig City, after having been duly sworn to in accordance with law do hereby declare that:

1. I am a nominee for independent director of **RFM Corporation** (the "Corporation"), and have been its independent director since October 2002.

2. I am affiliated with the following companies or organizations:

COMPANY/ORGANIZATION	POSITION/RELATIONSHIP	PERIOD OF SERVICE
1. Aboitiz Equity Ventures Inc.,	Independent Director	May 2021
2. Bank of Philippine Islands	Director	April 25,2019
3. Globe Telecom, Inc.	Director	September 2001
4. Philippine Investment Management, Inc. (PHINMA)	Independent Director	August 2005

3. I possess all the qualifications and none of the disqualifications to serve as an Independent Director of RFM Corporation, as provided for in Section 38 of the Securities Regulation Code, its implementing Rules and Regulations and other SEC issuances.

4. I am not related to any director, officer, or substantial shareholder of the Corporation or any of its subsidiaries and affiliates.

5. To the best of my knowledge, I am not the subject of any pending criminal or administrative investigation or proceeding.

6. I am not employed nor affiliated with any government agency or government owned and controlled corporation ("GOCC").

7. I shall faithfully and diligently comply with my duties and responsibilities as independent director under the Securities and Regulation Code and its Implementing Rules and Regulations, Code of Corporate Governance and other SEC issuances.

8. I shall inform the Corporate Secretary of RFM Corporation of any changes in the abovementioned information within five days from its occurrence.

SIGNED THIS 18 MAY 2021 AT MANDALUYONG CITY CITY.

ROMEO L. BERNARDO
Affiant

SUBSCRIBED AND SWORN TO before me this 18 MAY 2021 by affiant, who personally appeared before me and who presented to me her Driver's License No. X01-96-030504, valid until 2023/09/03, issued at _____, Philippines as competent proof of her identify and which bears her photograph and signature.

Doc No. 284;
Page No. 58;
Book No. I;
Series of 2021.

MITCHIE VANESSA T. MAGOMNANG
Notary Public for and Mandaluyong City
Notarial Commission No. 0475-20
Commission expires on 31 December 2021
8th Floor, RFM Corporate Center
Pioneer corner Sheridan Sts., Mandaluyong City
PTR No. 4582280, Jan.11, 2021, Mandaluyong City
IBP Lifetime Member No. 09975
Roll Of Attorneys No. 53157

CERTIFICATION OF INDEPENDENT DIRECTOR

I, LILIA R. BAUTISTA, Filipino, of legal age and a resident of San Juan City after having been duly sworn to in accordance with law do hereby declare that:

1. I am a nominee for independent director of RFM Corporation and have been its independent director since 2005

2. I am affiliated with the following companies or organizations;

COMPANY/ORGANIZATION	POSITION/RELATIONSHIP	PERIOD OF SERVICE
White Cross	Trustee	2019 - Present
Jose Rizal University	Dean, Law School	2012-Present
St. Martin de Pores Charity Hospital	Trustee	2012- Present
PHILJA Development Center	Trustee	2005-hold-over
CIBI Foundation	Trustee	2016 - Present
Permanent Court of Arbitration (Hague)	Member, National Group	2012-Present
Eisenhower Fellows Association of the Phils.	Member	2010-Present
Association of Outstanding Women in the Nations Service (TOWNS)	Member	1982-present
Phil. Judicial Academy	Professorial Lecturer II	2010-Present
Pamantasan Ng Lungsod Ng Maynila	Professor	2016-Present
Lopez Holding, Inc.	Independent Director	Feb 2018-present

3. I possess all the qualifications and none of the disqualifications to serve as an Independent Director of RFM CORPORATION, as provided for in Section 38 of the Securities Regulation Code, its Implementing Rules and Regulations and other SEC issuances.

4. I am not related to any director/ officer/ substantial shareholder of the above companies, subsidiaries and affiliates.

5. To the best of my knowledge, I am not the subject of any pending criminal or administrative investigation or proceeding.

6. I shall faithfully and diligently comply with my duties and responsibilities as independent director under the Securities Regulation Code and its Implementing Rules and Regulation, Code of Corporate Governance and other issuances.

7. I shall inform the Corporate Secretary of RFM Corporation of any charges in the abovementioned information within five days from its occurrence.

Done, this _____ day of 18 MAY 2021, at Mandaluyong City.

LILIA R. BAUTISTA
Affiant

SUBSCRIBED AND SWORN to before me this ____ day of 18 MAY 2021 by affiant identified by me through her PPNo. P1832953B at FRANCE NORTHEAST on JUNE 3,2019 who avowed to me under penalty of law to the whole truth of the contents of the foregoing instrument.

Doc. No. 285;
Page No. 58;
Book No. I ;
Series of 2021.

MITCHIE VANESSA T. MAGOMNANG
Notary Public for and Mandaluyong City
Notarial Commission No. 0475-20
Commission expires on 31 December 2021
8th Floor, RFM Corporate Center
Pioneer corner Sheridan Sts., Mandaluyong City
PTR No. 4582280, Jan.11, 2021, Mandaluyong City
IBP Lifetime Member No. 09975
Roll Of Attorneys No. 53137

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, 2020 and December 31, 2019, 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 30th day of March 2021

Jose S. Concepcion, Jr.
Chairman of the Board

Jose Maria Concepcion III
President & CEO

Enrique Oliver Rey-Matias
VP-Chief Finance Officer

SUBSCRIBED AND SWORN to before me this 07 APR 2021 day of _____ 2021 affiant(s) exhibiting to me his/her Passport as follows:

Names	Passport Number	Date of Issue / Expiry	Place of Issue
Jose S. Concepcion, Jr.	P2514823A	30 Mar 2017/29 Mar 2022	DFA, Manila
Jose Maria Concepcion III	P3744591A	21 July 2017/20 July 2022	DFA, Manila
Enrique Oliver Rey-Matias	P5401351A	20 Dec 2017/ 19 Dec 2022	DFA, NCR East

Doc No. 246
Page No. 51
Book No. I
Series of 2021

MITCHIE VANESSA T. MAGOMNANG
Notary Public for and Mandaluyong City
Notarial Commission No. 0475-20
Commission expires on 31 December 2021
8th Floor, RFM Corporate Center
Pioneer corner Sheridan Sts., Mandaluyong City
PTR No. 4582280, Jan 11, 2021, Mandaluyong City

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 .

RFM Corporation

By:

JOSE MARIA CONCEPCION III
President and Chief Executive Officer

ENRIQUE OLIVER I. REY MATIAS
Vice President – CFO

SUBSCRIBED AND SWORN to before me this 07 APR 2021 day of , 2021 affiants exhibiting their Passport as follows:

Names	Passport Number	Date of Issue / Expiry	Place of Issue
Jose Maria Concepcion III	P3744591A	21 July 2017/ 20 July 2022	DFA, Manila
Enrique Oliver Rey-Matias	P5401351A	20 Dec 2017/ 19 Dec 2022	DFA, NCR East

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Page No. 50
Book No. I
Series of 2021

MITCHIE VANESSA T. MAGOMNANG
Notary Public for and Mandaluyong City
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PTR No. 4582280, Jan.11, 2021, Mandaluyong City
IBP Lifetime Member No. 09975
Roll Of Attorneys No. 53107

C O V E R S H E E T

for

AUDITED FINANCIAL STATEMENTS

SEC Registration Number

0	0	0	0	0	0	1	2	9	9	8

C O M P A N Y N A M E

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

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	

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

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

No. of Stockholders	Annual Meeting (Month / Day)	Fiscal Year (Month / Day)
3,137	07/02	12/31

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

SyCip Gorres Velayo & Co.
6760 Ayala Avenue
1226 Makati City
Philippines

Tel: (632) 8891 0307
Fax: (632) 8819 0872
ey.com/ph

BOA/PRC Reg. No. 0001,
October 4, 2018, valid until August 24, 2021
SEC Accreditation No. 0012-FR-5 (Group A),
November 6, 2018, valid until November 5, 2021

INDEPENDENT AUDITOR'S REPORT

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

Report on the Audit of the Parent Company Financial Statements

Opinion

We have audited the parent company financial statements of RFM Corporation (the Company), which comprise the parent company statements of financial position as at December 31, 2020 and 2019, and the parent company statements of income, parent company statements of comprehensive income, parent company statements of changes in equity and parent company statements of cash flows for the years then ended, and notes to the parent company financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying parent company financial statements present fairly, in all material respects, the financial position of the Company as at December 31, 2020 and 2019, and its financial performance and its cash flows for the years then ended in accordance with Philippine Financial Reporting Standards (PFRSs).

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 Parent Company Financial Statements* section of our report. We are independent of the Company 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 parent company 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.

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

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

In preparing the parent company 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 unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Parent Company Financial Statements

Our objectives are to obtain reasonable assurance about whether the parent company 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 parent company 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 parent company 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 Company'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 Company'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 parent company 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 Company to cease to continue as a going concern.

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

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, related safeguards.

Report on the Supplementary Information Required Under Revenue Regulations No. 15-2010

Our audits were conducted for the purpose of forming an opinion on the parent company financial statements taken as a whole. The supplementary information required under Revenue Regulations No. 15-2010 in Note 30 to the parent company financial statements is presented for purposes of filing with the Bureau of Internal Revenue and is not a required part of the basic financial statements. Such information is the responsibility of the management of RFM Corporation. The information has been subjected to the auditing procedures applied in our audit of the basic financial statements. In our opinion, the information is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

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
Partner
CPA Certificate No. 95198
SEC Accreditation No. 1756-A (Group A),
June 11, 2019, valid until June 10, 2022
Tax Identification No. 176-158-478
BIR Accreditation No. 08-001998-141-2018,
December 17, 2018, valid until December 16, 2021
PTR No. 8534385, January 4, 2021, Makati City

March 30, 2021

SGV
Building a better working world

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BOA/PRC Reg. No. 0001,
October 4, 2018, valid until August 24, 2021
SEC Accreditation No. 0012-FR-5 (Group A),
November 6, 2018, valid until November 5, 2021

INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying parent company financial statements of RFM Corporation (the Company) as at December 31, 2020 and for the year ended, on which we have rendered the attached report, dated March 30, 2021.

In compliance with Revised Securities Regulation Code Rule 68, we are stating that the above Company has 3,099 stockholders each owning 100 or more shares.

SYCIP GORRES VELAYO & CO.

Ma. Emilita L. Villanueva

Ma. Emilita L. Villanueva
Partner
CPA Certificate No. 95198
SEC Accreditation No. 1756-A (Group A),
June 11, 2019, valid until June 10, 2022
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December 17, 2018, valid until December 16, 2021
PTR No. 8534385, January 4, 2021, Makati City

March 30, 2021

RFM CORPORATION

PARENT COMPANY STATEMENTS OF FINANCIAL POSITION

(Amounts in Thousands)

	December 31	
	2020	2019
ASSETS		
Current Assets		
Cash and cash equivalents (Note 5)	**₱1,372,071**	₱3,208,432
Short-term cash investments (Note 5)	**648,989**	651,489
Receivables (Note 6)	**1,411,710**	1,618,546
Inventories (Note 7)	**1,790,352**	1,160,259
Hold-to-collect (HTC) investments (Note 11)	**–**	85,067
Financial assets at fair value through other comprehensive income (FVOCI) (Note 9)	**1,389,275**	–
Other current assets (Note 8)	**47,349**	96,184
Total Current Assets	**6,659,746**	6,819,977
Noncurrent Assets		
Financial assets at fair value through other comprehensive income (FVOCI) - net of current portion (Note 11)	**314,822**	–
Investments in subsidiaries, joint ventures and an associate (Note 12)	**442,302**	442,302
Property, plant and equipment (Note 9):		
At appraised value	**3,538,190**	3,103,478
At cost	**2,637,648**	2,568,837
Intangible assets (Note 10)	**2,080,932**	2,080,932
Other noncurrent assets	**6,636**	6,147
Total Noncurrent Assets	**9,020,530**	8,201,696
TOTAL ASSETS	**₱15,680,276**	₱15,021,673
LIABILITIES AND EQUITY		
Current Liabilities		
Accounts payable and other current liabilities (Note 13)	**₱2,961,461**	₱2,374,147
Lease liability (Note 14)	**31,986**	28,158
Income tax payable	**18,292**	–
Total Current Liabilities	**3,011,739**	2,402,305
Noncurrent Liabilities		
Net retirement liability (Note 22)	**72,176**	60,451
Lease liability- net of current portion (Note 14)	**5,612**	37,598
Deferred income tax liabilities - net (Note 23)	**633,336**	534,899
Total Noncurrent Liabilities	**711,124**	632,948
Total Liabilities	**3,722,863**	3,035,253
Equity		
Capital stock (Note 15)	**3,651,021**	3,651,021
Additional paid-in capital	**2,060,383**	2,060,383
Treasury stock (Note 15)	**(758,777)**	(375,918)
Other comprehensive income:		
Revaluation increment on land - net (Note 9)	**2,095,382**	1,789,684
Unrealized gain on financial assets at FVOCI (Note 11)	**3,014**	–
Equity reserve (Note 15)	**(4,120)**	(4,120)
Retained earnings (Note 15)	**4,910,510**	4,865,370
Total Equity	**11,957,413**	11,986,420
TOTAL LIABILITIES AND EQUITY	**₱15,680,276**	₱15,021,673

See accompanying Notes to Parent Company Financial Statements.

RFM CORPORATION

PARENT COMPANY STATEMENTS OF INCOME

(Amounts in Thousands, Except Per Share Data)

	Years Ended December 31	
	2020	2019
REVENUE		
Sale of goods (Note 4)	**₱10,706,827**	₱9,431,969
Services and others (Notes 4 and 21)	**38,842**	44,197
	10,745,669	9,476,166
COST OF GOODS SOLD (Note 16)	**(7,450,657)**	(6,559,846)
GROSS PROFIT	**3,295,012**	2,916,320
OPERATING EXPENSES		
Selling and marketing expenses (Note 17)	**(2,012,251)**	(1,669,002)
General and administrative expenses (Note 18)	**(596,371)**	(828,009)
OTHER INCOME (CHARGES)		
Dividend income (Note 12)	**288,160**	947,116
Interest income (Note 20)	**37,384**	85,145
Interest expense and financing charges (Note 20)	**(4,212)**	(6,170)
Other income (loss) - net (Note 20)	**(16,750)**	7,675
INCOME BEFORE INCOME TAX	**990,972**	1,453,075
PROVISION FOR INCOME TAX (Note 23)		
Current	**233,040**	142,684
Deferred	**(31,899)**	(14,222)
	201,141	128,462
NET INCOME	**₱789,831**	₱1,324,613
Basic/Diluted Earnings Per Share (Note 25)	**₱0.23**	₱0.38

See accompanying Notes to Parent Company Financial Statements.

RFM CORPORATION

PARENT COMPANY STATEMENTS OF COMPREHENSIVE INCOME

(Amounts in Thousands)

	Years Ended December 31	
	2020	2019
NET INCOME	**₱789,831**	₱1,324,613
OTHER COMPREHENSIVE INCOME (LOSS)		
Item that will be reclassified to income (loss):		
Unrealized gain on financial asset at FVOCI (Note 11)	**4,306**	–
Income tax effect (Notes 11 and 23)	**(1,292)**	–
	3,014	–
Items that will not be reclassified to income (loss):		
Remeasurement gain (loss) on defined benefit retirement plan (Note 22)	**(6,566)**	(49,476)
Income tax effect (Note 23)	**1,970**	14,843
Revaluation increment on land (Note 9)	**440,805**	–
Income tax effect (Note 23)	**(132,242)**	–
	303,967	(34,633)
	306,981	(34,633)
TOTAL COMPREHENSIVE INCOME	**₱1,096,812**	₱1,289,980

See accompanying Notes to Parent Company Financial Statements.

RFM CORPORATION

PARENT COMPANY STATEMENTS OF CHANGES IN EQUITY

FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2019

(Amounts in Thousands)

	Capital Stock (Note 15)	Additional Paid-in Capital	Treasury Stock	Revaluation Increment on land - net (Note 9)	Unrealized Gain on Financial Assets At FVOCI (Note 11)	Equity Reserve	Retained Earnings (Note 15)	Total
As of January 1, 2020	**₱3,651,021**	**₱2,060,383**	**(₱375,918)**	**₱1,789,684**	**₱–**	**(₱4,120)**	**₱4,865,370**	**₱11,986,420**
Net income	–	–	–	–	–	–	**789,831**	**789,831**
Other comprehensive income:								
Remeasurement gain on defined benefit retirement plan	–	–	–	–	–	–	**(4,596)**	**(4,596)**
Revaluation increment on land	–	–	–	**308,563**	–	–	–	**308,563**
Unrealized gain on financial asset at FVOCI	–	–	–	–	**3,014**	–	–	**3,014**
Total comprehensive income for the year	–	–	–	**308,563**	**3,014**	–	**785,235**	**1,096,812**
Transfer of portion of revaluation increment on property, plant and equipment realized through disposal (Note 9)	–	–	–	**(2,865)**	–	–	**2,865**	–
Cash dividends (Note 15)	–	–	–	–	–	–	**(742,960)**	**(742,960)**
Purchase of shares into treasury (Note 15)	–	–	**(382,859)**	–	–	–	–	**(382,859)**
As of December 31, 2020	**₱3,651,021**	**₱2,060,383**	**(₱758,777)**	**₱2,095,382**	**₱3,014**	**(₱4,120)**	**₱4,910,510**	**₱11,957,413**
As of January 1, 2019	₱3,500,404	₱2,059,220	(₱86,408)	₱1,626,536	₱–	₱–	₱4,476,643	₱11,576,395
Net income	–	–	–	–	–	–	1,324,613	1,324,613
Other comprehensive income - remeasurement loss on defined benefit retirement plan	–	–	–	–	–	–	(34,633)	(34,633)
Total comprehensive income for the year	–	–	–	–	–	–	1,289,980	1,289,980
Cash dividends (Note 15)	–	–	–	–	–		(553,364)	(553,364)
Purchase of shares into treasury (Note 15)	–	–	(167,238)	–	–	–	–	(167,238)
Sale of treasury shares (Note 15)	–	1,163	24,225	–	–	–	–	25,388
Merger transactions (Note 15)	150,617	–	(146,497)	163,148	–	(4,120)	(347,889)	(184,741)
As of December 31, 2019	₱3,651,021	₱2,060,383	(₱375,918)	₱1,789,684	₱–	(₱4,120)	₱4,865,370	₱11,986,420

See accompanying Notes to Parent Company Financial Statements.

RFM CORPORATION

PARENT COMPANY STATEMENTS OF CASH FLOWS

(Amounts in Thousands)

	Years Ended December 31	
	2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES		
Income before income tax	**₱990,972**	₱1,453,075
Adjustments for:		
Depreciation (Note 9)	**310,251**	294,807
Retirement benefits cost (Note 22)	**20,559**	15,928
Interest expense and financing charges (Note 20)	**4,212**	6,170
Gain on sale of:		
HTC investments (Note 11)	**–**	(7,116)
Financial assets at FVOCI (Note 11)	**(404)**	–
Property, plant and equipment (Notes 9 and 20)	**(4,107)**	–
Interest income (Notes 5, 11 and 20)	**(37,384)**	(85,145)
Dividend income (Note 12)	**(288,160)**	(947,116)
Operating income before working capital changes	**995,939**	730,603
Decrease (increase) in:		
Receivables	**206,077**	558,242
Other current assets	**1,110**	23,276
Inventories	**(630,093)**	(250,323)
Increase in accounts payable and other current liabilities	**572,572**	233,257
Net cash generated from operations	**1,145,605**	1,295,055
Interest paid	**(4,237)**	(6,208)
Income taxes paid, including creditable withholding taxes	**(167,023)**	(236,429)
Retirement contributions and benefits paid (Note 22)	**(15,400)**	(39,542)
Interest received	**25,865**	62,808
Net cash from operating activities	**984,810**	1,075,684
CASH FLOWS FROM INVESTING ACTIVITIES		
Decrease (increase) in:		
Short-term cash investments	**2,500**	(617,282)
Other noncurrent assets	**(489)**	(20,738)
Dividends received (Note 12)	**288,160**	947,116
Additions to:		
Property, plant and equipment (Note 9)	**(379,062)**	(419,372)
HTC investments (Note 11)	**–**	(610,939)
Financial assets at FVOCI (Note 11)	**(3,644,108)**	–
Proceeds from maturity of HTC Investments (Note 11)	**85,000**	321,050
Proceeds from maturity of financial assets at FVOCI (Note 11)	**1,204,000**	–
Proceeds from sale of:		
Property, plant and equipment (Notes 9 and 20)	**8,972**	–
HTC investments (Note 11)	**–**	1,142,241
Financial assets at FVOCI (Note 11)	**753,066**	–
Cash proceed from the merger (Note 15)	**–**	29,823
Net cash from (used in) investing activities	**(1,681,961)**	771,899

(Forward)

	Years Ended December 31	
	2020	2019
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from issuance of treasury shares (Note 15)	**₱–**	₱25,388
Reacquisition of shares into treasury (Note 15)	**(382,859)**	(167,238)
Dividends paid (Note 15)	**(728,193)**	(551,578)
Payment of principal portion of lease liability (Note 14)	**(28,158)**	(24,676)
Net cash used in financing activities	**(1,139,210)**	(718,104)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	**(1,836,361)**	1,129,479
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	**3,208,432**	2,078,953
CASH AND CASH EQUIVALENTS AT END OF THE YEAR (Note 5)	**₱1,372,071**	₱3,208,432

See accompanying Notes to Parent Company Financial Statements.

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

Corporate Information

RFM Corporation (the Company) was incorporated on August 16, 1957 and registered with the Philippine Securities and Exchange Commission (SEC). On July 9, 2007, the Philippine SEC approved the extension of the Company's corporate life from August 22, 2007 to October 13, 2056. The 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 Company is mainly involved in the manufacturing, processing and selling of wheat, flour and flour products, pasta, milk, juices, margarine, and other food beverage products. The principal office of the Company is RFM Corporate Center, Pioneer corner Sheridan Streets, Mandaluyong City.

Authorization for the Issuance of the Parent Company Financial Statements

The parent company financial statements of the Company as at and for the years ended December 31, 2020 and 2019 were authorized for issuance by the Board of Directors (BOD) on March 30, 2021.

2. Basis of Preparation, Statement of Compliance and Summary of Significant Accounting Policies

Basis of Preparation

The parent company financial statements have been prepared using the historical cost basis, except for the Company's land, which are stated at appraised values and 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 parent company financial statements are presented in Philippine peso (₱), which is the Company's functional currency. All values are rounded off to the nearest thousand (₱000), except for the number of shares or when otherwise indicated.

Statement of Compliance

The parent company financial statements have been prepared in compliance with Philippine Financial Reporting Standards (PFRS).

The parent company financial statements are the Company's separate financial statements prepared in compliance with Philippine Accounting Standards (PAS) 27, *Separate Financial Statements*. These financial statements are prepared for submission to the Philippine Bureau of Internal Revenue. The Company prepares and issues parent company financial statements for the same period as the consolidated financial statements in accordance with the financial reporting framework as allowed by SEC which represents Philippine Financial Reporting Standards (PFRSs) except PFRS 11, *Joint Arrangements,* with respect to the Company's investment in Unilever RFM Ice Cream, Inc. (URICI). These financial statements are filed with and may be obtained at the Secretariat Building, PICC Complex, Roxas Boulevard, Pasay City or at the Company's principal office address.

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 as at January 1, 2020. The Company 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 parent company financial statements of the Company.

- Amendments to PFRS 3, *Business Combinations, Definition of a Business*
  The amendments to PFRS 3 clarifies that to be considered a business, an integrated set of activities and assets must include, at a minimum, an input and a substantive process that together significantly contribute to the ability to create output. Furthermore, it clarifies that a business can exist without including all of the inputs and processes needed to create outputs. These amendments may impact future periods should the Company enter into any business combinations.

- Amendments to PFRS 7, *Financial Instruments: Disclosures* and PFRS 9, *Financial Instruments*, *Interest Rate Benchmark Reform*
  The amendments to PFRS 9 provide a number of reliefs, which apply to all hedging relationships that are directly affected by the interest rate benchmark reform. A hedging relationship is affected if the reform gives rise to uncertainties about the timing and or amount of benchmark-based cash flows of the hedged item or the hedging instrument.

- Amendments to PAS 1, *Presentation of Financial Statements*, and PAS 8, *Accounting Policies, Changes in Accounting Estimates and Errors, Definition of Material*
  The amendments provide a new definition of material that states "information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity."

  The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users.

- Conceptual Framework for Financial Reporting issued on March 29, 2018
  The Conceptual Framework is not a standard, and none of the concepts contained therein override the concepts or requirements in any standard. The purpose of the Conceptual Framework is to assist the standard-setters in developing standards, to help preparers develop consistent accounting policies where there is no applicable standard in place and to assist all parties to understand and interpret the standards.

  The revised Conceptual Framework includes new concepts, provides updated definitions and recognition criteria for assets and liabilities and clarifies some important concepts.

- Amendments to PFRS 16, *COVID-19-related Rent Concessions*
  The amendments provide relief to lessees from applying the PFRS 16 requirement on lease modifications to rent concessions arising as a direct consequence of the COVID-19 pandemic. A lessee may elect not to assess whether a rent concession from a lessor is a lease modification if it meets all of the following criteria:

  - The rent concession is a direct consequence of COVID-19;
  - The change in lease payments results in a revised lease consideration that is substantially the same as, or less than, the lease consideration immediately preceding the change;
  - Any reduction in lease payments affects only payments originally due on or before June 30, 2021; and
  - There is no substantive change to other terms and conditions of the lease.



A lessee that applies this practical expedient will account for any change in lease payments resulting from the COVID-19 related rent concession in the same way it would account for a change that is not a lease modification, i.e., as a variable lease payment.

The amendments are effective for annual reporting periods beginning on or after June 1, 2020. Early adoption is permitted.

The Company adopted the amendments beginning January 1, 2020. The adoption of these new standards did not have significant impact on the financial statements of the Company.

Standards Issued but not yet Effective

Pronouncements issued but not yet effective are listed below. Unless otherwise indicated, the Company does not expect that the future adoption of the said pronouncements will have a significant impact on its parent company financial statements. The Company intends to adopt the following pronouncements when they become effective.

Effective beginning on or after January 1, 2021

- Amendments to PFRS 9, PFRS 7, PFRS 4 and PFRS 16, *Interest Rate Benchmark Reform - Phase 2*

  The amendments provide the following temporary reliefs which address the financial reporting effects when an interbank offered rate (IBOR) is replaced with an alternative nearly risk-free interest rate (RFR):
  - Practical expedient for changes in the basis for determining the contractual cash flows as a result of IBOR reform
  - Relief from discontinuing hedging relationships
  - Relief from the separately identifiable requirement when an RFR instrument is designated as a hedge of a risk component

  The Company shall also disclose information about:
  - The nature and extent of risks to which the entity is exposed arising from financial instruments subject to IBOR reform, and how the entity manages those risks; and
  - Their progress in completing the transition to alternative benchmark rates, and how the entity is managing that transition

  The amendments are effective for annual reporting periods beginning on or after January 1, 2021 and apply retrospectively, however, the Company is not required to restate prior periods.

Effective beginning on or after January 1, 2022

- Amendments to PFRS 3, *Reference to the Conceptual Framework*

  The amendments are intended to replace a reference to the Framework for the Preparation and Presentation of Financial Statements, issued in 1989, with a reference to the Conceptual Framework for Financial Reporting issued in March 2018 without significantly changing its requirements. The amendments added an exception to the recognition principle of PFRS 3, *Business Combinations* to avoid the issue of potential 'day 2'gains or losses arising for liabilities and contingent liabilities that would be within the scope of PAS 37, *Provisions, Contingent Liabilities and Contingent Assets* or Philippine-IFRIC 21, *Levies*, if incurred separately.



At the same time, the amendments add a new paragraph to PFRS 3 to clarify that contingent assets do not qualify for recognition at the acquisition date.

The amendments are effective for annual reporting periods beginning on or after January 1, 2022 and apply prospectively.

- Amendments to PAS 16, *Plant and Equipment: Proceeds before Intended Use*

  The amendments prohibit entities deducting from the cost of an item of property, plant and equipment, any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognizes the proceeds from selling such items, and the costs of producing those items, in profit or loss.

  The amendment is effective for annual reporting periods beginning on or after January 1, 2022 and must be applied retrospectively to items of property, plant and equipment made available for use on or after the beginning of the earliest period presented when the entity first applies the amendment.

- Amendments to PAS 37, *Onerous Contracts - Costs of Fulfilling a Contract*

  The amendments specify which costs an entity needs to include when assessing whether a contract is onerous or loss-making. The amendments apply a "directly related cost approach". The costs that relate directly to a contract to provide goods or services include both incremental costs and an allocation of costs directly related to contract activities. General and administrative costs do not relate directly to a contract and are excluded unless they are explicitly chargeable to the counterparty under the contract.

  The amendments are effective for annual reporting periods beginning on or after January 1, 2022. The Company will apply these amendments to contracts for which it has not yet fulfilled all its obligations at the beginning of the annual reporting period in which it first applies the amendments.

- *Annual Improvements to PFRSs* 2018-2020 Cycle

  - Amendments to PFRS 1, *First-time Adoption of Philippines Financial Reporting Standards, Subsidiary as a first-time adopter*

    The amendment permits a subsidiary that elects to apply paragraph D16(a) of PFRS 1 to measure cumulative translation differences using the amounts reported by the parent, based on the parent's date of transition to PFRS. This amendment is also applied to an associate or joint venture that elects to apply paragraph D16(a) of PFRS 1.

    The amendment is effective for annual reporting periods beginning on or after January 1, 2022 with earlier adoption permitted.

  - Amendments to PFRS 9, *Financial Instruments*, *Fees in the '10 per cent' test for derecognition of financial liabilities*

    The amendment clarifies the fees that an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability. These fees include only those paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's



behalf. An entity applies the amendment to financial liabilities that are modified or exchanged on or after the beginning of the annual reporting period in which the entity first applies the amendment.

The amendment is effective for annual reporting periods beginning on or after January 1, 2022 with earlier adoption permitted. The Company will apply the amendments to financial liabilities that are modified or exchanged on or after the beginning of the annual reporting period in which the entity first applies the amendment.

- Amendments to PAS 41, *Agriculture, Taxation in fair value measurements*

  The amendment removes the requirement in paragraph 22 of PAS 41 that entities exclude cash flows for taxation when measuring the fair value of assets within the scope of PAS 41.

  An entity applies the amendment prospectively to fair value measurements on or after the beginning of the first annual reporting period beginning on or after January 1, 2022 with earlier adoption permitted.

Effective beginning on or after January 1, 2023

- Amendments to PAS 1*, Classification of Liabilities as Current or Non-current*

  The amendments clarify paragraphs 69 to 76 of PAS 1, *Presentation of Financial Statements*, to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:
  - What is meant by a right to defer settlement
  - That a right to defer must exist at the end of the reporting period
  - 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

  The amendments are effective for annual reporting periods beginning on or after January 1, 2023 and must be applied retrospectively.

- PFRS 17, *Insurance Contracts*

  PFRS 17 is a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. Once effective, PFRS 17 will replace PFRS 4, *Insurance Contracts*. This new standard on insurance contracts applies to all types of insurance contracts (i.e., life, non-life, direct insurance and re-insurance), regardless of the type of entities that issue them, as well as to certain guarantees and financial instruments with discretionary participation features. A few scope exceptions will apply.

  The overall objective of PFRS 17 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers. In contrast to the requirements in PFRS 4, which are largely based on grandfathering previous local accounting policies, PFRS 17 provides a comprehensive model for insurance contracts, covering all relevant accounting aspects. The core of PFRS 17 is the general model, supplemented by:
  - A specific adaptation for contracts with direct participation features (the variable fee approach)
  - A simplified approach (the premium allocation approach) mainly for short-duration contracts



PFRS 17 is effective for reporting periods beginning on or after January 1, 2023, with comparative figures required. Early application is permitted.

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*

  The amendments address the conflict between PFRS 10 and PAS 28 in dealing with the loss of control of a subsidiary that is sold or contributed to an associate or joint venture. The amendments clarify that a full gain or loss is recognized when a transfer to an associate or joint venture involves a business as defined in PFRS 3. Any gain or loss resulting from the sale or contribution of assets that does not constitute a business, however, is recognized only to the extent of unrelated investors' interests in the associate or joint venture.

  On January 13, 2016, the Financial Reporting Standards Council deferred the original effective date of January 1, 2016 of the said amendments until the International Accounting Standards Board (IASB) completes its broader review of the research project on equity accounting that may result in the simplification of accounting for such transactions and of other aspects of accounting for associates and joint ventures

Summary of Significant Accounting Policies

Current versus Noncurrent Classification

The Company presents assets and liabilities in the parent company 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 Company 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 Company classifies all other liabilities, including deferred taxes, as noncurrent.

Investments in Subsidiaries, Joint Ventures and an Associate

The Company's investments in subsidiaries, joint ventures and an associate are accounted at cost in the parent company financial statements, less any impairment in value.

Subsidiaries are entities controlled by the Company. Control is achieved when the Company is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

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. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

An associate is an entity over which the Company has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

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 Company.

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 Company 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 financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognized in the parent company financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by reassessing 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 analyses the movements in the values of assets and liabilities which are required to be re-measured or re-assessed per the Company'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 Company 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.

Short-term Cash Investments
Short-term cash investments are short term placements with maturities of three months but less than one year from date of acquisition. The Company earns interest at the respective short-term deposit rates.

Financial Instruments

Date of recognition
The Company recognizes a financial asset or a financial liability in the statement of financial position when it becomes a party to the contractual provisions of the instrument. Purchases and sales of financial assets that require delivery of assets within the time frame established 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 Company's financial assets and financial liabilities consist of amortized cost and other financial liabilities.

Initial recognition 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 Company 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 Company'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 Company has applied the practical expedient, the Company 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 Company has applied the practical expedient are measured at the transaction price determined under PFRS 15.

For a financial asset to be classified and measured at amortized cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Company'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.

Financial assets at amortized cost
This category is the most relevant to the Company. The Company measures financial assets at amortized cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

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.

Under PFRS 9, embedded derivatives are no longer separated from a host financial asset. Instead, financial assets are classified based on the business model and their contractual terms.

As of December 31, 2020 and 2019, the Company's financial assets at amortized cost include cash and cash equivalents, short-term cash investments, trade receivables, nontrade receivables, advances to related parties, hold-to-collect investments 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 parent company statement of comprehensive income as 'Net changes in fair value of financial assets at FVOCI.

Debt securities at FVOCI are those that meet both of the following conditions: (i) the asset is held within a business model whose objective is to hold the financial assets in order to both collect contractual cash flows and sell financial assets; and (ii) the contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the outstanding principal amount. 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 parent company statement of income. Interest earned on holding debt securities at debt securities at FVOCI are reported as 'Interest 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 parent company statement of comprehensive income is recognized in the parent company 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 parent company statement of income.

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, 2020 and 2019, the Company's financial assets consist of financial assets at amortized cost and FVOCI with recycling of cumulative gains and losses.



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, 2020 and 2019, the Company's financial liabilities include accounts payable and other current liabilities (excluding payables to government agencies).

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.

Reclassifications of financial instruments
The Company reclassifies its financial assets when, and only when, there is a change in the business model for managing the financial assets. Reclassifications shall be applied prospectively by the Company and any previously recognized gains, losses or interest shall not be restated. The Company does not reclassify its financial liabilities.

Impairment of financial assets
The Company 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 Company expects to receive, discounted at an approximation of the original effective interest rate. 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.

For cash and cash equivalents, short-term cash investments, and HTC investments, the Company 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 Company'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 Company 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 Company 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 Company applies a simplified approach in calculating ECLs. Therefore, the Company does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECLs at each reporting date. The Company 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 Company's definition of default and historical data of three years for the origination, maturity date and default date. The Company considers trade receivable 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 which varies across relevant business segment/sub-segment of the Company, 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 Company may also consider a trade receivable to be in default when internal or external information indicates that the Company is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Company.

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 Company 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 Company 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.

Exposures that have not deteriorated significantly since origination, or where the deterioration remains within the Company's investment grade criteria are considered to have a low credit risk. The provision for credit losses for these financial assets is based on a 12-month ECL. The low credit risk exemption has been applied on debt investments that meet the investment grade criteria of the Company from the time of origination. An exposure will migrate through the ECL stages as asset quality deteriorates. If, in a subsequent period, asset quality improves and also reverses any previously assessed significant increase in credit risk since origination, then the loss allowance measurement reverts from lifetime ECL to 12-months ECL.

This policy is applicable to Company's financial assets except for trade receivables, for which the Company applies a simplified approach in calculating ECLs. Therefore, the Company does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECLs at each reporting date.

Write-off policy
The Company 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 Company's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognized in the parent company statement of income.



Derecognition of Financial Assets and Financial Liabilities

Financial assets
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 Company's rights to receive cash flows from the asset have expired; or
- the Company 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.

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognize the transferred asset to the extent of the Company's continuing involvement. In that case, the Company also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

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 Company could be required to repay.

Financial liabilities
A financial liability is derecognized when the obligation under the liability is discharged or 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 profit or loss.

Offsetting Financial Instruments
Financial assets and financial liabilities are offset and the net amount is reported in the parent company statement of financial position if, and only if, there is a currently enforceable legal right to set off the recognized amounts and there is intention to settle on a net basis, or to realize the asset and settle the liability simultaneously. The Company 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 Company 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 and goods in process	-	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 Company's operations. These are reclassified as part of inventory upon delivery of the related asset.

Other Noncurrent Assets
Other noncurrent assets include security deposits and deposit on purchases of property, plant and equipment.

Deposit on purchases of property plant and equipment account comprises of advance payments to contractors for the construction and development of property, plant, and equipment. These are reclassified as part of property, plant and equipment upon the completion or 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. The initial cost of items of property, plant and equipment consists of its purchase price, including import duties and any directly attributable costs of bringing the asset to its working condition and location for its intended use. Expenditures incurred after the property, plant and equipment have been put into operation, such as repairs and maintenance and overhaul costs, are normally charged to the parent company statement of income in the period the costs are incurred. In situations where it can be clearly demonstrated that the expenditures have resulted in an increase in the future economic benefits expected to be obtained from the use of an item of property, plant and equipment beyond its originally assessed standard of performance, the expenditures are capitalized as an additional cost of the item of property, plant and equipment.

Land is stated at fair value based on a valuation performed by accredited independent appraisers. 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 parent company 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 parent company statement of comprehensive income. Any resulting decrease is directly charged against any related revaluation increment to the extent that the decrease does not exceed the amount of the revaluation increment in respect of the same assets. In case the land is disposed of, the related revaluation increment



is transferred directly to retained earnings. Transfers from revaluation increment to retained earnings are not made through the parent company statement of 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 30
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 Company's policy is to classify ROU assets as part of Property, Plant and Equipment account. The Company recognizes ROU assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). ROU assets are initially measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The initial cost of ROU assets includes the amount of lease liabilities recognized, lease payments made at or before the commencement date less any lease incentives received and estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories.

Unless the Company is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognized ROU assets on warehouses are depreciated on a straight-line basis over three (3) years. 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 any accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized and expenditure is reflected in the parent company 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.

Intangible assets with finite lives (e.g., computer software) are amortized over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least at each reporting date. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortization period or method, as appropriate, and are treated as changes in accounting estimates. The amortization expense on intangible assets with finite lives is recognized in the expense category in the parent company statement of income consistent with the function of the intangible asset.

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 parent company statement of income when the asset is derecognized.

As of December 31, 2020 and 2019, the Company's intangible assets consist of trademark with indefinite useful life and computer software that is amortized over three years using the straight-line method.

Impairment of Noncurrent Nonfinancial assets

The carrying values of property, plant and equipment, intangible assets (except trademark) and investments in subsidiaries, joint ventures and an associate are reviewed for impairment when event or charges in circumstances indicate that the carrying values may not be recoverable. Trademark is tested for impairment at least annually or when there is an identified indicator of impairment. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets or cash-generating units (CGUs) are written down to their recoverable amounts. 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 parent company statement of income in those expense categories consistent with the function of the impaired asset.

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 parent company statement of income.

Equity

Capital Stock

Capital stock is stated at par value for all shares issued and outstanding. When the 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. When shares are issued for a consideration other than cash, the proceeds are measured at the fair value of the consideration received. In case shares are issued to extinguish or to settle the liability of the Company, the share shall be measured at either the fair value of the shares issued or fair value of the liability settled, whichever is more reliably determinable.

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 parent company statement of income on the purchase, sale, issue or cancellation of the Company'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. Equity reserve is derecognized when the subsidiary is deconsolidated, which is the date in which control ceases.

Retained Earnings

Retained earnings represent the cumulative balance of periodic net income or loss, dividend distributions, effects 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 Company. Stock dividends are treated as transfers from retained earnings to common shares.

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 Company 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 Company does not have potential dilutive common shares in 2020 and 2019.



Revenue Recognition
The Company primarily derives its revenue from the sale of goods and rendering of services, 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 Company 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 Company 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 Company enters into a contract with customer through an approved purchased order and trading terms agreements which constitute a valid contract as specific details such as the quantity, price, contract terms and their respective obligations are clearly identified in the contract.

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.

Management and service fees
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 Company has determined that the output method used faithfully depicts the performance of the services.

Revenues outside the scope of 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 Company's right to receive payment is established.

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 parent company statement 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 obligations at the end of the reporting period reduced by the fair value of plan assets, 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 contribution to the plan.

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

Defined benefits costs comprise the following:
- Service cost
- Net interest on the net defined benefit liability or asset
- Re-measurements of 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 the parent company statement of income. Past service costs are recognized when plan amendment or curtailment occurs. These amounts are calculated periodically by an independent qualified actuary.

Net interest on the net defined benefit liability or asset is the change during the period in the net defined benefit liability or asset that arises from the passage of time which is determined by applying the discount rate based on government bonds to the net defined benefit liability or asset. Net interest on the net defined benefit liability or asset is recognized as expense or income in the parent company statement of income.

Re-measurements comprising 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 parent company statement of other comprehensive income and transferred to retained earnings in the period in which they arise. Re-measurements are not reclassified to the parent company 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 Company, nor can they be paid directly to the Company. 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 Company 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 Company as a lessee
Lease liabilities
At the commencement date of the lease, the Company recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating a lease, if the lease term reflects the Company exercising the option to terminate. The variable lease payments that do not depend on an index or a rate are recognized as expense in the period on which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Company 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 Company 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 leases of its leases of other equipment's that are considered of low value (i.e., below ₱100,000). 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 Company as lessor
Leases where the Company does not transfer substantially all the risks and benefits of the ownership of an asset are classified as operating leases. Rental income arising is accounted for 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 leases 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 parent company 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 is recognized on differences between the carrying amounts of assets and liabilities in the parent company financial statements and their corresponding tax bases (known as temporary differences). 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 of the parent company statement of income is recognized in correlation to the underlying transaction either in other comprehensive income or directly in equity.

Value-added Tax (VAT)
Revenues, expenses, and assets are recognized net of the amount of VAT, if applicable.

When VAT from sales of goods and/or services (output VAT) exceeds VAT passed on from purchases of goods or services (input VAT), the excess is recognized as payable in the statement of financial position. When VAT passed on from purchases of goods or services (input VAT) exceeds VAT from sales of goods and/or services (output VAT), the excess is recognized as an asset in the statement of financial position to the extent of the recoverable amount.

Segment Reporting
The Company'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.

Foreign Currency-Denominated Transactions and Translations
Transactions denominated in foreign currencies are recorded using the functional currency exchange rate at the date of the transaction. Outstanding monetary assets and liabilities denominated in foreign currencies are translated using the closing exchange rate at the reporting date. All differences are taken to the parent company statement of income. Non-monetary 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.

Provision and Contingencies
Provisions are recognized when the Company 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 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 liabilities are not recognized in the parent company financial statements but are disclosed in the notes to the parent company financial statements unless the outflow of resources embodying economic benefits is remote. Contingent assets are not recognized in the financial statements but are disclosed in the notes to the parent company financial statements when an inflow of economic benefits is probable.

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

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

The preparation of the parent company financial statements in compliance with PFRS requires the Company to exercise judgment, make accounting estimates and use assumptions that affect the amounts reported in the parent company 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 parent company 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 parent company financial statements when they become reasonably determinable.

Judgment
In the process of applying the Company'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 parent company 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. When there are events that indicate that the indefinite useful life assessment is no longer appropriate, the useful life assessment will be changed from indefinite to finite.

Based on analysis of relevant factors indicated below, management has assessed that there is no foreseeable limit to the period over which the trademark is expected to generate cash inflows for the Company:

- Management does not expect to encounter significant difficulties in renewing the registration of the trademark.
- Management has assessed that the cost of renewing the trademark is insignificant when compared with the economic benefits expected to flow to the Company from the continued use of the trademark.
- Management is committed to continue to invest for the long term to extend the period over which the trademark is expected to continue to provide economic benefits.

Consequently, management assessed that the trademark has an indefinite useful life as of December 31, 2020 and 2019.

Distinction between Investment Properties and Owner-occupied Properties
The Company determines whether a property qualifies as an investment property. In making its judgment, the Company considers whether the property generates cash flows largely independent of the other assets held by an entity. Owner-occupied properties generate cash flows that are attributable not only to property but also to the other assets used in the production or supply process.

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes. If these portions cannot be sold separately, the property is accounted for as an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes. Judgment is applied in determining whether ancillary services are so significant that a property does not qualify as investment property. The Company considers each property separately in making its judgment.

Management assessed that the Company's properties are mostly owner-occupied properties and are therefore classified as part of property, plant and equipment as of December 31, 2020 and 2019.

Definition of Default and Credit-impaired Financial Assets
The Company defines a financial instrument as in default, which is fully aligned with the definition of credit-impaired, 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 Company, ranging from 90 days to 360 days. However, in certain cases, the Company may also consider a financial asset to be in default when internal or external information indicates that the Company is unlikely to receive the outstanding contractual amounts in full. The criteria above have been applied to all the financial assets measured at amortized cost held by the Company and are consistent with the definition of default used for internal credit risk management purposes. The default definition has been applied consistently to calculate Company's expected loss. An instrument is considered to be no longer in default (i.e. to have cured) when it no longer meets any of the default criteria.

Simplified approach for trade receivables
The Company uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer accounts that have similar loss patterns (i.e., by segment and customer type). The provision matrix is initially based on the Company's historical observed default rates. The Company calibrates the matrices to adjust the historical credit loss

experience with forward-looking information. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analyzed.

Use of Macro-economic Forecasts and Incorporation of Forward-looking Information
Macro-economic forecasts are determined by evaluating a range of possible outcomes and using reasonable and supportable information that is available without undue cost and effort at the reporting date about past events, current conditions and forecasts of future economic conditions. The Company takes into consideration using different macro-economic variables to ensure linear relationship between internal rates and outside factors. Regression analysis was used to objectively determine which variables to use.

Predictive relationship between the key indicators and default and loss rates on various portfolios of financial assets have been developed based on analyzing historical data over the past 3 years. The methodologies and assumptions including any forecasts of future economic conditions are reviewed regularly.

Macro-economic indicators that are considered relevant to the Company include, but not limited to, changes in inflation, consumer price index, gross domestic product and commodity prices.

Grouping of instruments for losses measured on collective basis
For expected credit loss provisions modelled on a collective basis, a grouping of exposures is performed on the basis of shared risk characteristics, such that risk exposures within a group are homogeneous. The Company considers in its collective assessment based on its business segments and type of customers. The. appropriateness of groupings is monitored and reviewed on a periodic basis by Company. As of December 31, 2020 and 2019, the total gross carrying amount of trade receivables for which lifetime ECLs have been measured on a collective basis amounted to ₱1,445 million and ₱1,558 million respectively (see Note 6).

Revenue recognition on sale of goods
The Company's main revenue source is its sale of goods. Revenue recognition under PFRS 15 involves the Company's application of significant judgment and estimation in the: (a) identification of the contract for sale of goods that would meet the requirements of PFRS 15; (b) assessment of performance obligation and the probability that the entity will collect the consideration from the customer; and (c) recognition of revenue as the Company satisfies the performance obligation.

a) *Existence of a contract*
The Company's primary document for a contract with a customer is an approved purchased order and trading terms agreement with terms clearly identified including the product specification, quantity and payment terms and for some customer groups, with a signed marketing and distributorship agreement. Each party's rights regarding the goods to be transferred is clearly identified including the product specification and payment terms. In addition, part of the assessment process of the Company before revenue recognition is to assess the probability that the Company will collect the consideration to which it will be entitled in exchange for the goods sold that will be transferred to the customer.

b) *Identifying performance obligation*
The Company identifies performance obligations by considering whether the promised goods or services in the contract are distinct goods or services. A good or service is distinct when the customer can benefit from the good or service on its own or together with other resources that are readily available to the customer and the Company's promise to transfer the good or service to the customer is separately identifiable from the other promises in the contract. The Company

undertakes to sell the products specified including its quantity indicated in an approved purchased order. This is considered as one performance obligation.

c) *Recognition of revenues as the Company satisfies the performance obligation*
The Company recognizes its revenue for all revenue streams at a point in time, where the goods are sold and delivered, except for flour sales which are recognized at the time the goods are dispatched from the warehouse.

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 property, plant and equipment
The Company reviews for impairment the carrying value of trademark, and property, plant and equipment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. The Company performs impairment test of trademark, goodwill and property, plant and equipment annually every reporting period.

For purposes of impairment testing of trademark and property, plant and equipment, the most appropriate valuation approach used is based on the circumstances relevant to the Company and based on the extent of available information. The Company determined that the recoverable amount of the trademark with infinite useful life is fair value less cost of disposal. The fair value of the trademark was calculated using discount rate, revenue growth rates, budgeted brand support and royalty savings rate arising from the ownership of the trademark. Management assessed that 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. The key assumptions used to determine the fair value are further discussed in Note 10.

No impairment losses were recognized for trademark in 2020 and 2019 (see Note 10).

For property, plant and equipment, the Company assesses impairment on the assets whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. The factors that the Company considers important which could trigger an impairment review include the following:

- Significant underperformance relative to expected historical or projected future operating results;
- Significant changes in the manner of use of the acquired assets or the strategy for overall business; and
- Significant negative industry or economic trends.

An impairment loss is recognized whenever the carrying amount of an asset exceeds its recoverable amount. The estimated recoverable amount is the higher of an asset's fair value less costs to sell and value in use. The fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction while value in use is the present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life. Recoverable amounts are estimated for individual assets or, if it is not possible, for the cash-generating unit to which the asset belongs. For impairment loss on specific assets, the estimated recoverable amount represents the net fair value less costs to sell.

No impairment losses were recognized in 2020 and 2019 (see Note 9).

Leases - Estimating the Incremental Borrowing Rate
The Company 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 Company 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 Company '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 Company 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 Company's stand-alone credit risk rating).

The Company's lease liabilities amounted to ₱37.60 million and ₱65.76 million as of December 31, 2020 and 2019 (see Note 14).

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 Company 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.

The ongoing COVID-19 outbreak is widely expected to adversely affect the Philippine economy in the foreseeable future. The economic impact of COVID-19 depends on the mutation of the virus and the response of the authorities and the local community. The situation continues to evolve and the impact on the Philippine economy and the related government responses and measures depend on future developments that are highly uncertain. In light of the COVID-19 pandemic, the Company reviewed the conduct of its impairment assessment and ECL methodologies. The Company revisited the segmentation of its portfolio, reassessed the framework for macroeconomic overlay, incorporating pandemic scenarios to ensure that changes in economic conditions are captured in the ECL calculations and considered the significant government measures and plans to support affected and/or vulnerable entities.

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

Estimation of variable consideration and assessing the constraint
The Company offers sales incentives through various programs to customers. Such sales incentives include customer rebates, price reductions, performance incentives, among others. The extent and mode of such arrangements vary across different segments of the Company. Such incentives give rise to variable consideration. In estimating the variable consideration, the Company is required to use either the expected value method or the most likely amount method based on which method better predicts the amount of consideration to which it will be entitled.

The Company determined that the most likely amount method is the appropriate method to use in estimation since the Company's contracts only include a single volume threshold (i.e., has only two possible outcomes, either the entity achieves a performance target or does not).

Before including any amount of variable consideration in the transaction price, the Company considers whether the amount of variable consideration is constrained. The Company determined that the estimates of variable consideration are constrained based on its historical experience, business forecast and the current economic conditions. In addition, the uncertainty on the variable consideration will be resolved within a short time frame.



Determination of NRV of inventories
The Company'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 inventories 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 Company's inventories amounted to ₱1,790.35 million and ₱1,160.30 million as of December 31, 2020 and 2019, respectively (see Note 7).

Estimation of useful lives of property, plant and equipment (excluding ROU assets)
The Company estimates the useful lives of depreciable property, plant and equipment based on a collective assessment of similar businesses, internal technical evaluation and experience with similar assets. Estimated useful lives are based on the periods over which the assets are expected to be available for use. The estimated useful lives are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear, technical and commercial obsolescence and legal or other limits on the use of the assets. It is possible, however, that future results of operations could be materially affected by changes in the amounts and timing of recorded expenses brought about by changes in the factors mentioned above. A reduction in the estimated useful life of any item of property, plant and equipment would increase the recorded operating expenses and decrease the carrying value of the assets and vice versa.

There had been no changes in the estimated useful lives of property, plant and equipment in 2020 and 2019. The carrying values of property, plant and equipment are disclosed in Note 9 to the parent company financial statements.

Valuation of land under revaluation basis
The Company'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 a professionally qualified appraiser and uses the Sales Comparison Approach (see Note 9). Revaluations are made every three to five years to ensure that the carrying amounts do not differ materially from those which would be determined using fair values at the reporting date.

As of December 31, 2020 and 2019, the carrying value of land amounted to ₱3,538.19 million and ₱3,103.48 million, respectively (see Note 9).

Recognition of deferred income tax assets
Deferred income tax assets are recognized for deductible temporary differences to the extent that it is probable that future taxable profits will be available against which these deductible temporary differences can be utilized. Significant management judgment is required to determine the amount of deferred income tax assets that can be recognized, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

As of December 31, 2020 and 2019, deferred income tax assets recognized by the Company amounted to ₱342.32 million and ₱317.27 million, respectively (see Note 23).

Estimation of retirement benefits
The determination of the Company's retirement benefits obligation depends on the selection by management of certain assumptions used by the actuary in calculating such amounts. Those



assumptions are described in Note 22 and include, among others, the discount rate and rate of salary increase.

Net retirement liability as of December 31, 2020 and 2019 amounted to ₱72.18 million and ₱60.45 million, respectively (see Note 22).

4. Segment Information and Revenue from Contracts with Customers

Segment Information
The Company's management reports its operating business segments into the following:
(a) institutional business and (b) consumer business. The institutional business segment primarily manufactures flour, bread products, pasta, and rice-based mixes, but only sells flour and bread products. The consumer business segment manufactures milk and juices, and sells the latter together with pasta and rice-based mixes.

The 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. All operating business segments used by the Company meet the definition of reportable segment.

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 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. Segment liabilities include all operating liabilities and consist principally of trade, wages and taxes currently payable and accrued expenses. Intersegment transactions, i.e., segment revenues and segment expenses, include transfers between business segments and are eliminated in the parent company financial statements. The Company does not have a single external customer from which revenue generated amounted to 10% or more of the total revenue of the Company.

Information with regards to the Company's significant business segments follows:

	December 31, 2020					
	Consumer Business	Institutional Business	Unallocated Corporate Balances	Total	Eliminations	Total
Net Sales						
External sales	**₱6,755,180**	**₱3,951,647**	**₱38,842**	**₱10,745,669**	**₱–**	**₱10,745,669**
Results						
Interest income - net	**(₱3,958)**	**₱10**	**₱37,120**	**₱33,172**	**₱–**	**₱33,172**
Income from operations before provision for income tax	**₱378,033**	**₱421,896**	**₱191,043**	**₱990,972**	**₱–**	**₱990,972**
Provision for income tax	–	–	**(201,141)**	**(201,141)**	–	**(201,141)**
Net Income	**₱378,033**	**₱421,896**	**(₱10,098)**	**₱789,831**	**₱–**	**₱789,831**
Other Information						
Segment assets	**₱27,726,021**	**₱33,781,485**	**₱15,799,725**	**₱77,307,231**	**(₱63,773,354)**	**₱13,533,877**
Investments	–	–	**2,146,399**	**2,146,399**	–	**2,146,399**
Total Assets	**₱27,726,021**	**₱33,781,485**	**₱17,946,124**	**₱79,453,630**	**(₱63,773,354)**	**₱15,680,276**
Total Liabilities	**₱28,075,557**	**₱23,446,728**	**₱15,973,932**	**₱67,496,217**	**(₱63,773,354)**	**₱3,722,863**
Capital expenditures (Note 9)	**₱218,567**	**₱153,806**	**₱6,689**	**₱379,062**	**₱–**	**₱379,062**
Depreciation and amortization (Note 9)	**118,355**	**175,849**	**16,047**	**310,251**	–	**310,251**

	December 31,2019					
	Consumer Business	Institutional Business	Unallocated Corporate Balances	Total	Eliminations	Total
Net Sales						
External sales	₱5,342,782	₱4,089,187	₱44,197	₱9,476,166	₱–	₱9,476,166
Results						
Interest income - net	(₱5,969)	(₱7)	₱84,951	₱78,975	₱–	₱78,975
Income from operations before provision for income tax	₱98,368	₱592,868	₱761,839	₱1,453,075	₱–	₱1,453,075
Provision for income tax	–	–	(128,462)	(128,462)	–	(128,462)
Net Income	₱98,368	₱592,868	₱633,377	₱1,324,613	₱–	₱1,324,613
Other Information						
Segment assets	₱18,305,469	₱25,056,190	₱10,525,189	₱53,886,848	(₱39,392,544)	₱14,494,304
Investments	–	–	527,369	527,369	–	527,369
Total Assets	₱18,305,469	₱25,056,190	₱11,052,558	₱54,414,217	(₱39,392,544)	₱15,021,673
Total Liabilities	₱19,073,893	₱15,323,652	₱8,030,252	₱42,427,797	(₱39,392,544)	₱3,035,253
Capital expenditures (Note 9)	₱238,105	₱152,449	₱28,818	₱419,372	₱–	₱419,372
Depreciation and amortization (Note 9)	115,668	163,715	15,424	294,807	–	294,807

Revenue from Contracts with Customers
The Company's revenues are from its sale of goods and rendering of services. The Company's revenues are all recognized at a point in time (i.e. when it transfers control of goods to a customer or when the service is already rendered).

The following table disaggregates the Company's revenues on sale of goods by segment for the year ended December 31, 2020 and 2019:

	2020	2019
Institutional business	**₱3,951,647**	₱4,089,187
Consumer business	**6,755,180**	5,342,782
Total revenue from contacts with customers	**₱10,706,827**	₱9,431,969

Management fees and service income are related to the rent income from lease of the main building and service fees received from URIC (see Note 21).

5. Cash and Cash Equivalents and Short-term Cash Investments

Cash and cash equivalents
Cash in banks earns interest at the respective bank deposit rates. Cash equivalents are made for varying periods of up to three months depending on the immediate cash requirements of the Company and earn interest at the respective short-term investment rates.

	2020	2019
Cash on hand and in banks	**₱1,213,970**	₱965,265
Cash equivalents	**158,101**	2,243,167
	₱1,372,071	₱3,208,432

Interest income earned from cash in banks and cash equivalents amounted to ₱2.50 million and ₱1.08 million for the years ended December 31, 2020 and 2019, respectively (Note 20).

Short-term cash investments
Short-term cash investments amounting to ₱648.99 million and ₱651.49 million as of December 31, 2020 and 2019, respectively, have maturities of more than three months to one year from dates of acquisition and earn interest at the prevailing market rates. Interest income earned on short-term cash investments amounted to ₱28.60 million and ₱42.16 million for the years ended December 31, 2020 and 2019, respectively (Note 20).

6. Receivables

	2020	2019
Trade:		
Third parties	**₱1,445,053**	₱1,557,822
Related parties (Note 21)	**24,049**	25,545
Nontrade	**39,533**	50,471
Advances to related parties (Note 21)	**153,132**	153,042
Advances to officers and employees	**17,488**	19,282
Other receivables	**9,157**	7,920
	1,688,412	1,814,082
Less allowance for doubtful accounts	**276,702**	195,536
	₱1,411,710	₱1,618,546

Trade receivables are non-interest bearing and are generally on terms of 30 to 60 days.

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

	2020				
	Trade Receivables	**Nontrade receivables**	**Advances to officers and employees**	**Advances to related Parties**	**Total**
At January 1,	**₱140,398**	**₱1,662**	**₱4,856**	**₱48,620**	**₱195,536**
ECL Provisions (Notes 16 and 17)	**81,166**	**–**	**–**	**–**	**81,166**
At December 31	**₱221,564**	**₱1,662**	**₱4,856**	**₱48,620**	**₱276,702**

	2019				
	Trade Receivables	Nontrade receivables	Advances to officers and employees	Advances to related Parties	Total
At January 1, as restated	₱75,730	₱1,662	₱4,856	₱48,620	₱130,868
ECL Provisions (Note 17)	68,255	–	–	–	68,255
Write-offs	(3,587)	–	–	–	(3,587)
At December 31	₱140,398	₱1,662	₱4,856	₱48,620	₱195,536

7. Inventories

	2020	2019
At NRV:		
Finished goods	**₱507,367**	₱441,408
Spare parts and supplies	**138,686**	122,075
	646,053	563,483

(Forward)

	2020	2019
At cost:		
Raw materials	**₱932,904**	₱566,094
Raw materials in transit	**211,074**	30,678
Goods in process	**321**	4
	1,144,299	596,776
	₱1,790,352	₱1,160,259

Total cost of inventories stated at NRV as of December 31, 2020 and 2019 are as follows:

	2020	2019
Finished goods	**₱509,310**	₱443,351
Spare parts and supplies	**141,102**	124,491
	₱650,412	₱567,842

The cost of inventories recognized as cost of goods sold amounted to ₱6,035.65 million and ₱5,384.81 million for the years ended December 31, 2020 and 2019, respectively (see Note 16).

The movement in the allowance for inventory obsolescence as of December 31, 2020 and 2019 are as follows:

	2020	2019
At January 1	**₱4,359**	₱4,578
Reversal	**–**	(219)
At December 31	**₱4,359**	₱4,359

Provision and reversal for inventory obsolescence is presented under Cost of Goods Sold (see Note 16).

8. Other Current Assets

	2020	2019
Deposits on purchases	**₱23,482**	₱22,639
Prepaid expenses	**18,697**	20,687
Creditable withholding taxes	**4,521**	52,246
Input VAT	**649**	612
	₱47,349	₱96,184

Deposit on purchases represent advances made to suppliers for direct materials and contractors of services.

9. Property, Plant and Equipment

	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 Warehouse	Total
December 31, 2020:									
Appraised Values/Cost									
At January 1	**₱3,103,478**	**₱17,324**	**₱1,150,364**	**₱3,817,137**	**₱120,304**	**₱124,216**	**₱236,741**	**₱79,099**	**₱5,545,185**
Additions	**–**	**–**	**56,286**	**222,699**	**3,652**	**7,265**	**89,160**	**–**	**379,062**
Disposal	**(6,093)**	**–**	**–**	**–**	**(1,964)**	**–**	**–**	**–**	**(1,964)**
Reclassification	**–**	**–**	**24,624**	**187,539**	**–**	**–**	**(212,163)**	**–**	**–**
Appraisal revaluation	**440,805**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
At December 31	**3,538,190**	**17,324**	**1,231,274**	**4,227,375**	**121,992**	**131,481**	**113,738**	**79,099**	**5,922,283**
Accumulated Depreciation									
At January 1	**–**	**14,656**	**642,170**	**2,060,260**	**98,501**	**115,427**	**–**	**24,978**	**2,955,992**
Depreciation (Notes 16, 17 and 18)	**–**	**522**	**65,634**	**202,620**	**10,065**	**6,432**	**–**	**24,978**	**310,251**
Disposal	**–**	**–**	**–**	**–**	**(1,964)**	**–**	**–**	**–**	**(1,964)**
At December 31	**–**	**15,178**	**707,804**	**2,262,880**	**106,602**	**121,859**		**49,956**	**3,264,279**
Accumulated impairment loss	**–**	**–**	**–**	**20,356**	**–**	**–**	**–**	**–**	**20,356**
Net Book Values	**₱3,538,190**	**₱2,146**	**₱523,470**	**₱1,944,139**	**₱15,390**	**₱9,622**	**₱113,738**	**₱29,143**	**₱2,637,648**

	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 Warehouse	Total
December 31, 2019:									
Appraised Values/Cost									
At January 1	₱2,486,883	₱9,406	₱658,204	₱2,885,009	₱98,710	₱113,417	₱89,085	₱79,099	₱3,932,930
Additions	–	–	25,453	138,394	15,074	5,813	234,638	–	419,372
Disposal	–	–	–	–	(160)	–	–	–	(160)
Reclassification	–	–	81,347	20,152	–	271	(101,770)	–	–
Effect of merger (Note 15)	616,595	7,918	385,360	773,582	6,680	4,715	14,788	–	1,193,043
At December 31	3,103,478	17,324	1,150,364	3,817,137	120,304	124,216	236,741	79,099	5,545,185
Accumulated Depreciation									
At January 1	–	9,342	357,616	1,311,667	78,853	105,288	–	–	1,862,766
Depreciation (Notes 16, 17 and 18)	–	545	56,182	194,364	13,128	5,610	–	24,978	294,807
Disposal	–	–	–	–	(160)	–	–	–	(160)
Effect of merger (Note 15)	–	4,769	228,372	554,229	6,680	4,529		–	798,579
At December 31	–	14,656	642,170	2,060,260	98,501	115,427	–	24,978	2,955,992
Accumulated impairment loss									
Effect of merger (Note 15)	–	–	–	20,356	–	–	–	–	20,356
Net Book Values	₱3,103,478	₱2,668	₱508,194	₱1,736,521	₱21,803	₱8,789	₱236,741	₱54,121	₱2,568,837

Land
As of December 31, 2020 and 2019, the aggregate fair values of land amounted to ₱3,538.19 million and ₱3,103.48 million, respectively. The fair values of land were determined on December 31, 2020 and December 31, 2017, respectively, using the Sales Comparison 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 ₱440.80 million was recognized in 2020.

The cost of these parcels of land amounted to ₱452.18 million and ₱454.18 million as of December 31, 2020 and 2019, 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 ₱5,400 to ₱81,700. Significant increases (decreases) in estimated price per square meter in isolation would result in a significantly higher (lower) fair value on a linear basis.

As an effect of the merger in 2019, the parcels of land from the absorbed entities with aggregate fair values of ₱616.59 million and total cost amounting to ₱290.92 million, was transferred to Parent Company (see Note 15). Fair values were also based on the valuation performed by independent firm of appraisers on December 29, 2017 using the Sales Comparison Approach.

Analysis of depreciation of property, plant and equipment as a function of expense follows:

	2020	2019
Cost of goods sold (Note 16)	**₱203,518**	₱190,639
Selling and marketing expenses (Note 17)	**48,607**	48,157
General and administrative expenses (Note 18)	**58,126**	56,011
	₱310,251	₱294,807

10. Intangible Assets

The movement in intangible assets as of December 31, 2020 and 2019 follow:

	Trademark	Computer Software	Total
Cost	₱2,080,932	₱6,669	₱2,087,601
Accumulated Amortization	–	6,669	6,669
Net Book Value	₱2,080,932	₱–	₱2,080,932

Trademark
In January 2014, the Company acquired the Royal pasta trademark from the Unilever Group for ₱2.10 billion (US$46.0 million). 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. 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

senior management covering 10-year explicit forecast period. 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	**2020**	2019	Description
Discount rate	**10.58%**	11.26%	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	**5% to 40%**	6% to 40%	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 5% in 2020 and 6% in 2019.
Royalty savings rate	**10%**	10%	Royalty savings rate is based on the prevailing comparable past trademark royalty rate obtained from survey by independent third party.
Budgeted brand support	**3%**	3%	Cash flow forecast for brand support is based on past experience and is approved by the Company's senior management. Brand support is based on revenues.

As of December 31, 2020 and 2019, the recoverable amount of the trademark is higher than its carrying value. Management believes that a decrease in long term growth rate to 6.2% and 4.8% as of December 31, 2020 and 2019 would cause the carrying value of the Royal pasta trademark to exceed the recoverable amount.

11. HTC Investments and Financial Assets at FVOCI

HTC Investments

The Company invested in various quoted Peso-denominated government securities amounting to nil and ₱85.07 million as of December 31, 2020 and 2019, respectively. These securities have effective interest rates ranging from nil for the year ended December 31, 2020 and 2.25% to 8.31% for the year ended December 31, 2019. These securities have maturities ranging from less than a year to 3 years.

In 2019, the Company measures these bond investments as financial assets at amortized cost because the bond investments are held within a business model with the objective to hold financial assets in order to collect contractual cash flows and the contractual terms of the bond investments give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Movements in the HTC are as follows:

	2020	2019
At January 1	**₱85,067**	₱891,534
Merger effect (Note 15)	**–**	19,971
Additions	**–**	610,939
Amortizations	**(67)**	18,798
Maturities	**(85,000)**	(321,050)
Sale	**–**	(1,135,125)
	₱–	₱85,067

Interest income earned amounted to ₱6.29 million and ₱41.90 million for the years ended December 31, 2020 and 2019, respectively (see Note 20).

In 2019, the Company sold HTC amounting to ₱1,135 million which resulted to the recognition of a gain on sale amounting to ₱7.12 million included in other income (see Note 20). Management has assessed that the remaining balance of its HTC portfolio investments will remain to be classified under financial assets at amortized cost because there has been no change in the business model for managing this financial asset.

In 2020, the Company did not acquire additional financial assets measured at amortized cost.

Financial Assets at FVOCI
The Company's financial assets at FVOCI consists of various government and corporate debt securities amounting to ₱1,704.10 million as of December 31, 2020. These securities have maturity terms ranging from less than a year to 3 years.

On various dates in July and September 2020, the Company sold a portion of its investment securities at FVOCI with a carrying value amounting to ₱752.66 million which resulted to the recognition of gain on sale amounting to ₱0.40 million included in 'Other income" account. Additionally, the Group earned ₱6.29 million in interest coupon payments from various government and corporate bond instruments as of December 31, 2020.

This account consists of:

At January 1, 2020	₱–
Additions	3,644,108
Amortizations	12,345
Maturities	(1,204,000)
Sale	(752,662)
Unrealized gain in OCI	4,306
At December 31, 2020	₱1,704,097

The movements in net unrealized gain (loss) recognized in other comprehensive income follow:

a) For the year ended December 31, 2020, the nominal interest rates and effective interest rates of government securities range from 0.2% to 4.05% and 0.8% to 4.05%, respectively.
b) For the year ended December 31, 2020, the nominal interest rate and effective interest rate of private debt security is 4.05%.

The net unrealized gains on financial assets at FVOCI amounted to ₱3.01 million for the Company. This is net of deferred income tax effect amounting to ₱1.29 million in 2020.

12. Investments in Subsidiaries, Joint Ventures and an Associate

a. The following are the Company's operating subsidiaries, joint ventures and an associate as of December 31, 2020 and 2019:

Entity	Nature of Business	Percentage of Ownership	Balance
Subsidiaries			
RFM Equities, Inc.	Holding	100.00	**₱64,128**
Rizal Lighterage Corporation	Barging services	93.51	**21,230**
WS Holdings, Inc.	Holding	60.00	**38,533**
Joint Ventures			
Unilever RFM Ice Cream, Inc.	Manufacturing	50.00	**248,375**
Engrain-RFM Pacific, Inc.	Manufacturing	50.00	**3,125**
Associate			
Selecta Walls Land Corporation	Land Holding	35.00	**81,663**
			₱457,054
Less: Allowance for impairment			**14,752**
			₱442,302

Dividend income earned from investments in subsidiaries, joint ventures and an associate amounted to ₱288.16 million and ₱947.12 million for the years ended December 31, 2020 and 2019, respectively.

b. The following are the Company's non-operating subsidiaries as of December 31, 2020 and 2019:

Entity	Nature of Business	Percentage of Ownership
RFM Foods Philippines Corporation	Food retailer	100.00
Southstar Bottled Water Company, Inc.	Bottled water business	100.00
Swift Tuna Corporation	Manufacturing	100.00
Rizal Lighterage Corporation	Barging services	93.51
FWBC Holdings, Inc.	Holding	83.38
Filipinas Water Bottling Company, Inc.	Bottled water manufacturing	44.88
RFM Canning and Marketing, Inc.	Canning services	70.00

The Company's investments in subsidiaries on these dormant entities are fully impaired amounting to ₱101.55 million as of December 31, 2020 and 2019.

13. Accounts Payable and Other Current Liabilities

This account consists of:

	2020	2019
Accrued expenses	**₱2,184,271**	₱1,639,670
Trade:		
Third parties	**455,756**	512,937
Related parties (Note 21)	**35,046**	46,665
VAT payable	**59,596**	3,117

(Forward)

	2020	2019
Refund liabilities	**₱57,427**	₱34,504
Payable to government agencies	**37,977**	30,739
Advances from related parties (Note 21)	**37,066**	37,215
Withholding taxes payable	**8,365**	6,339
Other payables	**85,957**	62,961
	₱2,961,461	₱2,374,147

Trade payables are noninterest-bearing and are generally settled on 30- to 60-day terms.

Other payables include advances from officers and employees, other deferred credits, and cash bonds from distributors as security to retain their credit line.

Details of accrued expenses are as follow:

	2020	2019
Advertisements and promotions	**₱889,642**	₱527,248
Employee benefits	**647,353**	588,184
Freight and importation charges	**122,397**	95,550
Manpower services	**116,840**	65,304
Commissions	**59,823**	44,369
Rentals	**27,507**	28,432
Others	**320,709**	290,583
	₱2,184,271	₱1,639,670

Other accrued expenses mainly consist of accruals made for royalties and utilities (see Note 24).

14. **Leases**

Company as a lessee
The Company has lease contracts for various items of warehouses, equipment's and vehicles. Leases of warehouses generally have lease terms between six (6) months and three (3) years. The Company's obligations under its leases are secured by the lessor's title to the leased assets. There are several lease contracts that include extension and termination options and variable lease payments, which are further discussed below.

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

Refer to Note 9 for the rollforward analysis of ROU Assets at December 31, 2020 and 2019.

The rollforward analysis of lease liabilities follows:

	2020	2019
Balance at beginning of year	**₱65,756**	₱90,432
Interest expense	**3,953**	5,905
Lease payments applied to:		
Principal portion	**(28,158)**	(24,676)
Interest portion	**(3,953)**	(5,905)
Balances at end of year	**37,598**	65,756
Less: Current portion of lease liabilities	**31,986**	28,158
Noncurrent portion of lease liabilities	**₱5,612**	₱37,598

The following are the amounts recognized in parent company statement of income:

	2020	2019
Depreciation expense of ROU assets (Note 9)	**₱24,978**	₱24,978
Interest expense on lease liabilities	**3,953**	5,905
Expenses relating to short term leases and of leases of low value asset:		
Short term leases (included in cost of goods sold and selling and marketing expenses)	**77,450**	37,945
Leases of low value assets (included in selling and marketing expenses and general and administrative expenses)	**1,731**	2,650
Total amount recognized in statement of income	**₱108,112**	₱71,478

Shown below is the maturity analysis of the undiscounted lease payments as of December 31, 2020 and 2019:

	2020	2019
1 year	**₱33,716**	₱33,160
more than 1 years to 2 years	**5,664**	39,380
	₱39,380	₱72,540

15. Equity

Capital stock
As of December 31, 2020 and 2019, capital stock consists of the following:

	Number of Shares			
	Authorized (₱1 par value)		**Issued and Outstanding**	
	2020	2019	**2020**	2019
Issued	**3,978,265,025**	3,978,265,025	**3,651,021,310**	3,500,403,866
Additions	**–**	–	**–**	150,617,444
Less: Treasury stock	**–**	–	**(281,471,952)**	(194,338,452)
Issued and Outstanding	**3,978,265,025**	3,978,265,025	**3,369,549,358**	3,456,682,858

As of December 31, 2020 and 2019, the Company has 3,978,265,025 authorized common stock with ₱1 par value. Issued and outstanding common stock of 3,369,549,358 and 3,456,682,858 are held by 3,137 and 3,141 shareholders as of December 31, 2020 and 2019, respectively.

Below is the summary of capital stock movement of the 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)
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)
2008	January 9, 2008	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)
		3,369,549,358	

(a) On July 28, 1994, the SEC approved the 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 from ₱10.00 to ₱2.00.
(c) This is the result of the conversion of 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 the public offering.
(e) On January 9, 2008, 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) Cost of retired shares amounted to ₱991.76 million.
(g) On March 24, 2014, the Company issued additional 340.00 million shares.
(h) Purchased 74.97 million shares into treasury amounting to ₱313.68 million on various dates in 2016. Re-issued 70.81 million treasury shares amounting to ₱302.23 million on various dates in 2016 resulting in excess of issue price over the cost of treasury shares amounting to ₱8.71 million which is presented under "Additional paid-in capital" account in equity.
(i) Purchased 26.59 million shares into treasury amounting to ₱121.80 million on various dates in 2017. Re-issued 27.86 million treasury shares amounting to ₱129.76 million on various dates in 2017 resulting in excess of issue price over the cost of treasury shares amounting to ₱2.14 million which is presented under "Additional paid-in capital" account in equity.
(j) Purchased 19.66 million shares into treasury amounting to ₱92.76 million on various dates in 2018. Re-issued 4.20 million treasury shares amounting to ₱20.68 million on various dates in 2018 resulting in excess of cost of treasury shares over the issue price amounting to ₱0.22 million which is presented under "Additional paid-in capital" account in equity.

(k) Purchased 34.68 shares into treasury 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.

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

Date of Board Approval	Amount (in millions)	Amount per share	Record date	Payment date
July 29,2020	₱371.48	₱0.106000	August 13, 2020	September 10, 2020
February 5, 2020	371.48	0.106000	February 19, 2020	March 17, 2020
July 24,2019	271.25	0.077400	August 7, 2019	September 4, 2019
January 30, 2019	282.11	0.080500	February 14, 2019	March 13, 2019

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 certain subsidiaries (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 shares issued by the Parent Company is currently classified as treasury shares. 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 changes in equity for the year ended December 31, 2019.

16. Cost of Goods Sold

This account consists of:

	2020	2019
Raw materials used and changes in inventories (Note 7)	**₱6,035,653**	₱5,384,806
Outside services	**546,820**	393,174
Depreciation and amortization (Note 9)	**203,518**	190,639
Utilities	**212,391**	179,990
Repairs and maintenance	**150,228**	125,070
Personnel costs (Note 19)	**108,721**	103,253
Taxes and licenses	**16,207**	16,658
Rental (Note 14)	**13,887**	16,191
Direct labor	**12,879**	12,845
Others	**150,353**	137,220
	₱7,450,657	₱6,559,846

17. Selling and Marketing Expenses

This account consists of:

	2020	2019
Advertisement and promotions	**₱737,233**	₱745,600
Freight and handling	**492,397**	327,070
Outside services	**402,718**	286,991
Personnel costs (Note 19)	**85,728**	75,577
Provision for expected credit losses (Note 6)	**81,160**	68,245
Rental (Note 14)	**64,928**	21,533
Depreciation and amortization (Note 9)	**48,607**	48,157
Commissions	**23,527**	19,523
Transportation and travel	**4,956**	6,933
Utilities	**7,366**	6,255
Royalty (Note 24)	**2,217**	4,528
Taxes and licenses	**313**	706
Others	**61,101**	57,884
	₱2,012,251	₱1,669,002

18. General and Administrative Expenses

This account consists of:

	2020	2019
Personnel costs (Note 19)	**₱395,678**	₱532,857
Depreciation and amortization (Note 9)	**58,126**	56,011
Outside services	**19,578**	41,175
Directors' fees	**24,480**	32,028
Taxes and licenses	**29,589**	26,394
Utilities	**15,211**	14,752
Office supplies	**3,681**	14,225
Representation and entertainment	**3,837**	11,512
Professional fees	**7,160**	6,957
Fuel and oil	**3,014**	3,913
Rental (Note 14)	**366**	2,871
Transportation and travel	**1,329**	1,988
Others	**34,322**	83,326
	₱596,371	₱828,009

Other expenses include insurance, repairs and maintenance, donations and other miscellaneous expenses.

19. Personnel Costs

This account consists of:

	2020	2019
Salaries and wages	**₱344,481**	₱334,760
Retirement benefit cost (Note 22)	**20,559**	15,928
Other employee benefits	**225,087**	360,999
	₱590,127	₱711,687

The distribution of the above amounts follows:

	2020	2019
General and administrative expenses (Note 18)	**₱395,678**	₱532,857
Cost of goods sold (Note 16)	**108,721**	103,253
Selling and marketing expenses (Note 17)	**85,728**	75,577
	₱590,127	₱711,687

20. **Other Income and Expenses**

Interest Income

	2020	2019
Interest income on:		
Short-term investments (Note 5)	**₱28,598**	₱42,162
Cash and cash equivalents (Note 5)	**2,496**	1,082
HTC investments (Note 11)	**6,290**	41,901
	₱37,384	₱85,145

Interest Expense and Financing Charges

	2020	2019
Interest expense on lease liability (Note 14)	**₱3,953**	₱5,905
Others	**259**	265
	₱4,212	₱6,170

Other Income (Loss) - net

	2020	2019
Foreign exchange loss - net	**(₱23,083)**	(₱5,425)
Gain on sale of property, plant and equipment (Note 9)	**4,107**	–
Others - net	**2,226**	13,100
	(₱16,750)	₱7,675

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 related 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 Company's transactions and account balances with related parties follows:

		2020		2019				
Related Parties	Transaction	**Amount**	**Outstanding receivable (payable)** (Notes 6 and 13)	Amount	Outstanding receivable (payable) (Notes 6 and 13)	Statement of Financial Position Account	Terms	Conditions
Joint venture								
URICI	Management service income	**₱18,106**	**₱7,710**	₱20,646	₱9,509	Trade receivables	Noninterest-bearing, collectible on demand	Unsecured, no impairment
	Commission Income	**694**	**–**	3,049	–	Trade receivables	-do-	-do-
-do-	Service fees	**–**	**(1,289)**	–	(1,289)	Trade payables	Noninterest-bearing	-do-
Subsidiaries								
FWBC	Sale of goods	**–**	**13,808**	–	13,808	Trade receivables	Noninterest-bearing, collectible within 60 days	Unsecured, fully impaired

(Forward)

Related Parties	Transaction	2020 **Amount**	2020 **Outstanding receivable (payable)** (Notes 6 and 13)	2019 Amount	2019 Outstanding receivable (payable) (Notes 6 and 13)	Statement of Financial Position Account	Terms	Conditions
Subsidiaries								
RLC	Advances	**₱25,720**	**(₱3,065)**	₱50,160	(₱17,233)	Trade payables	-do-	-do-
REI	Current advances	**–**	**(36,964)**	–	(36,999)	Advances from related parties	Non-interest bearing	Unsecured, fully impaired
Entities under major shareholder group								
RFM Canning	Current advances	**–**	**34,813**	–	34,813	Advances to related parties	Noninterest-bearing	Unsecured, no impairment
Philtown	Current advances	**–**	**107,689**	–	107,689	-do-	-do-	Fully secured - with collateral of real properties, partially impaired
	-do-				–			
Joey Pepperoni	-do-	**–**	**1,396**	–	1,396	Trade receivables	Noninterest-bearing	Unsecured, no impairment
Kettle Korn	-do-	**303**	**708**	189	405	Trade receivables	-do-	-do-
	-do-	**(2,464)**	**(2,464)**	–	–	Trade payables	-do-	-do-
Republic Consolidated	Purchase of services	**–**	**(22,543)**	–	(22,542)	Trade payables	-do-	-do-
Others	Purchase of services	**–**	**(5,685)**	–	(5,601)	Trade payables	-do-	-do-
-do-	Advances	**–**	**(102)**	–	(216)	Advances from related parties	-do-	-do-
-do-	Current advances	**–**	**10,630**	–	10,540	Advances to related parties	-do-	-do-
-do-		–	**427**	16,822	427	Trade receivables	-do-	-do-

The parent company statements of financial position for the years ended December 31, 2020 and 2019 include the following amounts resulting from transactions with related parties:

	2020	2019
Trade receivables (Note 6)	**₱24,049**	₱25,545
Advances to related parties (Note 6)	**153,132**	153,042
Trade payables (Note 13)	**35,046**	46,665
Advances from related parties (Note 13)	**37,066**	37,215

Significant transactions of the Company with subsidiaries and joint venture are as follows:

a. Distribution services provided by the 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 ₱18.1 million and ₱20.65 million for the years ended December 31, 2020 and 2019, respectively.

b. The Company utilizes RLC for its lighterage requirements. Service fee to RLC amounted to ₱25.72 million and ₱50.16 million for the years ended December 31, 2020 and 2019, respectively.

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

	2020	2019
Salaries and other short-term benefits	**₱83,000**	₱62,728
Retirement benefits costs	**7,267**	6,032
	₱90,267	₱68,760

In 2020 and 2019, the Company recognized provision on expected credit losses on its advances to related parties amounting to ₱48.62 million (Note 6).

22. **Retirement Benefits**

The Company's retirement fund is a noncontributory defined benefit plan covering all regular employees which is in compliance with Republic Act 7641, *Retirement Pay Law*. Benefits are based on the employee's years of service and final plan salary.

a. Retirement Benefit Costs

The components of retirement benefit costs recognized in the parent company statements of income for the years ended December 31, 2020 and 2019:

	2020	2019
Current service cost	**₱18,275**	₱14,371
Net interest cost	**2,284**	1,557
Retirement benefits cost	**₱20,559**	₱15,928

Portions recognized in:

	2020	2019
Cost of goods sold (Note 16)	**₱3,468**	₱5,710
Selling and marketing expenses (Note 17)	**5,832**	585
General and administrative expenses (Note 18)	**11,259**	9,633
	₱20,559	₱15,928

b. Net Retirement Liability

The details of the net retirement liability recognized in the parent company statement of financial position as of December 31, 2020 and 2019.

	2020	2019
Present value of defined benefit obligations	**₱321,558**	₱291,098
Fair value of plan assets	**249,382**	230,647
Net retirement liability	**₱72,176**	₱60,451

Changes in the present value of the defined benefit obligation:

	2020	2019
January 1	**₱291,098**	₱226,716
Current service cost	**18,275**	14,371
Interest cost	**13,455**	15,764
Re-measurement loss (gain) due to:		
Experience adjustments	**(17,439)**	8,850
Changes in financial assumptions	**23,297**	42,505
Benefits paid		
From plan assets	**(7,128)**	(16,019)
Out of the Company's funds	**–**	(1,089)
December 31	**₱321,558**	₱291,098

Changes in the fair value of plan assets:

	2020	2019
January 1	**₱230,647**	₱192,127
Interest income included in net interest cost	**11,171**	14,207
Contributions	**15,400**	38,453
Benefits paid	**(7,128)**	(16,019)
Re-measurement gain (loss)	**(708)**	1,879
December 31	**₱249,382**	₱230,647

Changes in net retirement liability:

	2020	2019
January 1	**₱60,451**	₱34,589
Retirement benefits cost	**20,559**	15,928
Re-measurement gain	**6,566**	49,476
Contribution	**(15,400)**	(38,453)
Benefits paid out of the Company's funds	**–**	(1,089)
December 31	**₱72,176**	₱60,451

The following table presents the breakdown of the plan assets:

	2020	2019
Assets		
Investments in:		
Bonds	**64.54%**	61.42%
Debt securities other than bonds	**31.92%**	34.25%
Real estate	**3.14%**	2.69%
Cash and cash equivalents	**0.00%**	1.07%
Receivables	**0.43%**	0.61%
	100.03%	100.04%
Liabilities	**0.03%**	0.04%
	100.00%	100.00%

The plan assets are held by a trustee bank. The investing decisions of these plan assets are made by the authorized officers of the Company.

As of December 31, 2020 and 2019, the principal assumptions used in determining retirement obligations of the Company follow:

	2020	2019
Discount rate per annum	**3.66%**	4.78%
Future annual increase in salary	**5.00%**	5.00%

The sensitivity analysis below has been determined based on reasonably possible changes of each significant assumption on the defined benefit obligations as December 31, 2020 and December 31, 2019, assuming if all other assumptions were held constant:

	Impact on defined benefit obligation	
Increase (decrease)	**2020**	2019
Discount rate		
+1.0%	**(₱20,956)**	(₱18,643)
-1.0%	**24,045**	21,164
Future salary increase		
+1.0%	**25,120**	22,399
-1.0%	**(22,341)**	(20,092)

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

	2020	2019
One year and less	**₱20,346**	₱19,223
Between 1 and 5 years	**172,741**	176,519
Between 5 and 10 years	**149,503**	155,084
Between 10 and 15 years	**100,344**	103,350
Between 15 and 20 years	**140,316**	122,830
Beyond 20 years	**252,948**	256,336
Total expected payments	**₱836,198**	₱833,342

The average duration of the defined benefit plan obligations as of December 31, 2020 and 2019 is 14.00 years.

The cumulative remeasurement losses on the defined benefit plan recognized in retained earnings follow:

	2020	2019
Cumulative remeasurement loss on defined benefit plan	**₱171,484**	₱164,920
Tax effect	**(51,445)**	(49,476)
	₱120,039	₱115,444

23. Income Taxes

a. The provision for current income tax represents RCIT.

b. A reconciliation of the provision for income tax computed at the statutory income tax rate of 30% based on income before income tax to the provision for income tax computed at the Company's effective income tax rate follows:

	2020	2019
Provision for income tax at the statutory income tax rate of 30%	**₱297,291**	₱435,922
Additions to (reductions in) income tax resulting from:		
Dividend income exempted from income tax	**(86,448)**	(284,135)
Interest income subjected to final tax	**(11,215)**	(25,543)
Nondeductible donation and other expense	**250**	277
Nondeductible portion of interest expense	**1,263**	1,851
Others	**–**	90
Provision for income tax	**₱201,141**	₱128,462

c. The components of the Company's net deferred income tax liabilities as of December 31 follow:

	2020	2019
Deferred income tax items recognized in profit or loss		
Deferred income tax assets on:		
Accrued profit bonus	**₱147,225**	₱136,314
Allowance for:		
Expected credit losses	**83,011**	58,661
Inventory obsolescence	**1,308**	1,308
Unamortized past service cost	**27,847**	31,573
Lease liability	**11,280**	19,727
NOLCO	**1,436**	1,436
MCIT	**109**	211
	272,216	249,230

(Forward)

	2020	2019
Deferred income tax liabilities on:		
Accrued retirement liability	**(₱29,792)**	(₱31,341)
ROU asset	**(8,742)**	(16,236)
Others	**(19,150)**	(19,021)
	(57,684)	(66,598)
	214,532	182,632
Deferred income tax items recognized in OCI:		
Unrealized gain on financial asset at FVOCI	**(1,292)**	–
Revaluation increment on land (Note 9)	**(898,021)**	(767,007)
Cumulative actuarial loss on defined benefit plan	**51,445**	49,476
	(847,868)	(717,531)
Total deferred income tax liabilities	**(₱633,336)**	(₱534,899)

d. The details of NOLCO and MCIT as of December 31, 2020 follow:

Year Incurred	Available Until	NOLCO	MCIT
2018	2021	₱–	₱98
2019	2022	4,788	11
		₱4,788	₱109

e. The following are the movements of NOLCO and MCIT:

	NOLCO		MCIT	
	December 31, 2020	December 31, 2019	**December 31, 2020**	December 31, 2019
Beginning	**₱4,788**	₱–	**₱211**	₱286
Additions	**–**	4,788	**–**	11
Expirations	**–**	–	**(102)**	(86)
	₱4,788	₱4,788	**₱109**	₱211

24. Contracts and Commitments

a. The 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 Company agreed to pay a fixed amount of royalty every year, as stipulated in the agreements. Unpaid royalties, included under "Accrued expenses" account, amounted to ₱4.40 million and ₱4.87 million as of December 31, 2020 and 2019, respectively (see Note 13).

b. The Company entered into the following non-cancellable lease agreements:

- 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. This lease contract was renewed for another 2 years.

- Lease of warehouse space to Maxilite Merchandising Inc. located at 9128 National Road, Purok 1, Brgy. Banlic, Cabuyao, Laguna. The lease shall be for the minimum lock-in period of six (6) months commencing on August 23, 2019 and expiring on February 23, 2020, renewable on a per six-month basis, subject to mutual agreements on the terms and conditions. Prior to the expiration of the lease, it was renewed for another six (6) months commencing on February 24, 2020 until July 23, 2020. Monthly rental fee is ₱1.05 million.

25. **Earnings Per Share**

	2020	2019
Net income (a)	**₱789,831**	₱1,324,613
Weighted average number of common shares outstanding (b)	**3,429,735,595**	3,463,538,936
Basic/diluted earnings per share (a/b)	**₱0.23**	₱0.38

The Company does not have potentially dilutive common shares as of December 31, 2020 and 2019. Therefore, basic/dilutive earnings per share are the same.

26. **Financial Instruments**

	2020	2019
Financial Assets		
Cash and cash equivalents	**₱1,372,071**	₱3,208,432
Short-term cash investments	**648,989**	651,489
Trade receivables	**1,247,538**	1,442,969
Nontrade receivables	**37,871**	48,809
Advances to related parties	**104,512**	104,422
Advances to officers and employees	**12,632**	14,426
Other receivables	**9,157**	7,920
	3,432,770	5,478,467
HTC investments	**–**	85,067
Financial assets at FVOCI	**1,704,097**	**–**
	1,704,097	85,067
	₱5,136,867	₱5,563,534
Other Financial Liabilities		
Accounts payable*	**₱636,355**	₱625,680
Accrued expenses	**2,184,271**	1,639,670
Advances from related parties	**37,066**	37,215
	₱2,857,692	₱2,302,565

**Exclusive of payables to government agencies and customer deposits amounting to ₱103.77 million and ₱71.58 million as of December 31,2020 and 2019, respectively.*

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

HTC Investments. The fair value of the investments as of December 31, 2019 amounted to ₱85.07 million, was determined by reference to quoted market bid prices of bonds with similar terms and nature at the close of business on the reporting date.

Financial Assets at FVOCI. The fair value of the investments as of December 31, 2020 amounted to ₱1,704.10 million, was determined by reference to quoted market bid prices of bonds with similar terms and nature at the close of business on the reporting date.

27. Financial Risk Management Objectives And Policies

General Objectives, Policies and Processes

The BOD has overall responsibility for the determination of the Company's risk management objectives and policies and, while retaining ultimate responsibility for them, it has delegated the authority for designing and operating processes that ensure the effective implementation of the objectives and policies to the Company's finance function. The BOD receives monthly reports from the Company's Finance Officer through which it reviews the effectiveness of the processes put in place and the appropriateness of the objectives and policies it sets.

The overall objective of the BOD is to set polices that seek to reduce risk as far as possible without unduly affecting the Company's competitiveness and flexibility.

Financial Risk Management Objectives and Policies

The Company is exposed to a variety of financial risks, which result from its operating, investing and financing activities. The Company's principal financial instruments comprise of cash on hand and in banks, cash equivalents, short-term cash investments, HTC investments, trade and other payables, and advances from related parties. The main purpose of these financial instruments is to raise finance for the Company's operations. The Company has various other financial assets and financial liabilities arise directly from operations.

Company policies and guidelines cover credit risk, liquidity risk and foreign currency risk. The objective of financial risk management is to contain, where appropriate, exposures in these financial risks to limit any negative impact on the Company's results and financial position. The Company actively measures, monitors and manages its financial risk exposures by various functions pursuant to the segregation of duties principles.

Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The receivable balances are monitored on an ongoing basis with the result that the Company's exposure to impairment is not significant.

Customer credit risk is managed by managing and analyzing the credit risk for each new customer before standard payment and delivery terms and conditions are offered. Outstanding receivables are regularly monitored. The credit quality of the Company's financial assets that are neither past due nor impaired is considered to be good quality and expected to be collectible without incurring any credit losses. Credit risk from balances with banks is managed by ensuring that the Company' deposit arrangements are with reputable and financially sound counterparties.

Set out below is the information about the credit risk exposure on the Company's financial assets using provision matrix as of December 31, 2020 and 2019:

December 31, 2020:

	Cash in banks and cash equivalents	Short term cash investments	Financial Assets at FVOCI	Trade receivables						
					Days past due					
				Current	< 30 days	<30-60 days	<61-90 days	<91-365 days	>365 days	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	**₱1,359,301**	**₱648,989**	**₱1,704,097**	**₱695,065**	**₱484,086**	**₱172,137**	**₱62,684**	**₱40,884**	**₱14,246**	**₱1,469,102**
Expected credit loss	**₱–**	**₱–**	**₱–**	**₱625**	**₱5,712**	**₱9,553**	**₱12,537**	**₱17,988**	**₱11,397**	**₱57,812**

December 31, 2019:

	Cash in banks and cash equivalents	Short term cash investments	HTC Investments	Trade receivables						
					Days past due					
				Current	< 30 days	<30-60 days	<61-90 days	<91-365 days	>365 days	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	₱3,122,268	₱651,489	₱85,067	₱1,144,868	₱318,701	₱77,566	₱16,034	₱4,688	₱21,510	₱1,583,367
Expected credit loss	₱–	₱–	₱–	₱4,652	₱4,769	₱5,478	₱2,316	₱534	₱19,856	₱37,605

The Company's gross maximum exposure to credit risk is equivalent to the carrying amount of its financial assets, before taking into account any collateral and other credit enhancements. The table below shows the credit quality of financial assets and an aging analysis of past due but not impaired accounts of the Company as of December 31, 2020.

December 31, 2020

	Neither past due nor impaired		Past due but not impaired					Impaired Financial Assets	Total
	Excellent	Good	Less than 30 days	31 to 60 days	61 to 90 days	91 to 365 days	Over 365 days		
Cash in banks and cash equivalents	**₱1,359,301**	**₱–**	**₱–**	**₱–**	**₱–**	**₱–**	**₱–**	**₱–**	**₱1,359,301**
Short-term cash investments	**648,989**	–	–	–	–	–	–	–	**648,989**
Loans and receivables:									
Trade receivables	–	**484,898**	**484,086**	**172,137**	**62,684**	**40,884**	**2,849**	**221,564**	**1,469,102**
Nontrade receivables	–	**37,871**	–	–	–	–	–	**1,662**	**39,533**
Advances to officers and employees	–	**12,632**	–	–	–	–	–	**4,856**	**17,488**
Advances to related parties	–	**104,512**	–	–	–	–	–	**48,620**	**153,132**
Other current receivables	–	**9,157**	–	–	–	–	–	–	**9,157**
HTC investments	–	–	–	–	–	–	–	–	–
Financial Assets at FVOCI	**1,704,097**								**1,704,097**
	₱3,712,387	**₱649,070**	**₱484,086**	**₱172,137**	**₱62,684**	**₱40,884**	**₱2,849**	**₱276,702**	**₱5,400,799**

December 31, 2019

	Neither past due nor impaired		Past due but not impaired					Impaired	
	Excellent	Good	Less than 30 days	31 to 60 days	61 to 90 days	91 to 365 days	Over 365 days	Financial Assets	Total
Cash in banks and cash equivalents	₱3,122,268	₱–	₱–	₱–	₱–	₱–	₱–	₱–	₱3,122,268
Short-term cash investments	651,489	–	–	–	–	–	–	–	651,489
Loans and receivables:									
Trade receivables	–	1,004,470	318,701	77,566	16,034	4,688	21,510	140,398	1,583,367
Nontrade receivables	–	48,809	–	–	–	–	–	1,662	50,471
Advances to officers and employees	–	14,426	–	–	–	–	–	4,856	19,282
Advances to related parties	–	104,422	–	–	–	–	–	48,620	153,042
Other current receivables	–	7,920	–	–	–	–	–	–	7,920
HTC investments	85,067	–	–	–	–	–	–	–	85,067
Financial Assets at FVOCI	–	–	–	–	–	–	–	–	–
	₱3,858,824	₱1,180,047	₱318,701	₱77,566	₱16,034	₱4,688	₱21,510	₱195,536	₱5,672,906

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 Company 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

This represents the risk or difficulty in raising funds to meet the Company's commitment associated with financial obligation and daily cash flow requirement. The Company is exposed to the possibility that adverse exchanges in the business environment and/or its operations would result to substantially higher working capital requirements and the subsequent difficulty in financing additional working capital.

The Company's approach to manage its liquidity profile are: through prudent financial planning and execution to meet the funding requirements of the various operating divisions with the Company; 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.

The following table summarizes the maturity profile of the Company's financial liabilities as at December 31, 2020 and 2019 respectively, based on the contractual undiscounted payments.

December 31, 2020

	Less than 1 year	**1 to less than 2 years**	**2 to less than 3 years**	**3 to less than 4 years**	**4 to 5 years**	**More than 5years**	Total
Financial Liabilities							
Accrued payable and other current liabilities*	**₱2,820,626**	**₱–**	**₱–**	**₱–**	**₱–**	**₱–**	**₱2,820,626**
Advances from related parties	**37,066**	**–**	**–**	**–**	**–**	**–**	**37,066**
	₱2,857,692	**₱–**	**₱–**	**₱–**	**₱–**	**₱–**	**₱2,857,692**

**Exclusive of payables to government agencies and customer deposits amounting to ₱103.77 million.*

December 31, 2019

	Less than 1 year	1 to less than 2 years	2 to less than 3 years	3 to less than 4 years	4 to 5 years	More than 5years	Total
Financial Liabilities							
Accrued payable and other current liabilities*	₱2,265,350	₱–	₱–	₱–	₱–	₱–	₱2,265,350
Advances from related parties	37,215	–	–	–	–	–	37,215
	₱2,302,565	₱–	₱–	₱–	₱–	₱–	₱2,302,565

** Exclusive of payables to government agencies and customer deposits amounting to ₱71.58 million.*

The Company's other financial liabilities may be settled using cash on hand and cash in banks aggregating to ₱1,213.97 million and ₱965.26 million and accounts receivable amounting to ₱1,411.71 million and ₱1,619 million as of December 31, 2020 and 2019, respectively.

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company's exposure to the risk of changes in foreign exchange rates relates primarily to the Company's operating activities (when revenue or expenses are denominated in a different currency from the Company's functional currency). The principal currency risks to which the Company is exposed involve the U.S. Dollar (US$).

The carrying amounts of the Company's foreign currency denominated monetary assets and monetary liabilities at the reporting date are as follows:

	2020		2019	
	US Dollar	**Philippine Peso equivalent**	US Dollar	Philippine Peso equivalent
Cash in bank	**$2,365,635**	**₱113,597,799**	$8,869,852	₱449,169,326
Receivables	**327,946**	**15,747,972**	187,987	9,519,669
	$2,693,581	**₱129,345,771**	$9,057,839	₱458,688,995

The Company is exposed to foreign exchange currencies. The following table demonstrates the sensitivity to reasonably possible change in the foreign currency exchange rate, with all other variables held constant, of the Company's profit before tax.

The results of the model are constrained by the fact that only monetary items which are denominated in USD are included in the analysis.

		Effect on profit before tax	
	Change in foreign currency rates	**2020**	2019
Cash in bank	+10%	**₱11,359,780**	₱44,916,933
	-10%	**(11,359,780)**	(44,936,933)
Receivables	+10%	**1,574,797**	951,967
	-10%	**(1,574,797)**	(951,967)

The exchange rate of the Peso to the US Dollar is ₱48.02 and ₱50.64 as of December 31, 2020 and 2019, respectively.

There is no other impact on the Company's equity other than those affecting the parent company statements of income.

28. Capital Management

It is the objective of the Company 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, 2020 and 2019.

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

	2020	2019
Capital stock	**₱3,651,021**	₱3,651,021
Additional paid-in capital	**2,060,383**	2,060,383
Treasury stock	**(758,777)**	(375,918)
Retained earnings	**4,910,510**	4,865,370
	₱9,863,137	₱10,200,856

29. Events After the Reporting Date

Declaration of Dividends
On January 25, 2021, the Board of Directors of RFM Corporation declared cash dividends equivalent to ₱0.10387 per share to stockholders of record as of February 8, 2021 and paid on March 8, 2021.

Impact of the Coronavirus Disease 2019 (COVID-19) Outbreak
In a move to contain the COVID-19 outbreak, on March 13, 2020, the Office of the President of the Philippines issued a Memorandum directive to impose stringent social distancing measures in the National Capital Region (NCR) effective March 15, 2020. On March 16, 2020, Presidential Proclamation No. 929 was issued, declaring a State of Calamity throughout the Philippines for a period of six (6) months and imposed an enhanced community quarantine (ECQ) throughout the island of Luzon until April 12, 2020, which was subsequently extended to April 30, 2020 and then to May 15, 2020.

On May 12, 2020, the national government then imposed modified enhanced community quarantine in selected provinces and regions including Metro Manila from May 16, 2020 to May 31, 2020. On May 28, 2020, the government downgraded the tier of quarantine of Metro Manila and other areas in Luzon to general community quarantine starting June 1, 2020 but on August 2, 2020 the government reverted Metro Manila to modified enhanced community quarantine from August 4, 2020 until August 18, 2020. Then a return to modified general community quarantine was imposed on August 19, 2020 until September 15, 2020. The general community quarantine was further extended until March 2021. Due to the increasing COVID-19 cases, ECQ was again imposed in Metro Manila on March 29, 2021 until April 4, 2021. These measures have caused disruptions to businesses and economic activities, and its impact on businesses continue to evolve.

These measures have caused disruptions to businesses and economic activities, and its impact on businesses continue to evolve. Although these outbreak-related events did not have negative impact on the financial position and financial performance of the Company as of and for the year ended December 31, 2020, the Company will continue to monitor the situation in 2021.

Corporate Recovery and Tax Incentives for Enterprises (CREATE) Act

President Rodrigo Duterte signed into law on March 26, 2021 the Corporate Recovery and Tax Incentives for Enterprises (CREATE) Act to attract more investments and maintain fiscal prudence and stability in the Philippines. Republic Act (RA) 11534 or the CREATE Act introduces reforms to the corporate income tax and incentives systems. It takes effect 15 days after its complete publication in the Official Gazette or in a newspaper of general circulation or April 11, 2021.

The following are the key changes to the Philippine tax law pursuant to the CREATE Act which have an impact on the Company.

- Effective July 1, 2020, regular corporate income tax (RCIT) rate is reduced 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%.

- Minimum corporate income tax (MCIT) rate reduced from 2% to 1% of gross income effective July 1, 2020 to June 30, 2023.

- Imposition of improperly accumulated earnings tax (IAET) is repealed.

As clarified by the Philippine Financial Reporting Standards Council in its Philippine Interpretations Committee Q&A No. 2020-07, the CREATE Act was not considered substantively enacted as of December 31, 2020 even though some of the provisions have retroactive effect to July 1, 2020. The passage of the CREATE Act into law on March 26, 2011 is considered as a non-adjusting subsequent event. Accordingly, current and deferred taxes as of and for the year ended December 31, 2020 continued to be computed and measured using the applicable income tax rates as of December 31, 2020 (i.e., 30% RCIT / 2% MCIT) for financial reporting purposes.

Applying the provisions of the CREATE Act, the Company would have been subjected to lower regular corporate income tax rate of 25% effective July 1, 2020.

- This will result in lower provision for current income tax for the year ended December 31, 2020 and lower income tax payable as of December 31, 2020, which will be reflected in the Company's 2020 annual income tax return but will only be recognized for financial reporting purposes in its 2021 financial statements. Pending clarification from the tax authorities on how the taxable income for the period beginning July 1, 2020 will be computed, the Company has not quantified the impact of the lower corporate income tax rate on the 2020 current income tax.

- This will result in lower net deferred tax liabilities as of December 31, 2020 and provision for deferred tax for the year then ended by ₱105.54 million and ₱5.32 million, respectively. These reductions will be recognized in the 2021 financial statements.

30. **Supplementary Tax Information Required Under RR 15-2010**

In compliance with the requirements set forth by RR No. 15-2010 hereunder are the information on taxes, duties and license fees paid or accrued during the taxable year ended December 31, 2020:

a. Value-Added Tax (VAT)

The table below shows the net sales/receipts and output VAT declared in the Company's VAT returns.

	Net sales	Output VAT
VATable sales	₱10,359,592	₱1,243,151
Zero-rated sales[1]	223,283	–
Exempt sales[2]	493,083	–
	₱11,075,958	₱1,243,151

i. Zero-rated sales arising from sale of goods from Philippines to foreign countries which are payable in acceptable foreign currency are subject to VAT zero-rating pursuant to section 106 (A) (2) of the National Internal Revenue Code of 1997, as amended.

ii. Exempt sales pertain to sales of pollard (fish feeds), which are exempt from VAT pursuant to Section 109 (3) of NIRC of 1997, as amended.

The table below shows the movements of input VAT for the year ended December 31, 2020:

At January 1	
Excess from previous period to be carried over	₱–
Current year's domestic purchases/payments or importations for:	–
Purchase of capital goods not exceeding 1 million	–
Purchase of capital goods exceeding 1 million	–
Domestic purchase of goods other than capital goods	261,281
Domestic purchase of services	357,060
Importations	117,469
Input tax allocable to Exempt Sales	4,655
Deferred input tax amortization	209
	740,674
Less Application against output VAT	1,243,151
VAT payable	502,477
Less: VAT payments and advance VAT	471,254
Sales to government (Tax subsidy)	–
At December 31, 2020	₱31,223

b. Importations

Landed cost of imports	₱977,731
Customs duties	110,279
	₱1,088,010

c. Other Taxes and Licenses

Business taxes	₱24,344
Real estate taxes	16,926
Taxes and licenses	1,719
Vehicles registration	229
Other taxes	2,891
	₱46,109

d. Withholding Taxes

Compensation and benefits	₱44,133
Expanded withholding taxes	94,559
Fringe benefit tax	2,612
Final withholding taxes	47,712
	₱189,016

Tax Assessment and Cases

As at December 31, 2020, the Company has no pending final assessment notices. The Company is not aware of any tax case under preliminary investigation, litigation and/or prosecution in courts or bodies outside the Bureau of Internal Revenue.

COVER SHEET

1	2	9	9	8					

SEC Registration Number

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	

(Company's Full Name)

R	F	M		C	o	r	p	o	r	a	t	e		C	e	n	t	e	r	,		C	o	r	n	e	r					
P	i	o	n	e	e	r		a	n	d		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																	

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

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

1	2	3	1	1	7	-	A			7	2	5
Month	*Day*			(Form Type)						*Month*	*Day*	
(Calendar Year)										(Annual Meeting)		

Not Applicable

(Secondary License Type, If Applicable)

	Article X
Dept. Requiring this Doc.	Amended Articles Number/Section

Total Amount of Borrowings

3,137		
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, 2020**

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	25.11%
	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	74.45%
	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 RTD Juice, RTD Tea, RTD Milk and Choco Milk, RTD Flavored Milk and RTD Functional Drinks	Selecta Butterfresh 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			0.44%

Domestic and Export Sales

The amounts of revenue, profitability, and identifiable assets attributable to domestic and export operations for 2020, 2019 and 2018 in **Million Pesos** are as follows:

	2020	**%**	2019	%	2018	%
Sales						
Domestic	**15,473**	**99**	15,193	99	13,871	99
Foreign (Export)	**228**	**1**	137	1	200	1
	15,701		15,330		14,071	

	2020	2019	2018
Operating income			
Domestic	**1,747**	1,619	1,391
Foreign (Export)	**66**	40	68
	1,813	1,659	1,459

Total Assets (All Domestic)	**19,237**	18,547	16,796

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 Good Values company store. Modern trade and distributor accounts comprised of hypermarkets, supermarkets, groceries, convenience stores and wholesalers.

Status of New products, Market and Competition

In 2020, RFM remains to be the biggest manufacturer in pasta and sauce with 32% volume share and 29% value share, as it continues to strengthen its two major pasta brands, Fiesta and Royal. As the category continues to shift to the pasta and sauce bundles, RFM has put its efforts in growing and dominating this category. It has successfully done this and was able to gain market leadership, ending the year with 43% volume share and 46% value share, with both Fiesta and Royal growing vs. 2019. Despite the onset of COVID, both Fiesta and Royal were still able to grow and take advantage of the new normal in the Philippines.

FIESTA

Focus on Birthdays, Simpleng Handaan and Drive Spaghetti Consumption

Being the market leader in total spaghetti, Fiesta has been looking for ways to expand and grow the pasta and sauce category further. However, the current challenge of the brand is how to increase the frequency of spaghetti preparation. Current frequency at home is still twice (2x) a year only – Christmas & birthday. To grow the category, there is an opportunity to increase frequency of consumption of current spaghetti users. Fiesta saw this opportunity and leveraged on one of the most celebrated occasions in the Philippines – Birthdays. However, given the country was hit with a pandemic, it was quite tricky for the brand to push for big celebrations. In order for still to push for spaghetti consumption even at home, the brand has re-focused its communication on simpleng handaan. Fiesta launched its digital campaign on simpleng handaan and used Vice Ganda still as its endorser and Fiesta Spaghettipid as its main product feature. For only P119 or P109 pesos, Fiesta Spaghettipid enables moms to serve an affordable yet delicious and satisfying spaghetti during any simpleng handaan at home. Thru Fiesta Spaghettipid, RFM aims to enable more Filipino families to celebrate birthdays or any occasion, even at the comfort of their homes and prepare spaghetti more frequently.

Consumers Clamor or Smaller Packs and Affordable Price

In order to further grow the brand, Fiesta still needs to continuously search for new occasions for spaghetti consumption. With the onset of COVID, consumers are now downsizing their purchases, given smaller incomes for some households. They are also looking for better value products and low priced ones. Fiesta exactly has this product that caters to this new consumer habit – the Fiesta P59 Sweet Spaghettipid and Fiesta P59 3 Cheese Spaghettipid. Not only is it priced affordably, it can also serve up to 8 servings.

ROYAL

Focus on Spaghetti + Spaghetti Sauce Dish Bundle

In 2020, as RFM continuously sees potential in the dish bundle category, Royal focused its efforts in growing further its dish bundles. Growth will be via full placement and visibility in key channels and stores, and dedicated in-store activities and promos for all three Royal Dish Bundles. Also, all sales and marketing support and communication will be towards pushing for Royal dish bundles' awareness and sales. Royal also priced itself competitively against competition in 2019, and this pricing move also what helped the brand grow even further coming into 2020.

Distribution Focus and Drive

Royal still has the biggest opportunity to grow by simply fixing its on-shelf availability and visibility in key channels – supermarkets and groceries across all areas, nationwide. Those two channels alone cover 94% of total dish bundle and spaghetti sauce sales.

Currently, all three Royal Dish Bundles still have a big opportunity to grow its distribution in key channels and other smaller supermarkets and groceries, nationwide. The target to reach 100% distribution and on-shelf availability is still the thrust for 2020. With the push in distribution, it is expected to improve and increase offtake and the baseline sales of Royal dish bundles.

Opportunity for Royal in Spaghetti Sauce

The spaghetti sauce category is a 2.4B business. The current market leader leads this category with market share of 56%. Royal recently joined this category by launching its very own organic spaghetti sauces starting last 2016, and completed its range last 2018. For 2020, Royal continues to be more aggressive in spaghetti sauces and to grab from the market leader. It launched its Buy 2 Spaghetti Sauce promo last 2019, and has

continued to push this further on trade. In 2020, in order to take advantage of the pull of the promo, and the consumers clamor for more value, the brand also launched another Buy 2 Spaghetti Sauce promo using another sauce variant – 4 Cheese. The launch of this promo has definitely helped Royal gain traction in spaghetti sauces, and ended the year with 6% share, and triple digit growths.

Fiesta and Royal brands will continue to build equity as they aim to become powerhouse brands through more awareness, more trial among consumers and building new occasions.

SELECTA MILK & SUNKIST JUICE
The year 2020 was a challenging year for everyone given the pandemic. Driven by the high demand for value for money essential grocery products, the Selecta brand was able to grow by +50% vs previous year. Based on Nielsen FY 2020, Selecta Milk is still the leading brand of RTD white milk in volume with a market share of 26% as of December 2020 AC Nielsen data. Selecta Fortified Milk, Selecta's core product, grew by 44%, outperforming the total RTD Milk Category growth of 21% in 2020.

Since its launch, Selecta Sterilized Milk has been able grow exponentially amongst the sterilized milk brands. It was able to address the needs of the busy working class, offering on-the-go, single-serve cow's milk with a creamy, malinamnam taste. Selecta Sterilized Milk is made available in 245mL packs – 45mL more than the leading brand at a more friendly price point.

To further expand its product portfolio and help protect its leadership this 2021, Selecta Milk has recently launched its Disney-licensed Selecta Fortified Milk for Kids – it is a fun, healthy, and delicious pambaon milk that kids will surely love! This is available in 245mL, 180mL, and 100mL packs.
However for Sunkist Juices, 2020 was made more a challenging year as the category was further put under pressure due to the pandemic. The closure of schools throughout the country as a key measure to control the spread of the COVID-19 virus eliminated numerous out-of-home consumption occasions that affected demand for the "baon" ready to drink juices. Sunkist through its various consumer promotions stood against the odds, keeping its promise of being the trusted affordable orange juice drink brand for the Filipinos.

The Selecta Ice Cream business, under the joint venture with Unilever Philippines, Inc. (ULP) continued to dominate the ice cream category with 76.5% market share. It has launched various ice cream innovations both in the bulk ice cream category (in containers) and the impulse (single-served) category. For the bulk ice cream, it launched favorite Filipino desserts-inspired and trendy flavors for the summer and Christmas seasons under the Supreme platform. Selecta also relaunched its Cookies and Cream Hersheys Cobranded Line which generated good growth for bulk ice cream. On impulse, Selecta Cornetto launched new flavors for the core line and had a major relaunch of its premium line, Cornetto Disc. Magnum also drove growth in the Impulse segment with its back-to-core campaign and strong limited edition flavors.

Competing companies such as Nestle (7.7% market share), Magnolia (7.5% market share), and small brands continue to be aggressive, particularly in the bulk ice cream segment. New player Aice in Impulse segment also entered the market.

For the flour business, the company continues to provide commodity flour to several institutional accounts and flour-based product manufacturers and retailers like biscuits, noodles cakes and bread-makers. There are eleven flour millers in the country, under two trade associations – Philippine Association of Flour Millers (PAFMIL) and Chamber of Philippine Flour Millers, Inc. (Champflour). RFM Corporation is a member of PAFMIL. The Company has about 8% to 9% of total industry volume sales.

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. Tomato Paste 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.

Other imported materials procured from countries such as, but not limited to, Germany, U.S., China, Taiwan, Singapore, Malaysia 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) and hotdog buns to Philippine Seven Corporation (7-11). These buns account for about 94% of the total sales of Private Label Manufacturing Division of RFM Corporation in 2020 and 95% in 2019.

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

A Trademark License Agreement was entered into with Unilever RFM Ice Cream, Inc. for the exclusive right to use the "Selecta" trademarks in its ice cream products and to manufacture, market, and sell Selecta trademarked products. The agreement shall be co-terminus with the Joint Venture Agreement between RFM Corporation and Unilever Philippines, Inc. The license is free from royalty fee and any similar kind of payment. On December 3, 2008, the Trademark License Agreement was extended for another ten (10) years, or from March 30, 2009 to March 29, 2019.

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 Group acquired the Royal trademark from the Unilever Group for ₱2.1 billion (US$46.0 million).

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 ₱90,000 and ₱165,461.20 during the years 2020 and 2019, 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 three years, the Company spent about ₱19.1 million in 2020, ₱17.8 million in 2019, and ₱3.8 million in 2018, for research and development.

Employees

As of December 31, 2020, the Company had approximately 504 employees, of which 11 are executives, 44 managers and 120 supervisory staff and 329 were non-supervisory staff. The Company does not anticipate any significant increase in the number of its employees in year 2021.

About 13.29% 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 2019 and 2018.

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.

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.

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 strikes.

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 in a resolution dated 29 March 2019 and in another resolution dated 28 June 2019 denying Complainant's Motion for Reconsideration. On 09 September 2019, Complainant filed a Petition for Certiorari at the Court of Appeals (CA) against the resolution of the NLRC. The Company reiterated its arguments that no employer-employee relationship exists between the Company and the Complainant, and alleged the impropriety of the Petition for Certiorari. On 19 November 2020, the Company received the Decision for the Petition for Certiorari dated 30 October 2020 in favor of the Company. The Court of Appeals concurred with the findings of the NLRC and Labor Arbiter. On 14 December 2020, the Company received Complainant's Motion for Reconsideration on the abovestated CA decision. The Resolution is expected to be in the Company's favor considering that the Motion for Reconsideration is a mere rehash of Complainant's past pleadings, failing to present any new matter or any law or jurisprudence which would merit the reversal of the Decision.

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 five (7) production Filling lines, of which four (6) are owned. Lines are running at 18 hours operation per line for 25 days.

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, 2019, the why, including its subsidiaries are in compliance with terms and conditions of these agreements.

A. Institutional Division

Description	LOCATION	CONDITION
Land – 32,937 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 Line	Fairlane, Pasig City	In good working condition
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
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
Spaghetti Sauce line	Cabuyao Laguna	In good condition
Fiesta Warehouse	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, 2020, 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:

2020	High	Low
First Quarter	4.69	4.23
Second Quarter	4.35	4.32
Third Quarter	4.79	4.76
Fourth Quarter	4.55	4.52

2019	High	Low
First Quarter	4.85	4.77
Second Quarter	4.90	4.90
Third Quarter	5.13	5.10
Fourth Quarter	5.30	5.25

2018	High	Low
First Quarter	4.71	4.70
Second Quarter	4.74	4.56
Third Quarter	4.86	4.84
Fourth Quarter	4.89	4.60

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

The price of RFM shares as of last trading date – April 8, 2021 was ₱4.75.

(2) Holders

As of December 31, 2020, there are a total of 3,138 shareholders of RFM common stock. Filipinos owned 2,638,653,120 common shares or 78.31% while the foreigners owned 730,896,238 common shares or 21.69%.

Below are the top 20 stockholders of common shares as of December 31, 2020:

Name	No. of shares held	% to Total
1. Triple Eight Holdings, Inc.	745,157,196	22.11
2. PCD Nominee Corporation (Foreign)	730,635,674	21.68
3. Horizons Realty, Inc.	650,139,738	19.29
4. BJS Development Corporation	311,210,184	9.24
5. PCD Nominee Corporation (Filipino)	135,494,003	4.02
6. FEATI University	112,011,350	3.32
7. RPMC Resources, Inc.	105,037,214	3.12
8. RPMC Resources, Inc.	96,945,752	2.88
9. Chilco Holdings, Inc.	72,748,950	2.16
10. Concepcion Industries, Inc	71,384,424	2.12
11. S & A Industrial Corporation	47,736,330	1.42
12. Select Two Incorporated	34,583,918	1.03
13. Republic Commodities Corporation	33,115,616	0.98
14. Macric Incorporated	23,302,412	0.69
15. Lace Express Inc.	23,278,716	0.69
16. Monaco Express Corporation	23,278,552	0.69
17. Sole Luna, Inc.	22,305,308	0.66
18. Foresight Realty Development Corporation	21,275,440	0.63
19. Select Two Incorporated	14,915,694	0.44
20. Hyland Realty Corporation	13,979,764	0.41

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 31, 2018, the BOD approved the declaration of ₱0.08571 cash dividend per share or a total of a total of ₱300 million to its stockholders. The dividends were paid on March 14, 2018.

On September 7, 2018, the BOD approved the declaration of ₱0.0637 regular cash dividend per share or a total of a total of ₱222 million to its stockholders. The dividends were paid on October 17, 2018.

On January 30, 2019, the BOD approved the declaration of ₱0.0805 cash dividend per share or a total of ₱280 million to its stockholders. The dividends were paid on March 13, 2019.

On July 24, 2019 the BOD approved the declaration of ₱0.0774 regular cash dividend per share or a total of a total of ₱271 million to its stockholders. The dividends were paid on September 4, 2019.

On February 5, 2020, the BOD approved the declaration of P0.106 cash dividend per share or a total of P366 million to its stockholders. The dividends were paid on March 17, 2020.

On July 29, 2020 the BOD approved the declaration of P0.1020 regular cash dividend per share or a total of P366 million to its stockholders. The dividends were paid on September 10, 2020.

(b.) Dividends Restriction

The Parent Company's retained earnings as of December 31, 2020 is restricted to the extent of the amount of the undistributed equity in net earnings of an associate included in its retained earnings amounting to ₱390.82 million. These will only be available for declaration as dividends when these are actually received.

The long-term loan agreements entered into by RFM Corporation with its creditors allows the Company to declare and pay cash dividends upon compliance with the required current ratio, debt-to-equity ratio and debt service coverage ratio.

Item 6 – Management Discussion and Analysis of Financial Conditions and Results of Operations for Year 2020

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, 2020. The following discussion should be read in conjunction with the attached audited consolidated financial statements of the Company as of December 31, 2020 and 2019, 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, 2020. All necessary adjustments to present the Company's consolidated financial position as of December 31, 2020 and 2019 and the results of operations and cash flow for the years then ended have been made.

Year ended December 31, 2020 vs. 2019

Management Report on Operations

Food and Beverage Company RFM Corporation posted revenue of Php15.07 billion which is 2% higher compared to last year's revenue of Php15.33 billion. This was driven by Consumer segment posting 5% growth over last year. Group net income for 2020 is at Php1.28 billion or a growth of 4% vs last year.

Financial Position

Analysis of Balance Sheet Accounts

As of December 31, 2020, the Group's total assets increased from last year's P18.69 billion to P19.24 billion due to held-to-collect investments amounting to about P1.70 billion. The total liabilities increased from last year's P6.58 billion to P6.67 billion.

Year ended December 31, 2019 vs. 2018

Management Report on Operations

Food and Beverage Company RFM Corporation posted revenue of Php15.33 billion which is 9% higher compared to last year's revenue of Php14.07 billion. Resulting net income for 2019 is Php1.22 billion or a growth of 11% vs last year.

Financial Position

Analysis of Balance Sheet Accounts

As of December 31, 2019, the Group's total assets increased from last year's billion P16.80 to P18.54 billion due to temporary cash investment amounting to about P2.24billion. The total liabilities increased from last year's P5.1 billion to P6.4 billion due to higher loan and recognition of lease liability

Key Performance Indicators

For the full fiscal years 2020, 2019 & 2016 the Company's and majority-owned subsidiaries' top five (5) key performance indicators are as follows:

In Millions	**December 2020**	December 2019	December 2018
Revenues	**15,701**	15,330	14,071
Operating Margin	**1,812**	1,670	1,459
Net Income	**1,288**	1,230	1,107
EBITDA	**2,369**	2,206	1,971
Current Ratio	**1.25**	1.54	1.43

(a) Revenue Growth

These indicate external performance of the Company and its subsidiaries in relation to the movement of consumer demand and the competitors' action to the market behavior. These also express market acceptability and room for development and innovations. These are being monitored and compared as a basis for further study and development.

(b) Operating Margin

This shows the result after operating expenses have been deducted. Operating expenses are examined, checked and traced for major expenses. These are being analyzed and compared to budget, and previous years, to ensure prudence and discipline in spending behind marketing and selling activities.

(c) Net Income

This represents the outcome or results of operations. This measures the over-all performance of the team, the consequence of all the contributory factors affecting supply, demand, utilization and decisions.

(d) EBITDA

This measures the Company's ability to generate cash from operation by adding back non-cash expenses (i.e. depreciation and amortization expense) to earnings before interest and tax.

(e) Current Ratio

This determines the company's ability to meet its maturing obligations using its current resources. It indicates the possible tolerable shrinkage in current resources without threat to the claims of current creditors.

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, 2020 vs. 2019, year ended December 31, 2019 vs. 2018.

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.

Audit and Audit Related Fees

For the years 2020, 2019 and 2018, the Company engaged the professional services of SGV. The Group incurred an aggregate audit fee of P2.4 million for 2020, 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 procedure for external auditors are:

1. Statutory audit of 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.

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 2020)

Name of Director/ Executive Officer	***Position***	***Age***	***Term as Director***
Jose S. Concepcion Jr.	Chairman of the Board	89	37
Ernest Fritz Server	Vice Chairman	77	31
Jose Ma. A. Concepcion III	Director/President & CEO	62	33
Joseph D. Server, Jr.	Director	80	40
Felicisimo M. Nacino Jr.[1]	Director	68	23
John Marie A. Concepcion	Director/Managing Director & CEO, Ice Cream, and Marketing Adviser, Consumer Group	58	32
Ma.Victoria Herminia C. Young	Director/ SVP & GM, Consumer Group	61	13
Francisco A. Segovia	Director	66	33
Raissa Hechanova-Posadas	Director	60	22
Jose Ma. Christian O. Concepcion IV[2]	Director	34	1

[1] Served until July 29, 2020.

[2] Elected effective July 29, 2020.

Romeo L. Bernardo	Independent Director	66	17
Lilia R. Bautista	Independent Director	85	13
Atty. Mitchie Vanessa T. Magomnang	Corporate Secretary/ AVP & Head of Legal and Human Resources	44	NA
Enrique Oliver I. Rey-Matias	VP-Finance & Chief Finance Officer and Treasurer/Concurrent General Manager, Flour Group/Compliance Officer	49	NA
Philip V. Prieto	Assistant Treasurer	62	NA
Adenawer P. Torres	VP for Sales	53	NA
Edwin R. Canta[3]	VP & Head of Sales and Marketing (Consumer)	57	NA
Melchor B. Bacsa	VP & Head of Supply Chain, Consumer Group	59	NA
Harry E. Alvarez	AVP & Head of Supply Chain - Logistics	46	NA
Tee Jay T. Sumawang	AVP & Head of Information Technology	40	NA
Stephen James O. Uy	AVP & Head of SBU, Flour Group	30	NA
Evangeline L. Caballa	AVP & Group Controller	34	NA
Maria Patrocinio V. Valdez	Head of Human Resources	68	NA
Filomena S. Hopilos	Data Protection Officer	43	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. 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. There are two (2) independent directors, one of whom is the Chairman of the Audit Committee and the other head of the Corporate Governance Committee. The following sets forth certain information as to the directors and executive officers of the Company as of December 31, 2020:

Directors

Jose S. Concepcion, Jr.
89 years old
Filipino

Born on 29 December 1931, has an Associate's degree in Business Administration from De La Salle University and a Bachelor's degree in Agriculture from Araneta University. He is the Chairman of the Board of Directors of RFM Corporation and of Swift Foods, Inc. He also holds the Chairman position in the Asean-Business Advisory Council – Philippines, and East-Asia Business Council – Philippines. He is the Founding Chairman of the National Citizens Movement for Free Elections (NAMFREL), Special Resource Person of UCPB CIIF Finance Development. He is the Chairman of the Board of Directors of Swift Foods, Inc., and Member of the Board of Trustees of TOSP Foundation, Inc. He was previously the Secretary of the Department of Trade and Industry, Chairman of the Board of Investments, member of the Central Bank Monetary Board from 1986-1991, Co-Chairman of Bishops-Businessmen Conference from 1991-1998, and a delegate to the 1971 Constitutional Convention. He served as director of the Corporation from years 1970 to 1985 and was first elected on 3 April 1997 as Chairman of the Board.

[3] Resigned effective June 15, 2020.

Ernest Fritz Server
77 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 a member of both the Executive Committee and Compensation Committee of RFM Corporation.

Jose Ma. A. Concepcion III
62 years old
Filipino

Born on 23 June 1958, has a Bachelor's degree in Business Management from Dela Salle University. He is the President and Chief Executive Officer of RFM Corporation. He first became a director of the Corporation on 30 October 1986 and was elected President and Chief Executive Officer in 1989. He previously held similar positions in the various subsidiaries 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. He also currently chairs the ASEAN Business Advisory Council (ABAC).

Joseph D. Server Jr.
80 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.

Felicisimo M. Nacino, Jr.

68 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 RFM Corporation, Unilever RFM Ice Cream Inc., and other companies in the RFM Group. He first became a director of RFM Corporation on 30 March 1995. He is also a member of the Audit and Executive Committees of the Corporation.

John Marie A. Concepcion
58 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 also concurrently serves as the Marketing Adviser for the Consumer of Group of RFM Corporation.

Ma. Victoria Herminia C. Young
61 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 companies in Cabuyao namely Cabuyao Logistics & Industrial Center and Bevco Philippines. She is a Trustee and President of TOSP Foundation, Inc., Trustee of Soul Mission Org., Ronald McDonald House of Charities and the President of Interbake Commissary Commission. She was appointed as Senior Vice President for the Consumer Group of the Corporation in January 2014.

Francisco A. Segovia
66 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 RFM Corporation on 30 October 1986. He is also a member of the Investment Committee of the Corporation.

Raissa Hechanova-Posadas
60 years old
Filipino

Born on 16 April 1960, has a Master's degree in Business Administration from Imede (now IMD) Lausanne, Switzerland and a degree in Bachelor of Arts major in Applied Economics from De La Salle University. She joined the Corporation as director in April 1997, replacing her father, Mr. Rafael G. Hechanova, former

Chairman of the Board of Directors of RFM Corporation. She is a member of the Compensation Committee of the Corporation.

Jose Ma Christian O. Concepcion IV
34 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.

Romeo L. Bernardo
66 years old
Filipino

Born on 5 September 1954, Mr. Bernardo received his Bachelor of Science degree in Business Economics from the University of the Philippines (Magna Cum Laude) and a Master's Degree in Development Economics from Williams College, Mass. USA. He has had a varied career in public institutions before he co-founded LBT (with former Energy Secretary Del Lazaro and corporate lawyer Helen Tiu) in 1997. His public sector work spans teaching finance at the state university, a career in the Department of Finance rising to the Undersecretary post , and working in multilateral institutions such as the IMF and the World Bank, based in Washington DC, as well as the ADB in Manila. Presently, he provides business advice as board director in leading listed Philippine companies such as ALFM family of funds (Chairman), Bank of the Philippine Islands, Globe Telecom, Aboitiz Power, National Reinsurance Corporation of the Philippines, Philippine Investment Management (PHINMA) Inc., and Institute of Development and Econometric Analysis, Inc. He also does/has done policy advisory for multilateral and bilateral institutions and he Philippine government in public finance, capital markets, public-private partnership, pension reform, economic governance. He is the lead Philippine partner/advisor to Global Source Partners, a global network of independent analysts. He first became an independent director of RFM Corporation on 25 September 2002. He is presently the Chairman of the Compensation Committee and member of the Audit, Executive and Corporate Governance Committees of RFM Corporation.

Lilia R. Bautista
85 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 Chairman of the Audit Committee of RFM Corporation and member 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
49 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
44 years old
Filipino

Born on 7 November 1976, has a Bachelor of Laws degree as *Class Salutatorian* in April 2006 from Mindanao State University Marawi City and 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 Representative before joining the Company in 2016 as Legal Counsel.

Philip V. Prieto
62 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
59 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
53 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.

Edwin R. Canta
57 years old
Filipino

Born on 16 October 1963, has a Bachelor of Science degree in Commerce major in Marketing Management from the De La Salle University - Taft. He brings with him more than 35 years of sales and marketing experience gained from fast-moving consumer goods manufacturing and pharmaceutical companies handling both domestic and Asian markets. He joined RFM Corporation from Universal Robina Corporation (URC) where he held the position of Senior Vice President and Regional Director handling Thailand, Indo-China/ Myanmar/ Hongkong and China office. He likewise held various management positions at URC for the past 14 years such as: SVP and Business Unit General Manager for Branded Consumer Foods Group Philippines and Business Unit General Manager for URC Vietnam and Nissin URC. Prior to URC, he was also connected with Century Canning Corporation as its Marketing Manager after his stint with Swift Foods, Inc. Meat Division where he started as Senior Product Manager for Canned Meat rising up to his latest position as the Assistant Vice President for Marketing in 1998.

Tee Jay T. Sumawang
40 years old
Filipino

Born on July 21, 1980, has a Bachelor of Science degree in Computer and Information Science major in Systems and Software Engineering for which he graduated from the Far Eastern University – East Asia College in Manila. He started to work in Grand Alphatech International Corporation in 2001 as a Software Engineer and left the company in 2006 as Assistant IT Manager/Software Architect. Prior to joining RFM Corporation, he was with Information Technology Solutions, International as a Senior Technical Specialist (Technical Team Lead). He joined RFM Corporation in February 2007 as Assistant IT Manager and is currently the Assistant Vice President and Head of Information Technology.

Harry E. Alvarez Jr.
46 years old
Filipino

Born on 5 December 1974, has a Bachelor Degree in Industrial Engineering from Mapua Institute of Technology. He has 13 years of well-rounded experience in Planning, Logistics and Total Supply Chain Operations from top food manufacturing companies in the Philippines. Prior to joining RFM Corporation, he

was the Supply Chain Manager of San Miguel Mills Incorporated for 4 years. He joined RFM in June 2006 as Supply Chain Manager – ICC Division.

Maria Patrocinio V. Valdez
68 years old
Filipino

Born on 14 November 1952, has a Bachelor of Arts Degree in Business Administration from Maryknoll College. She joined RFM Corporation in 1982 as Personnel Supervisor then became Manager for Compensation Planning and Administration and eventually Assistant Vice-President for Corporate Compensation and Benefits. In 2005, she became a consultant for Executive Compensation and also to the RFM Compensation Committee. Effective 2015, she became the Head of Human Resources Department.

Stephen James O. Uy
30 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
34 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.

Ma. Filomena S. Hopilos
43 years old
Filipino

Born on 4 January 1978, has a Bachelor of Science in Accountancy at the University of Santo Tomas in March 1999. She passed her CPA licensure in the same year. She is also a Certified Internal Auditor (CIA), Certified Information Systems Auditor (CISA) and a Certified Fraud Examiner (CFE). Prior to joining the Corporation, she was a Managing Consultant (Senior Manager) at Punongbayan & Araullo, an affiliate of Grant Thornton International. She joined RFM as the Internal Audit Head in 2014.

(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 S. Concepcion Jr. is the father of Jose Ma. A. Concepcion III, John Marie A. Concepcion, and Ma. Victoria Herminia C. Young while Francisco A. Segovia is his nephew. Jose Ma. A. Concepcion III is the father of Jose Ma. Christian O. Concepcion IV. Ernest Fritz Server and Joseph Server 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	Total Compensation	Compensation	Bonus & Others
Jose Ma. A. Concepcion III John Marie Concepcion Ma.Victoria Herminia C. Young Edwin R. Canta Enrique Oliver I. Rey-Matias	President & CEO Managing Director – Ice Cream SVP & GM VP & Head, Sales & Mktg VP & CFO	2021	₱65.93	₱46.73	₱19.20
All officers and directors as a group unnamed		2021	₱21.22	₱17.92	₱3.30

(In Million Pesos)

Name	Position	Year	Total Compensation	Compensation	Bonus & Others
Jose Ma. A. Concepcion III John Marie Concepcion Ma.Victoria Herminia C. Young Melchor B. Bacsa Enrique Oliver I. Rey-Matias	President & CEO Managing Director – Ice Cream SVP & GM VP & Head, Supply Chain VP & CFO	2020	₱62.79	₱44.50	₱18.29
All officers and directors as a group unnamed		2020	₱20.21	₱17.07	₱3.14

(In Million Pesos)

Name	Position	Year	Total Compensation	Compensation	Bonus & Others
Jose Ma. A. Concepcion III John Marie Concepcion Ma.Victoria Herminia C. Young Melchor B. Bacsa Enrique Oliver I. Rey-Matias	President & CEO Managing Director – Ice Cream SVP & GM VP & Head, Supply Chain VP & CFO	2019	₱47.43	₱38.60	₱8.83
All officers and directors as a group unnamed		2019	₱15.29	₱13.36	₱1.93

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, 2020, 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	PCD Nominee Corporation GF MKSE Bldg., Ayala Ave., Makati City (Foreign)		Foreign	730,635,674 "r"	21.68
Common	Horizons Realty, Inc.		Filipino	650,139,738 "r"	19.29
Common	BJS Development Corporation 1869 P. Domingo Street Makati City	BJS Development Corp.	Filipino	311,210,184 "r"	9.24

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

I. Horizons Realty, Inc.
1. Jose S. Concepcion, Jr.
2. Ma. Victoria A. Concepcion
3. Jose Ma. A. Concepcion III
4. Ma. Victoria Herminia C. Young
5. Luis Bernardo A. Concepcion
6. John Marie A. Concepcion
7. Ma. Lourdes Celine C. Lebron
8. Ma. Victoria Ana C. Monasterio
9. Mary Elizabeth C. Santos
10. 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. Ernest Fritz Server, Jr.
3. Hanz Joseph Banzhaf
4. Christine Michelle Server
5. Anne Liesel Server
6. Claudia Veronica B. Lanza

7. Burton Joseph Server III
8. Catherine Ann Server
9. Sylvia Alexandra Banzhaf

(b) Security Ownership of Management

Title of Class	Name and Address of Beneficial Owner	Amount and nature of record/beneficial ownership (Shares)	Citizenship	Percent of Class
Common	Jose Ma. A. Concepcion Jr Kawayan St., North Forbes Park, Makati	2,037,920 "r"	Filipino	0.060
Common	Jose Ma. A. Concepcion III Buendia Ave., North Forbes Park Makati	11,671,886 "r"	Filipino	0.34
Common	John Marie A. Concepcion Urdaneta Ave., Urdaneta Village, Makati	369,974 "r"	Filipino	0.010
Common	Ma. Victoria Herminia C. Young Cabildo St., Urdaneta Village Makati	10 "r"	Filipino	0.00
Common	Ernest Fritz Server Chico Drive Ayala Alabang, Muntinlupa	564,834 "r"	Filipino	0.016
Common	Joseph Server, Jr. Cadena de Amor cor. Ilang-Ilang St. Ayala Alabang, Muntinlupa	135,376 "r"	Filipino	0.004
Common	Jose Ma. Christian O. Concepcion IV Buendia Ave., North Forbes Park Makati	60,000 "r"	Filipino	0.001
Common	Raissa Hechanova-Posadas Nakpil St., San Lorenzo Village, Makati City	2,000 "r"	Filipino	0.00
Common	Francisco A. Segovia Acacia Avenue, Ayala Alabang, Muntinlupa	10 "r"	Filipino	0.00
Common	Romeo L. Bernardo Belvedere Tower, San Miguel Ave., Ortigas Center, Pasig	247 "r"	Filipino	0.00
Common	Lilia R. Bautista Rita St. San Juan, Metro Manila	2,000 "r"	Filipino	0.00
Common	Enrique Oliver I. Rey-Matias Unit 77 Cathedral Heights Townhouse, 32E Sta. Ignaciana St., New Manila, Quezon City	150,000 "r"	Filipino	0.004
Common	Philip V. Prieto Melon St. Valle Verde St., Pasig City	122 "r"	Filipino	0.00

The indirect shareholdings of directors/officers and principal stockholders as of December 31, 2020 are as follows:

	% to total Outstanding Shares	Number of Shares	Total Direct Shares	Total Indirect Shares
Directors:				
Jose Concepcion, Jr.				
Direct	0.0604805%	2,037,920	2,037,920	
Indirect (thru Ma. Victoria A. Concepcion)	0.0770134%			2,595,006
Ernest Fritz Server				
Direct	0.0167629%	564,834	564,834	
Indirect (thru Fritz Server, Jr.)	0.0060858%			205,064
Jose Ma. Concepcion III				
Direct	0.3463931%	11,671,886	11,671,886	
Indirect (thru Triple Eight Holdings, Inc.)	22.5678218%			760,433,896
Indirect (as NG of Catherine Concepcion)	0.0017807%			60,000
Indirect (as NG of Margarita Concepcion)	0.0017807%			60,000
Indirect (as NG of Monica Concepcion)	0.0017807%			60,000
Ma. Herminia C. Young				

Direct	0.0000003%	10	10	
Indirect (thru YC Holdings, Inc.)	0.5964630%			20,098,114
Indirect (thru Arthur John S. Young, Jr.)	0.0057377%			193,334
Indirect (ITF Christina Young)	0.0017807%			60,000
Indirect (ITF P. Anthony Young)	0.0017807%			60,000
Indirect (ITF Timothy Young)	0.0017807%			60,000
Jose Ma. Christian O. Concepcion IV				
Direct	0.0017807%	60,000	60,000	
John Marie A. Concepcion				
Direct	0.0109799%	369,974	369,974	
Indirect (thru Select Two Corp.)	1.3265160%			44,697,612
Indirect (as NG of N. Marie Concepcion)	0.0017807%			60,000
Indirect (as NG of J. Michael Concepcion)	0.0017807%			60,000
Lilia R. Bautista				
Direct	0.0000594%	2,000	2,000	
Joseph Server, Jr.				
Direct	0.0040176%	135,376	135,376	
Indirect (thru Joseph Server, Jr. or Estelita Server)	0.1615992%			5,445,166
Francisco A. Segovia				
Direct	0.0000003%	10	10	
Indirect (thru Chilco Holdings, Inc.)	2.1590113%			72,748,950
Indirect (thru Segovia & Co., Inc.)	0.0664777%			2,240,000
Raissa H. Posadas				
Direct	0.0000594%	2,000	2,000	
Romeo L. Bernardo				
Direct	0.0000073%	247	247	
Officers:				
Enrique Oliver I. Rey-Matias				
Direct	0.0044516%	150,000	150,000	
Philip V. Prieto				
Direct	0.0000036%	122	122	

	% to total Outstanding Shares	Number of Shares	Total Direct Shares	Total Indirect Shares
Principal Stockholders:				
Triple Eight Holdings, Inc.				
Direct	22.56782184%	760,433,896	760,433,896	
Horizons Realty, Inc.				
Direct	19.29456046%	650,139,738	650,139,738	
BJS Development Corporation				
Direct	9.2359586%	311,210,184	311,210,184	

(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	
	2019	2018
RFM Equities, Inc. (REI)	100.00	100.00
Cabuyao Logistics and Industrial Center, Inc (CLIC)*	–	100.00
Interbake Commmisary Corporation (ICC)*	–	100.00
Invest Asia Corporation (IAC)*	–	96.00
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

**Changed its name from Cabuyao Meat Processing Corporation to Cabuyao Logistics and Industrial Center, Inc. in 2013*
***Dormant*
**Entities merged to Parent*

Significant related party transactions are as follows:

		2020		2019				
Related Parties	Transaction	**Amount**	**Outstanding receivable (payable)**	Amount	Outstanding receivable (payable)	Statement of Financial Position Account	Terms	Conditions
Joint venture								
Unilever Philippines (ULP)	Sale of goods and services	**16,761**	**5,376**	₱33,586	₱–	Trade Receivables (Note 6)	Non-interest bearing to be to be settled in cash	Unsecured, no impairment
-do-	Service agreement	**64,100**	**(935)**	87,506	(481)	Advances from related parties (Note 14)	Non-interest-bearing, collectible in 60 days	-do-
-do-	-do-	**54,421**	**3,950**	54,208	4,958	Advances to related parties (Note 6)	-do-	-do-
-do-	-do-	**–**	**(175,851)**	–	(53,454)	Advances from related parties (Note 14)	Non-interest bearing	-do-
-do-	Share based compensation plans	**–**	**(900)**	(3,069)	(1,716)	Advances from related parties (Note 14)	-do-	
-do-	Purchase of goods and services	**61,578**	**–**	135,790	6,641	Advances to related parties (Note 6)	-do-	-do-
-do-	-do-	**–**	**(23,002)**	–	(43,042)	Advances from related parties (Note 14)	-do-	-do-
-do-	Rent expenses	**13,465**	**–**	13,465	–	Trade Payables (Note 14)	-do-	-do-
URICI	Management service income	**18,106**	**7,403**	20,646	7,588	Trade Receivables (Note 6)	Non-interest bearing, collectible on demand but not later than 12 months	Unsecured, no impairment
-do-	Service fees	**–**	**(1,289)**	₱–	(₱1,289)	Advances to related parties (Note 6)	Non-interest bearing, collectible on demand but not later than 12 months	Unsecured, no impairment
Unilever NV	Cost reimbursement	**–**	**–**	(840)	–	Advances from related parties (Note 14)	Non-interest bearing	Unsecured, no impairment
Entities under common major shareholder group								
-do-	Sales of goods	**–**	**1,396**	–	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**	–	36,207	Advances to related parties (Note 6)	-do-	Unsecured, no impairment
Kettle Foods Corporation	Sales of goods	**2,161**	**(1,755)**	(189)	406	Trade Receivables (Note 6)	Non-interest bearing, collectible in 60 days	Unsecured, no impairment
Republic Consolidated Corporation	Purchase of services	**–**	**(22,542)**	–	(22,542)	Trade Payables (Note 14)	Interest-bearing, collectible in 60 days	-do-

		2020		2019				
Related Parties	Transaction	**Amount**	**Outstanding receivable (payable)**	Amount	Outstanding receivable (payable)	Statement of Financial Position Account	Terms	Conditions
Others	Advances to related parties	**–**	**10,630**	–	10,541	Advances to related parties (Note 6)	Non-interest bearing	Unsecured, no impairment
-do-	Trade Receivables	**–**	**14,234**	–	14,235	Trade Receivables (Note 6)	Non-interest bearing	Unsecured, no impairment
-do-	Trade Payable	**–**	**(12,753)**	–	(12,667)	Trade Payables (Note 14)	Non-interest bearing	Unsecured, no impairment
-do-	Advances from Related Parties	**–**	**(17,757)**	–	(17,728)	Advances from related parties (Note 14)	Non-interest bearing	Unsecured, no impairment

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
9 January 2020	09	2 January 2020	Shares Buy Back The Corporation bought on 2 January 2020 a total of 1,000 shares.
9 January 2020	09	3 January 2020	Shares Buy Back The Corporation bought on 3 January 2020 a total of 7,500 shares.
9 January 2020	09	6 January 2020	Shares Buy Back The Corporation bought on 6 January 2020 a total of 8,000 shares.
9 January 2020	09	7 January 2020	Shares Buy Back The Corporation bought on 7 January 2020 a total of 11,800 shares.
9 January 2020	09	8 January 2020	Shares Buy Back The Corporation bought on 8 January 2020 a total of 1,000 shares.
16 January 2020	09	9 January 2020	Shares Buy Back The Corporation bought on 9 January 2019 a total of 18,200 shares.
16 January 2020	09	10 January 2020	Shares Buy Back The Corporation bought on 10 January 2020 a total of 18,500 shares.
16 January 2020	09	14 January 2020	Shares Buy Back The Corporation bought on 14 January 2020 a total of 8,000 shares.
16 January 2020	09	15 January 2020	Shares Buy Back The Corporation bought on 15 January 2020 a total of 12,900 shares.
16 January 2020	09	16 January 2020	Certificate of Attendance of Directors in the Board Meetings of the Corporation for January 2020 to December 2020.
23 January 2020	09	16 January 2020	Shares Buy Back

			The Corporation bought on 16 January 2020 a total of 81,800 shares.
23 January 2020	09	17 January 2020	Shares Buy Back The Corporation bought on 17 January 2020 a total of 5,000 shares.
23 January 2020	09	20 January 2020	Shares Buy Back The Corporation bought on 20 January 2020 a total of 3,500 shares.
23 January 2020	09	21 January 2020	Shares Buy Back The Corporation bought on 21 January 2020 a total of 2,000 shares.
23 January 2020	09	22 January 2020	Shares Buy Back The Corporation bought on 22 January 2020 a total of 5,000 shares.
30 January 2020	09	23 January 2020	Shares Buy Back The Corporation bought on 23 January 2020 a total of 36,500 shares.
30 January 2020	09	24 January 2020	Shares Buy Back The Corporation bought on 24 January 2020 a total of 17,000 shares.
30 January 2020	09	27 January 2020	Shares Buy Back The Corporation bought on 27 January 2020 a total of 47,800 shares.
6 February 2020	09	30 January 2020	Shares Buy Back The Corporation bought on 30 January 2020 a total of 28,200 shares.
6 February 2020	09	31 January 2020	Shares Buy Back The Corporation bought on 31 January 2020 a total of 22,800 shares.
6 February 2020	09	3 February 2020	Shares Buy Back The Corporation bought on 3 February 2020 a total of 15,000 shares.
6 February 2020	09	4 February 2020	On 4 February 2020 Triple Eight Holdings, Inc. purchased a total of 8,200 RFM common shares.
6 February 2020	09	5 February 2020	Declaration of Cash Dividend Board approval of Cash Dividend
20 February 2020	09	14 February 2020	Shares Buy Back The Corporation bought on 14 February 2020 a total of 9,800 shares.
20 February 2020	09	18 February 2020	Shares Buy Back The Corporation bought on 18 February 2020 a total of 4,700 shares.
20 February 2020	09	19 February 2020	Shares Buy Back The 20 a total of 700 shares.
27 February 2020	09	20 February 2020	Shares Buy Back The Corporation bought on 20 February 2020 a total of 5,300 shares.
27 February 2020	09	26 February 2020	Shares Buy Back The Corporation bought on 26 February 2020 a total of 100 shares.
5 March 2020	09	27 February 2020	Shares Buy Back The Corporation bought on 27 February 2020 a total of 200 shares.
5 March 2020	09	28 February 2020	Shares Buy Back The Corporation bought on 28 February 2020 a total of 22,700 shares.

5 March 2020	09	2 March 2020	Shares Buy Back The Corporation bought on 2 March 2020 a total of 9,000 shares.
5 March 2020	09	3 March 2020	Shares Buy Back The Corporation bought on 3 March 2020 a total of 26,000 shares.
5 March 2020	09	4 March 2020	Shares Buy Back The Corporation bought on 4 March 2020a total of 2,000 shares.
12 March 2020	09	5 March 2020	Shares Buy Back The Corporation bought on 5 March 2020 a total of 6,100 shares.
12 March 2020	09	6 March 2020	Shares Buy Back The Corporation bought on 6 March 2020 a total of 1,000 shares.
12 March 2020	09	9 March 2020	Shares Buy Back The Corporation bought on 9 March 2020 a total of 8,500 shares.
12 March 2020	09	10 March 2020	Shares Buy Back The Corporation bought on 10 March 2020 a total of 22,000 shares.
12 March 2020	09	11 March 2020	Shares Buy Back The Corporation bought on 11 March 2020 a total of 14,900 shares.
12 March 2020	09	11 March 2020	Designation of Atty. Mitchie Vanessa T. Magomnang from Assistant Vice President and Head of Legal and Labor Relations Department to Assistant Vice President and Head of Legal and Human Resources.
19 March 2020	09	19 March 2020	Shares Buy Back The Corporation bought on 19 March 2020 a total of 12,000 shares.
209 March 2020	09	20 March 2020	Shares Buy Back The Corporation bought on 20 March 2020 a total of 26,000 shares.
23 March 2020	09	23 March 2020	Shares Buy Back The Corporation bought on 23 March 2020 a total of 21,000 shares.
24 March 2020	09	24 March 2020	Shares Buy Back The Corporation bought on 24 March 2020 a total of 6,000 shares.
25 March 2020	09	25 March 2020	Shares Buy Back The Corporation bought on 25 March 2020 a total of 22,000 shares.
26 March 2020	09	26 March 2020	Shares Buy Back The Corporation bought on 26 March 2020 a total of 52,000 shares.
27 March 2020	09	27 March 2020	Shares Buy Back The Corporation bought on 27 March 2020 a total of 5,000 shares.
30 March 2020	09	30 March 2020	Shares Buy Back The Corporation bought on 30 March 2020 a total of 31,000 shares.
31 March 2020	09	31 March 2020	Shares Buy Back The Corporation bought on 31 March 2020 a total of 2,000 shares.
8 April 2020	09	8 April 2020	Shares Buy Back

			The Corporation bought on 13 April 2020 a total of 2,000 shares.
13 April 2020	09	13 April 2020	Shares Buy Back The Corporation bought on 8 April 2020 a total of 2,000 shares.
14 April 2020	09	14 April 2020	Shares Buy Back The Corporation bought on 14 April 2020 a total of 1,000 shares.
15 April 2020	09	15 April 2020	Shares Buy Back The Corporation bought on 15 April 2020 a total of 1,000 shares.
20 April 2020	09	20 April 2020	Shares Buy Back The Corporation bought on 20 April 2020 a total of 3,000 shares.
21 April 2020	09	21 April 2020	Shares Buy Back The Corporation bought on 21 April 2020 a total of 2,000 shares.
22 April 2020	09	22 April 2020	Shares Buy Back The Corporation bought on 22 April 2020 a total of 1,000 shares.
24 April 2020	09	24 April 2020	Shares Buy Back The Corporation bought on 24 April 2020 a total of 3,000 shares.
27 April 2020	09	27 April 2020	Shares Buy Back The Corporation bought on 27 April 2020 a total of 1,000 shares.
10 June 2020	09	10 June 2020	Notice and Agenda of 2020 Annual Shareholders' Meeting of RFM Corporation
19 June 2020	09	19 June 2020	On 19 June 2020 Triple Eight Holdings, Inc. purchased a total of 19,000 RFM common shares.
23 June 2020	09	23 June 2020	On 23 June 2020 Triple Eight Holdings, Inc. purchased a total of 25,000 RFM common shares.
24 June 2020	09	24 June 2020	On 24 June 2020 Triple Eight Holdings, Inc. purchased a total of 5,000,000 RFM common shares.
30 June 2020	09	30 June 2020	On 30 June 2020 Triple Eight Holdings, Inc. purchased a total of 5,000,000 RFM common shares.
17 July 2020	09	17 July 2020	On 17 July 2020 Triple Eight Holdings, Inc. purchased a total of 5,000 RFM common shares.
24 July 2020	09	24 July 2020	On 24 July 2020 Triple Eight Holdings, Inc. purchased a total of 1,000 RFM common shares.
29 July 2020	09	29 July 2020	Declaration of Cash Dividend Board approval of Cash Dividend
29 July 2020	09	29 July 2020	Additional Appropriation of Php500 Million for the Share Buy-Back Program (Increasing Budget from Php900M to Php1.4B)
29 July 2020	09	29 July 2020	Amendment to the By-Laws of RFM Corporation
29 July 2020	09	29 July 2020	Results of the 2020 Annual Stockholders' Meeting of RFM Corporation:

			1. List of elected directors for 2020: Jose S. Concepcion Jr. Jose Ma. A. Concepcion III John Marie A. Concepcion Ma. Victoria Herminia C. Young Ernest Fritz Server Francisco A. Segovia Jose Ma. Christian O. Concepcion IV Raissa Hechanova Posadas Joseph Server Jr. Lilia R. Bautista as Independent Director Romeo L. Bernardo as Independent Director External Auditor: The appointment of RFM Corporation's External Auditor was delegated to the Board of Directors.
29 July 2020	09	29 July 2020	Results of the 2020 Organizational Meeting of RFM Corporation: 1. List of elected officers for 2020: Jose S. Concepcion Jr. – Chairman of the Board Ernest Fritz Server – Vice Chairman Jose Ma. A. Concepcion III – President & Chief Executive Officer John Marie A. Concepcion – Managing Director & CEO, Ice Cream, Marketing Adviser and Consumer Group Ma. Victoria Herminia C. Young – SVP & General Manager, Consumer Group Enrique Oliver I. Rey-Matias – VP & CFO/ Concurrent General Manager, Flour Group/Compliance Office Melchor B. Bacsa – VP & Head of Supply Chain, Consumer Group Philip V. Prieto – Assistant Treasurer Maria Patrocinio V. Valdez – Head of Human Resources Atty. Mitchie Vanessa T. Magomnang – AVP & Head Legal & Human Resources/ Corporate Secretary/ Risk Management Officer Tee Jay T. Sumawang – AVP & Head of Information Technology Harry E. Alvarez – AVP & Head of Supply Chain, Logistics Adenawer P. Torres – VP Sales Stephen James O. Uy – AVP & Head of SBU, Flour Group Evangeline L. Caballa – AVP & Group Controller Filomena S. Hopilos – Data Protection Officer

			2. In Organizational Meeting, the following were appointed: AUDIT Chairperson : Lilia R. Bautista Member : Romeo L. Bernardo Joseph D. Server, Jr. COMPENSATION Chairperson: Ernest Fritz Server Member : Romeo L. Bernardo Raissa Hechanova-Posadas EXECUTIVE Chairperson: Jose Ma. A. Concepcion III Member : Ernest Fritz Server Romeo L. Bernardo CORPORATE GOVERNANCE Chairperson: Romeo L. Bernardo Member : Lilia R. Bautista Joseph D. Server, Jr.
1 September 2020	09	1 September 2020	Shares Buy Back The Corporation bought on 1 September 2020 a total of 79,420,000 shares.
9 October 2020	09	9 October 2020	Shares Buy Back The Corporation bought on 9 October 2020 a total of 1,000 shares.
19 October 2020	09	19 October 2020	Shares Buy Back The Corporation bought on 19 October 2020 a total of 1,000 shares.
22 October 2020	09	22 October 2020	Shares Buy Back The Corporation bought on 22 October 2020 a total of 7,000,000 shares.
22 October 2020	09	22 October 2020	On 22 October 2020 Triple Eight Holdings, Inc. purchased a total of 5,000,000 RFM common shares.

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, 2020 and December 31, 2019, 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 30th day of March 2021

Jose S. Concepcion, Jr.
Chairman of the Board

Jose Maria Concepcion III
President & CEO

Enrique Oliver Rey-Matias
VP-Chief Finance Officer

SUBSCRIBED AND SWORN to before me this 07 APR 2021 day of _____ 2021 affiant(s) exhibiting to me his/her Passport as follows:

Names	Passport Number	Date of Issue / Expiry	Place of Issue
Jose S. Concepcion, Jr.	P2514823A	30 Mar 2017/29 Mar 2022	DFA, Manila
Jose Maria Concepcion III	P3744591A	21 July 2017/20 July 2022	DFA, Manila
Enrique Oliver Rey-Matias	P5401351A	20 Dec 2017/ 19 Dec 2022	DFA, NCR East

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MITCHIE VANESSA T. MAGOMNANG
Notary Public for and Mandaluyong City
Notarial Commission No. 0475-20
Commission expires on 31 December 2021
8th Floor, RFM Corporate Center
Pioneer corner Sheridan Sts., Mandaluyong City
PTR No. 4582280, Jan.11, 2021, Mandaluyong City
IBP Lifetime Member No. 09975
Roll Of Attorneys No. 53187

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 _____.

RFM Corporation

By:

JOSE MARIA CONCEPCION III
President and Chief Executive Officer

ENRIQUE OLIVER I. REY MATIAS
Vice President – CFO

SUBSCRIBED AND SWORN to before me this 07 APR 2021 day of _____, 2021 affiants exhibiting their Passport as follows:

Names	Passport Number	Date of Issue / Expiry	Place of Issue
Jose Maria Concepcion III	P3744591A	21 July 2017/ 20 July 2022	DFA, Manila
Enrique Oliver Rey-Matias	P5401351A	20 Dec 2017/ 19 Dec 2022	DFA, NCR East

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MITCHIE VANESSA T. MAGOMNANG
Notary Public for and Mandaluyong City
Notarial Commission No. 0475-20
Commission expires on 31 December 2021
8th Floor, RFM Corporate Center
Pioneer corner Sheridan Sts., Mandaluyong City
PTR No. 4582280, Jan.11, 2021, Mandaluyong City
IBP Lifetime Member No. 09975
Roll Of Attorneys No. 53137

COVER SHEET

for

AUDITED FINANCIAL STATEMENTS

SEC Registration Number

0	0	0	0	0	0	1	2	9	9	8

COMPANY NAME

RFM CORPORATION AND SUBSIDIARIES

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

RFM CORPORATE CENTER, PIONEER
CORNER SHERIDAN STREETS, MANDA
LUYONG CITY

Form Type	Department requiring the report	Secondary License Type, If Applicable
AAFS	SEC	N/A

COMPANY INFORMATION

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

No. of Stockholders	Annual Meeting (Month / Day)	Fiscal Year (Month / Day)
3,137	7/12	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

SyCip Gorres Velayo & Co.
6760 Ayala Avenue
1226 Makati City
Philippines

Tel: (632) 8891 0307
Fax: (632) 8819 0872
ey.com/ph

BOA/PRC Reg. No. 0001,
October 4, 2018, valid until August 24, 2021
SEC Accreditation No. 0012-FR-5 (Group A),
November 6, 2018, valid until November 5, 2021

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, 2020 and 2019, 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, 2020, and notes to the consolidated financial statements, including a summary of significant accounting policies.

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, 2020 and 2019, and its consolidated financial performance and its consolidated cash flows for each of the three years in the period ended December 31, 2020 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 with indefinite useful life and goodwill

Under Philippine Financial Reporting Standards, the Group is required to annually test the amounts of Royal trademark with indefinite useful life and goodwill attributable to the investment in Unilever-RFM Ice Cream, Inc. for impairment. As of December 31, 2020, the Group's trademark with indefinite useful life and goodwill amounted to ₱2,271.50 million which is significant to the consolidated financial statements. In addition, management's impairment assessment process requires significant judgment and is based on assumptions which are subject to higher level of estimation uncertainty due to the current economic conditions which have been impacted by the coronavirus pandemic, specifically the discount rate, revenue growth rate, royalty savings rate, budgeted brand support and projected operating expenses and maintenance capital expenditures.

The Group's disclosures about trademark with indefinite useful life and goodwill are included in Note 13 to the consolidated financial statements.

Audit Response

We involved our internal specialist in evaluating the methodologies and the assumptions used. These assumptions include discount rate, revenue growth rate, royalty savings rate, budgeted brand support and projected operating expenses and maintenance capital expenditures. We compared the assumptions used such as the discount rate, revenue growth rate, royalty savings rate, budgeted brand support and projected operating expenses and maintenance capital expenditures against historical performance of the products under the Royal brand and Unilever-RFM Ice Cream, Inc., taking into consideration the impact associated with coronavirus pandemic. We tested the parameters used in the determination of the discount rate against market data. We also compared the revenue growth rate and the royalty savings rate against relevant published market information. We reviewed the Group's disclosures about those assumptions to which the outcome of the impairment tests are most sensitive; specifically those that have the most significant effect on the determination of the recoverable amounts of the trademark with indefinite useful life and goodwill.

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

The Group has 50% ownership in Unilever-RFM Ice Cream, Inc. as of December 31, 2020. 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 Unilever-RFM Ice Cream, Inc. 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, 2020.

The Group's disclosures about its investment in Unilever-RFM Ice Cream, Inc. are included in Note 11 to the consolidated financial statements.

Audit Response

We sent instructions to the statutory auditors of Unilever-RFM Ice Cream, Inc. to perform an audit on the financial information of Unilever-RFM Ice Cream, Inc. 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 Unilever-RFM Ice Cream, Inc.'s statutory auditors about their key audit areas, planning and execution of audit procedures, significant areas of estimation and judgment, taking into consideration the impact associated with the coronavirus pandemic, and results of their work, for the year ended December 31, 2020. We reviewed the statutory auditors' working papers and obtained relevant conclusion statements related to their audit procedures.

We obtained the financial information of Unilever-RFM Ice Cream, Inc. from its statutory auditors and recomputed the Group's proportionate share in the assets, liabilities and net income of Unilever-RFM Ice Cream, Inc. as of and for the year ended December 31, 2020. We reviewed the accounting policies of Unilever-RFM Ice Cream, Inc. 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 Unilever-RFM Ice Cream, Inc. We also reviewed the Group's disclosures with respect to its investment in Unilever-RFM Ice Cream, Inc.

Valuation of Land

The Group accounts for its land, where the main office and the various manufacturing plants are located, using the revaluation model in accordance with Philippine Accounting Standards 16, *Property, Plant and Equipment*. As of December 31, 2020, the carrying value of the Group's land amounted to ₱3,552.34 million which is significant to the consolidated financial statements. For the year ended December 31, 2020, the Group recognized a revaluation increment of ₱308.56 million, net of the related deferred tax liability, in other comprehensive income. The determination of the fair values of these properties involves significant management judgment and estimations. The valuation also requires the assistance of external appraisers whose calculations also depend on certain assumptions such as sales and listing of comparable properties registered within the vicinity and adjustments to sales price based on internal and external factors. Thus, we considered the valuation of investment properties as a key audit matter.

The Group's disclosures about the fair value of land are included in Note 12 to the consolidated financial statements.

Audit Response

We evaluated the competence, capabilities and qualifications of the Group's external appraiser by considering their qualifications, experience and reporting responsibilities. We reviewed the methodology and assumptions used in the valuation of the properties. We assessed the methodology adopted by referencing common valuation models and reviewed the relevant information supporting the sales and listings of comparable properties. In addition, we also inquired from the external appraiser the basis of adjustments made to the sales price. We also reviewed the Group's disclosures with respect to the fair value of the land.

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, 2020 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, 2020 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.

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.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the 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, related safeguards.

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
Partner
CPA Certificate No. 95198
SEC Accreditation No. 1756-A (Group A),
June 11, 2019, valid until June 10, 2022
Tax Identification No. 176-158-478
BIR Accreditation No. 08-001998-141-2018,
December 17, 2018, valid until December 16, 2021
PTR No. 8534385, January 4, 2021, Makati City

March 30, 2021

SGV
Building a better working world

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October 4, 2018, valid until August 24, 2021
SEC Accreditation No. 0012-FR-5 (Group A),
November 6, 2018, valid until November 5, 2021

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, 2020 and 2019 and for each of the three years in the period ended December 31, 2020, included in this Form 17-A and have issued our report thereon dated March 30, 2021. Our audits were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The schedules listed in the Index to the Consolidated Financial Statements and Supplementary Schedules are the responsibility of the Group's management. These schedules are presented for the purpose of complying with Revised Securities Regulation Code Rule 68, and are not part of the basic financial statements. These schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, fairly state, in all material respects, the information required to be set forth therein in relation to the basic financial statements taken as a whole.

SYCIP GORRES VELAYO & CO.

Ma. Emilita L. Villanueva
Partner
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November 6, 2018, valid until November 5, 2021

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 financial statements of RFM Corporation and its subsidiaries (the Group) as at December 31, 2020 and 2019 and for each of the three years in the period ended December 31, 2020 and have issued our report thereon dated March 30, 2021. Our audits were made for the purpose of forming an opinion on the basic 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) 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 financial statements prepared in accordance with PFRS. The components of these financial soundness indicators have been traced to the Group's financial statements as at December 31, 2020 and 2019 and for each of the three years in the period ended December 31, 2020 and no material exceptions were noted.

SYCIP GORRES VELAYO & CO.

Ma. Emilita L. Villanueva
Partner
CPA Certificate No. 95198
SEC Accreditation No. 1756-A (Group A),
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December 17, 2018, valid until December 16, 2021
PTR No. 8534385, January 4, 2021, Makati City

March 30, 2021

RFM CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

(Amounts in Thousands)

	December 31	
	2020	2019
ASSETS		
Current Assets		
Cash and cash equivalents (Note 5)	**₱1,765,059**	₱3,624,518
Short-term cash investments (Note 5)	**648,989**	649,449
Hold-to-collect (HTC) investments (Note 9)	**–**	85,067
Receivables (Notes 6 and 21)	**1,839,919**	2,085,525
Inventories (Note 7)	**2,130,248**	1,485,147
Financial assets at fair value through other comprehensive income (FVOCI) (Note 9)	**1,389,275**	–
Other current assets (Note 8)	**179,850**	240,520
Total Current Assets	**7,953,340**	8,170,226
Noncurrent Assets		
Financial assets at fair value through other comprehensive income (FVOCI) - net of current portion (Note 9)	**314,822**	–
Investments in joint venture and associate (Note 10)	**150,541**	153,489
Property, plant and equipment (Note 12):		
At appraised value	**3,552,339**	3,117,628
At cost	**4,471,300**	4,505,977
Intangible assets (Note 13)	**2,271,495**	2,271,495
Deferred income tax assets - net (Note 23)	**215,007**	392,738
Other noncurrent assets (Note 8)	**67,390**	76,957
Total Noncurrent Assets	**11,042,894**	10,518,284
TOTAL ASSETS	**₱18,996,234**	₱18,688,510
LIABILITIES AND EQUITY		
Current Liabilities		
Bank loans (Note 15)	**₱595,000**	₱978,500
Accounts payable and other current liabilities (Notes 14 and 21)	**4,531,514**	4,154,472
Lease liabilities (Note 29)	**85,516**	118,991
Income tax payable	**88,479**	55,202
Total Current Liabilities	**5,300,509**	5,307,165
Noncurrent Liabilities		
Net retirement obligation (Note 22)	**138,884**	146,588
Lease liabilities - net of current portion (Note 29)	**332,446**	380,531
Deferred income tax liabilities - net (Note 23)	**654,491**	744,094
Total Noncurrent Liabilities	**1,125,821**	1,271,213
Total Liabilities	**6,426,330**	6,578,378

(Forward)

	December 31	
	2020	2019
Equity Attributable to Equity Holders of the Parent Company		
Capital stock (Note 16)	**₱3,651,021**	₱3,651,021
Additional paid-in capital (Note 16)	**2,060,383**	2,060,383
Treasury stock (Note 16)	**(758,777)**	(375,918)
Other comprehensive income (Notes 9, 12 and 16)	**2,075,159**	1,766,447
Retained earnings (Note 16)	**5,559,204**	5,026,575
	12,586,990	12,128,508
Non-controlling Interests	**(17,086)**	(18,376)
Total Equity	**12,569,904**	12,110,132
TOTAL LIABILITIES AND EQUITY	**₱18,996,234**	₱18,688,510

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		
	2020	2019	2018
REVENUE (Notes 4 and 17)			
Manufacturing	**₱15,666,575**	₱15,286,262	₱14,014,472
Services and others	**34,331**	44,201	56,660
	15,700,906	15,330,463	14,071,132
COST OF SALES AND SERVICES (Note 17)	**(9,978,386)**	(9,414,650)	(8,709,589)
GROSS PROFIT	**5,722,520**	5,915,813	5,361,543
OPERATING EXPENSES			
Selling and marketing (Note 18)	**(2,877,747)**	(2,796,297)	(2,596,674)
General and administrative (Note 19)	**(1,031,649)**	(1,449,800)	(1,305,722)
OTHER INCOME (CHARGES)			
Interest income (Note 20)	**39,954**	90,104	67,787
Interest expense (Note 20)	**(60,045)**	(67,399)	(20,649)
Other income – net	**19,440**	33,965	45,265
INCOME BEFORE INCOME TAX	**1,812,473**	1,726,386	1,551,550
PROVISION FOR INCOME TAX (Note 23)			
Current	**563,156**	460,935	523,899
Deferred	**(38,333)**	35,763	(79,054)
	524,823	496,698	444,845
NET INCOME	**₱1,287,650**	₱1,229,688	₱1,106,705
Net income attributable to:			
Equity holders of the Parent Company	**₱1,286,360**	₱1,230,481	₱1,109,009
Non-controlling interests	**1,290**	(793)	(2,304)
	₱1,287,650	₱1,229,688	₱1,106,705
Basic/Diluted Earnings Per Share (Note 25)	**₱0.38**	₱0.36	₱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		
	2020	2019	2018
NET INCOME	**₱1,287,650**	₱1,229,688	₱1,106,705
OTHER COMPREHENSIVE INCOME (LOSS)			
Items that will be reclassified to profit and loss:			
Unrealized gain on financial assets at FVOCI	**4,306**	–	–
Income tax effect	**(1,292)**	–	–
	3,014	–	–
Items that will not be reclassified to profit and loss:			
Remeasurement gain (loss) on defined benefit retirement plan (Note 22)	**(19,480)**	(63,303)	34,240
Income tax effect	**5,844**	18,991	(10,272)
	(13,636)	(44,312)	23,968
Revaluation increment on land (Note 12)	**440,804**	–	–
Income tax effect	**(132,241)**	–	–
	308,563	(44,312)	23,968
TOTAL COMPREHENSIVE INCOME	**₱1,585,591**	₱1,185,376	₱1,130,673
Total comprehensive income (loss) attributable to:			
Equity holders of the Parent Company	**₱1,584,301**	₱1,186,169	₱1,132,977
Non-controlling interests	**1,290**	(793)	(2,304)
	₱1,585,591	₱1,185,376	₱1,130,673

See accompanying Notes to Consolidated Financial Statements.

RFM CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

FOR THE YEARS ENDED DECEMBER 31, 2020, 2019 AND 2018

(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, 2020	**₱3,651,021**	**₱2,060,383**	**(₱375,918)**	**(₱23,237)**	**₱–**	**₱1,789,684**	**₱5,026,575**	**₱12,128,508**	**(₱18,376)**	**₱12,110,132**
Net income for the period	–	–	–	–	–	–	**1,286,360**	**1,286,360**	**1,290**	**1,287,650**
Other comprehensive income	–	–	–	–	**3,014**	**308,563**	**(13,636)**	**297,941**	–	**297,941**
Total comprehensive income for the period	–	–	–	–	**3,014**	**308,563**	**1,272,724**	**1,584,301**	**1,290**	**1,585,591**
Transfer of portion of revaluation increment on property, plant and equipment realized through disposal (Note 12)	–	–	–	–	–	**(2,865)**	**2,865**	–	–	–
Cash dividends	–	–	–	–	–	–	**(742,960)**	**(742,960)**	–	**(742,960)**
Purchase of shares into treasury (Note 16)	–	–	**(382,859)**	–	–	–	–	**(382,859)**	–	**(382,859)**
As of December 31, 2020	**₱3,651,021**	**₱2,060,383**	**(₱758,777)**	**(₱23,237)**	**₱3,014**	**₱2,095,382**	**₱5,559,204**	**₱12,586,990**	**(₱17,086)**	**₱12,569,904**

	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	Revaluation Increment on Land (Note 12)	Retained Earnings (Note 16)	Subtotal	Non-controlling Interests	Total Equity
As of January 1, 2019, as previously reported	₱3,500,404	₱2,059,220	(₱86,408)	(₱7,075)	₱1,789,684	₱4,450,664	₱11,706,489	(₱29,625)	₱11,676,864
Effect of adoption of new accounting standards (Note 29)	–	–	–	–	–	(56,894)	(56,894)	–	(56,894)
As of January 1, 2019, as restated	3,500,404	2,059,220	(86,408)	(7,075)	1,789,684	4,393,770	11,649,595	(29,625)	11,619,970
Net income for the period	–	–	–	–	–	1,230,481	1,230,481	(793)	1,229,688
Other comprehensive income	–	–	–	–	–	(44,312)	(44,312)	–	(44,312)
Total comprehensive income (loss) for the period	–	–	–	–	–	1,186,169	1,186,169	(793)	1,185,376
Cash dividends	–	–	–	–	–	(553,364)	(553,364)	–	(553,364)
Purchase of shares into treasury (Note 16)	–	–	(167,238)	–	–	–	(167,238)	–	(167,238)
Sales of treasury shares (Note 16)	–	1,163	24,225	–	–	–	25,388	–	25,388
Share issuance for merger with subsidiaries and acquisition of NCI (Note 16)	150,617	–	(146,497)	(16,162)	–	–	(12,042)	12,042	–
As of December 31, 2019	₱3,651,021	₱2,060,383	(₱375,918)	(₱23,237)	₱1,789,684	₱5,026,575	₱12,128,508	(₱18,376)	₱12,110,132
As of January 1, 2018	₱3,500,404	₱2,059,437	(₱14,327)	(₱7,075)	₱1,789,684	₱3,840,682	₱11,168,805	(₱27,321)	₱11,141,484
Net income for the period	–	–	–	–	–	1,109,009	1,109,009	(2,304)	1,106,705
Other comprehensive income	–	–	–	–	–	23,968	23,968	–	23,968
Total comprehensive income (loss) for the period	–	–	–	–	–	1,132,977	1,132,977	(2,304)	1,130,673
Cash dividends	–	–	–	–	–	(522,995)	(522,995)	–	(522,995)
Purchase of shares into treasury (Note 16)	–	–	(92,758)	–	–	–	(92,758)	–	(92,758)
Sales of treasury shares (Note 16)	–	(217)	20,677	–	–	–	20,460	–	20,460
As of December 31, 2018	₱3,500,404	₱2,059,220	(₱86,408)	(₱7,075)	₱1,789,684	₱4,450,664	₱11,706,489	(₱29,625)	₱11,676,864

See accompanying Notes to Consolidated Financial Statements.

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

	Years Ended December 31		
	2020	2019	2018
CASH FLOWS FROM OPERATING ACTIVITIES			
Income before income tax	**₱1,812,473**	₱1,726,386	₱1,551,550
Adjustments for:			
Depreciation and amortization (Note 20)	**556,498**	520,262	421,772
Interest expense (Note 20)	**60,045**	67,399	20,649
Unrealized foreign exchange loss - net	**21,471**	8,489	324
(Gain) loss on sale of property, plant and equipment (Note 12)	**(2,718)**	2,268	3,383
Provision for (reversal of) impairment loss on property, plant and equipment (Note 12)	**511**	(88)	426
Gain on sale of HTC investments (Note 9)	**–**	(7,116)	–
Gain on sale of financial assets at FVOCI (note 9)	**(404)**	–	–
Equity in net earnings of an associate (Note 10)	**(12,223)**	(12,178)	(12,156)
Retirement expense (Note 22)	**23,652**	24,381	28,220
Interest income (Note 20)	**(39,954)**	(90,104)	(67,787)
Operating income before working capital changes	**2,419,351**	2,239,699	1,946,381
Decrease (increase) in:			
Receivables	**245,431**	245,951	(153,515)
Inventories	**(645,101)**	(242,820)	291,558
Other current assets	**13,193**	(14,016)	127,878
Increase (decrease) in:			
Accounts payable and other current liabilities	**372,972**	282,288	675,905
Security deposits	–	(1,930)	7
Net cash generated from operations	**2,405,846**	2,509,172	2,888,214
Income taxes paid, including creditable withholding taxes	**(482,403)**	(586,957)	(645,367)
Retirement contributions and benefits paid (Note 22)	**(50,836)**	(42,242)	(54,504)
Interest paid	**(60,487)**	(66,553)	(20,630)
Interest received	**27,852**	63,869	67,969
Net cash from operating activities	**1,839,972**	1,877,289	2,235,682
CASH FLOWS FROM INVESTING ACTIVITIES			
Net movements in:			
Short-term cash investments (Note 5)	**460**	(626,449)	16,619
Other noncurrent assets	**9,567**	55,424	42,738
Acquisitions of:			
HTC investments (Note 9)	**–**	(610,939)	(318,330)
Property, plant and equipment (Note 12)	**(519,850)**	(663,132)	(840,726)
Financial assets at FVOCI (Note 9)	**(3,644,108)**	–	–
Proceeds from maturity of HTC investments	**85,000**	321,050	410,360
Proceeds from maturity of financial assets at FVOCI	**1,204,000**		
Proceeds from sale of:			
Property and equipment	**10,066**	–	854
Investments in financial assets at FVOCI (Note 9	**753,066**	–	–
HTC investments (Note 9)	**–**	1,142,241	–
Net cash from (used in) investing activities	**(2,101,799)**	(381,805)	(688,485)

(Forward)

	Years Ended December 31		
	2020	2019	2018
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from sale of treasury stock (Note 16)	**₱–**	₱25,388	₱20,460
Payments of dividends	**(728,242)**	(551,528)	(514,229)
Bank loans (Note 15)			
Availments	**70,912,000**	116,231,500	69,276,750
Payments	**(71,295,500)**	(115,693,000)	(69,393,250)
Payment of principal portion of lease liabilities (Note 29)	**(81,560)**	(64,494)	–
Reacquisition of shares into treasury (Note 16)	**(382,859)**	(167,238)	(92,758)
Net cash used in financing activities	**(1,576,161)**	(219,372)	(703,027)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	**(21,471)**	(8,489)	(324)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	**(1,859,459)**	1,267,623	843,846
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	**3,624,518**	2,356,895	1,513,049
CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 5)	**₱1,765,059**	₱3,624,518	₱2,356,895

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. 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, 2020 and 2019 and for each of the three years ended December 31, 2020 were authorized for issuance by the Board of Directors (BOD) on March 30 ,2021.

2. Summary of Significant Accounting Policies

Basis of Preparation

The consolidated financial statements of the Group have been prepared using the historical cost basis, except for the Group's 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 (PFRSs) 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, 2020 and 2019 and for each of the three years in the period ended December 31, 2020.

The consolidated subsidiaries, which are all incorporated in the Philippines, and the effective percentages of ownership as of December 31, 2020, 2019 and 2018 follow:

		Percentage of ownership		
Entity	**Nature of Business**	**2020**	2019	2018
RFM Equities, Inc. (REI)	Holding	**100.00**	100.00	100.00
RFM Foods Philippines Corporation (RFM Foods)*	Food retailer	**100.00**	100.00	100.00
Southstar Bottled Water Company, Inc. (Southstar)*	Bottled water business	**100.00**	100.00	100.00
Swift Tuna Corporation (Swift Tuna)*	Manufacturing	**100.00**	100.00	100.00
Rizal Lighterage Corporation (RLC)	Barging services	**93.51**	93.51	93.51
FWBC Holdings, Inc.*	Holding company	**83.38**	83.38	83.38
RFM Canning and Marketing, Inc. (RFM Canning)*	Canning services	**70.00**	70.00	70.00
WS Holdings, Inc. (WHI)	Holding company	**60.00**	60.00	60.00
Filipinas Water Bottling Company, Inc. (FWBC)*	Bottled water manufacturing	**44.88**	44.88	44.88
Cabuyao Logistics and Industrial Center (CLIC)**	Leasing	**–**	–	100.00
Interbake Commissary Corporation (ICC)**	Toll Processing	**–**	–	100.00
Invest Asia Corporation (IAC)**	Leasing	**–**	–	96.00

**Dormant*
***Merged entities*

Subsidiaries
Subsidiaries are entities controlled by the Parent Company. The Parent Company controls an investee if, and only, if the Parent Company has:

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its involvement with the investee; and,
- The ability to use its power over the investee to affect its returns.

When the Parent Company has less than a majority of the voting or similar rights of an investee, the Parent Company considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee;
- Rights arising from other contractual arrangements; and
- The Parent Company's voting rights and potential voting rights.

The Parent Company re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Parent Company obtains control over the subsidiary and ceases when the Parent Company loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Parent Company gains control until the date the Parent Company ceases to control the subsidiary.

The financial statements of the subsidiaries are prepared for the same reporting period as the Parent Company, using uniform accounting policies for like transactions and other events in similar circumstances. Adjustments where necessary are made to ensure consistency with the policies adopted by the Group.

All intra-group balances, transactions, income and expenses, and profits and losses resulting from intra-group transactions are eliminated in full. However, intra-group losses are also eliminated but are considered an impairment indicator of the assets transferred.
A change in the ownership interest in a subsidiary, without a loss of control, is accounted for as an equity transaction.

Non-controlling interests
Non-controlling interests represent the portion of equity in a subsidiary not attributable, directly or indirectly, to the Parent Company. Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the Parent Company and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. Non-controlling interest are presented separately in the consolidated statement of income, consolidated statement of comprehensive income and within the equity section of consolidated statement of financial position and consolidated statement of changes in equity, separately from the equity attributable to equity holders of the Parent Company.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it derecognizes assets (including goodwill) and liabilities of the subsidiary, the carrying amount of any non-controlling interest and the cumulative translation differences recorded in equity; recognizes the fair value of the consideration received, the fair value of any investment retained, and any retained earnings or deficit in consolidated statement of income; and reclassifies the parent's share of components previously recognized in OCI to profit or loss or retained earnings, as appropriate.

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 as at January 1, 2020. 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 PFRS 3, *Business Combinations, Definition of a Business*
  The amendments to PFRS 3 clarifies that to be considered a business, an integrated set of activities and assets must include, at a minimum, an input and a substantive process that together significantly contribute to the ability to create output. Furthermore, it clarifies that a business can exist without including all of the inputs and processes needed to create outputs. These amendments may impact future periods should the Group enter into any business combinations.

- Amendments to PFRS 7, *Financial Instruments: Disclosures* and PFRS 9, *Financial Instruments*, *Interest Rate Benchmark Reform*
  The amendments to PFRS 9 provide a number of reliefs, which apply to all hedging relationships that are directly affected by the interest rate benchmark reform. A hedging relationship is affected if the reform gives rise to uncertainties about the timing and or amount of benchmark-based cash flows of the hedged item or the hedging instrument.



- Amendments to PAS 1, *Presentation of Financial Statements*, and PAS 8, *Accounting Policies, Changes in Accounting Estimates and Errors, Definition of Material*
  The amendments provide a new definition of material that states "information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity."

  The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users.

- Conceptual Framework for Financial Reporting issued on March 29, 2018
  The Conceptual Framework is not a standard, and none of the concepts contained therein override the concepts or requirements in any standard. The purpose of the Conceptual Framework is to assist the standard-setters in developing standards, to help preparers develop consistent accounting policies where there is no applicable standard in place and to assist all parties to understand and interpret the standards.

  The revised Conceptual Framework includes new concepts, provides updated definitions and recognition criteria for assets and liabilities and clarifies some important concepts.

- Amendments to PFRS 16, *COVID-19-related Rent Concessions*
  The amendments provide relief to lessees from applying the PFRS 16 requirement on lease modifications to rent concessions arising as a direct consequence of the COVID-19 pandemic. A lessee may elect not to assess whether a rent concession from a lessor is a lease modification if it meets all of the following criteria:

  - The rent concession is a direct consequence of COVID-19;
  - The change in lease payments results in a revised lease consideration that is substantially the same as, or less than, the lease consideration immediately preceding the change;
  - Any reduction in lease payments affects only payments originally due on or before June 30, 2021; and
  - There is no substantive change to other terms and conditions of the lease.

  A lessee that applies this practical expedient will account for any change in lease payments resulting from the COVID-19 related rent concession in the same way it would account for a change that is not a lease modification, i.e., as a variable lease payment.

  The amendments are effective for annual reporting periods beginning on or after June 1, 2020. Early adoption is permitted.

  The Group adopted the amendments beginning January 1, 2020. The adoption of these new standards did not have significant impact on the consolidated financial statements of the Group.



Standards Issued but not yet Effective

Pronouncements issued but not yet effective are listed below. Unless otherwise indicated, 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, 2021

- Amendments to PFRS 9, PFRS 7, PFRS 4 and PFRS 16, *Interest Rate Benchmark Reform - Phase 2*

  The amendments provide the following temporary reliefs which address the financial reporting effects when an interbank offered rate (IBOR) is replaced with an alternative nearly risk-free interest rate (RFR):
  - Practical expedient for changes in the basis for determining the contractual cash flows as a result of IBOR reform
  - Relief from discontinuing hedging relationships
  - Relief from the separately identifiable requirement when an RFR instrument is designated as a hedge of a risk component

  The Group shall also disclose information about:
  - The nature and extent of risks to which the entity is exposed arising from financial instruments subject to IBOR reform, and how the entity manages those risks; and
  - Their progress in completing the transition to alternative benchmark rates, and how the entity is managing that transition

  The amendments are effective for annual reporting periods beginning on or after January 1, 2021 and apply retrospectively, however, the Group is not required to restate prior periods.

Effective beginning on or after January 1, 2022

- Amendments to PFRS 3, *Reference to the Conceptual Framework*

  The amendments are intended to replace a reference to the Framework for the Preparation and Presentation of Financial Statements, issued in 1989, with a reference to the Conceptual Framework for Financial Reporting issued in March 2018 without significantly changing its requirements. The amendments added an exception to the recognition principle of PFRS 3, *Business Combinations* to avoid the issue of potential 'day 2'gains or losses arising for liabilities and contingent liabilities that would be within the scope of PAS 37, *Provisions, Contingent Liabilities and Contingent Assets* or Philippine-IFRIC 21, *Levies*, if incurred separately.

  At the same time, the amendments add a new paragraph to PFRS 3 to clarify that contingent assets do not qualify for recognition at the acquisition date.

  The amendments are effective for annual reporting periods beginning on or after January 1, 2022 and apply prospectively.

- Amendments to PAS 16, *Plant and Equipment: Proceeds before Intended Use*

  The amendments prohibit entities deducting from the cost of an item of property, plant and equipment, any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management.



Instead, an entity recognizes the proceeds from selling such items, and the costs of producing those items, in profit or loss.

The amendment is effective for annual reporting periods beginning on or after January 1, 2022 and must be applied retrospectively to items of property, plant and equipment made available for use on or after the beginning of the earliest period presented when the entity first applies the amendment.

- Amendments to PAS 37, *Onerous Contracts - Costs of Fulfilling a Contract*

  The amendments specify which costs an entity needs to include when assessing whether a contract is onerous or loss-making. The amendments apply a "directly related cost approach". The costs that relate directly to a contract to provide goods or services include both incremental costs and an allocation of costs directly related to contract activities. General and administrative costs do not relate directly to a contract and are excluded unless they are explicitly chargeable to the counterparty under the contract.

  The amendments are effective for annual reporting periods beginning on or after January 1, 2022. The Group will apply these amendments to contracts for which it has not yet fulfilled all its obligations at the beginning of the annual reporting period in which it first applies the amendments.

- *Annual Improvements to PFRSs* 2018-2020 Cycle

  - Amendments to PFRS 1, *First-time Adoption of Philippines Financial Reporting Standards, Subsidiary as a first-time adopter*

    The amendment permits a subsidiary that elects to apply paragraph D16(a) of PFRS 1 to measure cumulative translation differences using the amounts reported by the parent, based on the parent's date of transition to PFRS. This amendment is also applied to an associate or joint venture that elects to apply paragraph D16(a) of PFRS 1.

    The amendment is effective for annual reporting periods beginning on or after January 1, 2022 with earlier adoption permitted.

  - Amendments to PFRS 9, *Financial Instruments*, *Fees in the '10 per cent' test for derecognition of financial liabilities*

    The amendment clarifies the fees that an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability. These fees include only those paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf. An entity applies the amendment to financial liabilities that are modified or exchanged on or after the beginning of the annual reporting period in which the entity first applies the amendment.

    The amendment is effective for annual reporting periods beginning on or after January 1, 2022 with earlier adoption permitted. The Company will apply the amendments to financial liabilities that are modified or exchanged on or after the beginning of the annual reporting period in which the entity first applies the amendment.



- Amendments to PAS 41, *Agriculture, Taxation in fair value measurements*

  The amendment removes the requirement in paragraph 22 of PAS 41 that entities exclude cash flows for taxation when measuring the fair value of assets within the scope of PAS 41.

  An entity applies the amendment prospectively to fair value measurements on or after the beginning of the first annual reporting period beginning on or after January 1, 2022 with earlier adoption permitted.

Effective beginning on or after January 1, 2023

- Amendments to PAS 1*, Classification of Liabilities as Current or Non-current*

  The amendments clarify paragraphs 69 to 76 of PAS 1, *Presentation of Financial Statements*, to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:
  - What is meant by a right to defer settlement
  - That a right to defer must exist at the end of the reporting period
  - 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

  The amendments are effective for annual reporting periods beginning on or after January 1, 2023 and must be applied retrospectively.

- PFRS 17, *Insurance Contracts*

  PFRS 17 is a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. Once effective, PFRS 17 will replace PFRS 4, *Insurance Contracts*. This new standard on insurance contracts applies to all types of insurance contracts (i.e., life, non-life, direct insurance and re-insurance), regardless of the type of entities that issue them, as well as to certain guarantees and financial instruments with discretionary participation features. A few scope exceptions will apply.

  The overall objective of PFRS 17 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers. In contrast to the requirements in PFRS 4, which are largely based on grandfathering previous local accounting policies, PFRS 17 provides a comprehensive model for insurance contracts, covering all relevant accounting aspects. The core of PFRS 17 is the general model, supplemented by:
  - A specific adaptation for contracts with direct participation features (the variable fee approach)
  - A simplified approach (the premium allocation approach) mainly for short-duration contracts

  PFRS 17 is effective for reporting periods beginning on or after January 1, 2023, with comparative figures required. Early application is permitted.

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*

  The amendments address the conflict between PFRS 10 and PAS 28 in dealing with the loss of control of a subsidiary that is sold or contributed to an associate or joint venture. The amendments clarify that a full gain or loss is recognized when a transfer to an associate or joint venture involves a business as defined in PFRS 3. Any gain or loss resulting from the sale or contribution of assets that does not constitute a business, however, is recognized only to the extent of unrelated investors' interests in the associate or joint venture.

  On January 13, 2016, the Financial Reporting Standards Council deferred the original effective date of January 1, 2016 of the said amendments until the International Accounting Standards Board (IASB) completes its broader review of the research project on equity accounting that may result in the simplification of accounting for such transactions and of other aspects of accounting for associates and joint ventures.

Summary of Significant Accounting Policies

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, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

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.

Short-term Cash Investments
Short-term cash investments are short term placements with maturities of three months but less than one year from date of acquisition. The Group earns interest at the respective short-term deposit rates.

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 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.

For a financial asset to be classified and measured at amortized cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

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.

Financial assets at amortized cost
This category is the most relevant to the Group. The Group measures financial assets at amortized cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

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.

Under PFRS 9, embedded derivatives are no longer separated from a host financial asset. Instead, financial assets are classified based on the business model and their contractual terms.

As of December 31, 2020 and 2019, the Group's financial assets at amortized cost include cash and cash equivalents, short-term cash investments, trade receivables, nontrade receivables, advances to related parties, hold-to-collect investments 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'.

Debt securities at FVOCI are those that meet both of the following conditions: (i) the asset is held within a business model whose objective is to hold the financial assets in order to both collect contractual cash flows and sell financial assets; and (ii) the contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the outstanding principal amount. The effective yield component of debt securities at FVOCI is reported in the consolidated statement of income. Interest earned on holding debt securities at debt securities at FVOCI are reported as 'Interest 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.

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, 2020 and 2019, the Group's financial assets consist of financial assets at amortized cost and FVOCI with recycling of cumulative gains and losses.

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, 2020 and 2019, the Group's financial liabilities include accounts payable and other current liabilities (excluding payables to government agencies).

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.

Reclassifications of Financial Instruments
The Group reclassifies its financial assets when, and only when, there is a change in the business model for managing the financial assets. Reclassifications shall be applied prospectively by the Group and

any previously recognized gains, losses or interest shall not be restated. The Group does not reclassify its financial liabilities.

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. 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.

For cash and cash equivalents, short-term cash investments and HTC 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.

Exposures that have not deteriorated significantly since origination, or where the deterioration remains within the Group's investment grade criteria are considered to have a low credit risk. The provision for credit losses for these financial assets is based on a 12-month ECL. The low credit risk exemption has been applied on debt investments that meet the investment grade criteria of the Group from the time of origination. An exposure will migrate through the ECL stages as asset quality deteriorates. If, in a subsequent period, asset quality improves and also reverses any previously assessed significant increase in credit risk since origination, then the loss allowance measurement reverts from lifetime ECL to 12-months ECL.

This policy is applicable to Group's financial assets except for trade receivables, for which 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.

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 Company's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognized in the parent company 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.

Where the Group has transferred its right to receive cash flows from an asset or has entered into a "pass-through" arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.



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.

Other Noncurrent Assets
Other noncurrent assets include security deposits and deposit on purchases of property, plant and equipment.

Deposit on purchases of property plant and equipment account comprises of advance payments to contractors for the construction and development of property, plant, and equipment. These are reclassified as part of property, plant and equipment upon the completion or 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. The initial cost of items of property, plant and equipment consists of its purchase price, including import duties and any directly attributable costs of bringing the asset to its working condition and location for its intended use. Expenditures incurred after the property, plant and equipment have been put into operation, such as repairs and maintenance and overhaul costs, are normally charged to the consolidated statement of income in the period the costs are incurred. In situations where it can be clearly demonstrated that the expenditures have resulted in an increase in the future economic benefits expected to be obtained from the use of an item of property, plant and equipment beyond its originally assessed standard of performance, the expenditures are capitalized as an additional cost of the item of property, plant and equipment.

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 parent company statement of comprehensive income. Any resulting decrease is directly charged against any related revaluation increment to the extent that the decrease does not exceed the amount of the revaluation increment in respect of the same assets. In case the land is disposed of, the related revaluation increment is transferred directly to retained earnings. Transfers from revaluation increment to retained earnings are not made through the consolidated statement of 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). ROU assets are initially measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The initial cost of ROU assets includes the amount of lease liabilities recognized, lease payments made at or before the commencement date less any lease incentives received and estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories.

Unless the Group is reasonably to obtain ownership of the leased asset at the end of the lease term, the recognized ROU assets on warehouses 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.

Intangible assets with finite lives (e.g., computer software) are amortized over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected

pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortization period or method, as appropriate, and are treated as changes in accounting estimates. The amortization expense on intangible assets with finite lives is recognized in the consolidated statement of income in the expense category that is consistent with the function of the intangible assets.

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.

As of December 31, 2020 and 2019, the Group's intangible assets consist of trademark with indefinite useful life and computer software that is amortized over three years using the straight-line method.

Business Combination and Goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value, and the amount of any non-controlling interest in the acquiree. For each business combination, the acquirer measures the non-controlling interest in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in general and administrative expenses.

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organized workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

When the Group acquires a business, it assesses the financial assets and financial liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date and any gain or loss on remeasurement is recognized in the consolidated statement of income.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value, at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of PFRS 9 is measured at fair value with the changes in fair value recognized in the statement of profit or loss in accordance with PFRS 9. Other contingent consideration that is not within the scope of PFRS 9 is measured at fair value at each reporting date with changes in fair value recognized in profit or loss.

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.

Borrowing Costs

Borrowing costs are capitalized if they are directly attributable to the acquisition or construction of a qualifying asset. The capitalization of borrowing costs:

(i) commences when the activities to prepare the assets are in progress and expenditures and borrowing costs are being incurred;
(ii) is suspended during the extended periods in which active development, improvement and construction of the assets are interrupted; and
(iii) ceases when substantially all the activities necessary to prepare the assets are completed.

Where funds are borrowed specifically to finance a project, the amount capitalized represents actual borrowing costs incurred less any investment income on the temporary investment of the borrowed funds. Where the funds used to finance a project form part of general borrowings, the amount capitalized is determined by applying the capitalization rate to the expenditures on the asset. The amount of capitalized borrowing cost, though, cannot exceed the actual borrowing cost incurred during the period.

Other borrowing costs are recognized as an expense in the period in which they are incurred.

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. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies. The considerations made in determining significant influence or joint



control are similar to those necessary to determine control over subsidiaries (e.g., contractual arrangements, voting rights and potential voting rights).

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.

After application of the equity method, 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.

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, and intangible assets (except trademark) 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 asset is written down to its recoverable amount. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the CGU to which the asset belongs.

The recoverable amount of an asset or CGU is the greater of fair value less costs 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 which the future cash flow estimates have not been adjusted. Impairment losses, if any, are recognized in the consolidated statement of income in those expense categories consistent with the function of the impaired asset.

For assets excluding goodwill, an assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated. A previously recognized impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation and amortization, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in the consolidated statement of income unless the asset is carried at revalued amount, in which case the reversal is treated as revaluation increase. After such a reversal, the depreciation and amortization charge is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

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. When shares are issued for a consideration other than cash, the proceeds are measured by the fair value of the consideration received. In case shares are issued to extinguish or to settle the liability of the Group, the share shall be measured at either the fair value of the shares issued or fair value of the liability settled, whichever is more reliably determinable.

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. Equity reserve is derecognized when the subsidiary is deconsolidated, which is the date on which control ceases.

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. Stock dividends are treated as transfers from retained earnings to paid-in capital stock when approved and declared by the BOD and the stockholders representing at least two-thirds of the outstanding capital stock.

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 2020, 2019 and 2018.

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 terms 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 Company 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.



Defined benefits costs comprise the following:
- Service cost
- Net interest on the net defined benefit liability or asset
- Re-measurements of 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 profit or loss. Past service costs are recognized when plan amendment or curtailment occurs. These amounts are calculated periodically by independent qualified actuaries.

Net interest on the net defined benefit liability or asset is the change during the period in the net defined benefit liability or asset that arises from the passage of time which is determined by applying the discount rate based on government bonds to the net defined benefit liability or asset. Net interest on the net defined benefit liability or asset is recognized as expense or income in the consolidated statement of income.

Re-measurements comprising 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 other 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 date 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

Policies applicable effective January 1, 2019

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. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating a lease, if the lease term reflects the Group exercising the option to terminate. The variable lease payments that do not depend on an index or a rate are recognized as expense in the period on which the event or condition that triggers the payment occurs.

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.

Effective prior to January 1, 2019
The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement and requires an assessment of whether the fulfillment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset. A reassessment is made after inception of the lease only if one of the following applies:

a. There is a change in contractual terms, other than a renewal or extension of the arrangement;
b. A renewal option is exercised or extension granted, unless the term of the renewal or extension was initially included in the lease term;
c. There is a change in the determination of whether fulfillment is dependent on a specified asset; or
d. There is a substantial change to the asset.

Where reassessment is made, lease accounting shall commence or cease from the date when the change in circumstances gave rise to the reassessment of scenarios (a), (c) or (d) and the date of renewal or extension period for scenario (b).

The Group as lessee
Leases where the lessor retains substantially all the risks and benefits of ownership of the asset are classified as operating leases. Operating leases are recognized as an expense in the consolidated statement of income on a straight-line basis over the lease term.

Applicable to all periods presented
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. Rental income arising is accounted for 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 parent company 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.

Value-added Tax (VAT)

Revenues, expenses, and assets are recognized net of the amount of VAT, if applicable.

When VAT from sales of goods and/or services (output VAT) exceeds VAT passed on from purchases of goods or services (input VAT), the excess is recognized as payable in the consolidated statement of financial position. When VAT passed on from purchases of goods or services (input VAT) exceeds VAT from sales of goods and/or services (output VAT), the excess is recognized as an asset in the consolidated statement of financial position to the extent of the recoverable amount.

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.

Foreign Currency-Denominated Transactions and Translations
Transactions denominated in foreign currencies are recorded using the functional currency exchange rate at the date of the transaction. Outstanding monetary assets and liabilities denominated in foreign currencies are translated using the closing exchange rate at the reporting date. All differences are taken to the consolidated statement of income. Non-monetary 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.

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 parent company 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 liabilities are not recognized in the consolidated financial statements but are disclosed in the notes to the consolidated financial statements unless the outflow of resources embodying economic benefits is remote. Contingent assets are not recognized in the consolidated financial statements but are disclosed in the notes to the consolidated financial statements when an inflow of economic benefits is probable.

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 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 reviewed annually to determine whether the indefinite useful life continues to be appropriate. When there are events that indicate that the indefinite useful life assessment is no longer appropriate, the useful life assessment will be changed from indefinite to finite.

Based on analysis of relevant factors indicated below, management has assessed that there is no foreseeable limit to the period over which the trademark is expected to generate cash inflows for the Group:

- Management does not expect to encounter significant difficulties in renewing the registration of the trademark.
- Management has assessed that the cost of renewing the trademark as insignificant when compared with the economic benefits expected to flow to the Group from the continued use of the trademark.
- Management is committed to continue to invest for the long term to extend the period over which the trademark is expected to continue to provide economic benefits.

Consequently, management assessed that the trademark has an indefinite useful life as of December 31, 2020 and 2019.

Definition of Default and Credit-impaired Financial Assets
The Group defines a financial instrument as in default, which is fully aligned with the definition of credit-impaired, 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. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full. The criteria above have been applied to all financial assets measured at amortized cost held by the Group and are consistent with the definition of default used for internal credit risk management purposes. The default definition has been applied consistently to calculate the Group's expected loss. An instrument is considered to be no longer in default (i.e. to have cured) when it no longer meets any of the default criteria.

Simplified approach for trade receivables
The Group uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer accounts that have similar loss patterns (i.e., by segment and customer type). The provision matrix is initially based on the Group's historical observed default rates. The Group calibrates the matrices to adjust the historical credit loss experience with forward-looking information. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analyzed.

Use of Macro-economic Forecasts and Incorporation of Forward-looking Information
Macro-economic forecasts are determined by evaluating a range of possible outcomes and using reasonable and supportable information that is available without undue cost and effort at the reporting date about past events, current conditions and forecasts of future economic conditions. The Group takes into consideration using different macro-economic variables to ensure linear relationship between internal rates and outside factors. Regression analysis was used to objectively determine which variables to use.

Predictive relationship between the key indicators and default and loss rates on various portfolios of financial assets have been developed based on analyzing historical data over the past 3 years. The methodologies and assumptions including any forecasts of future economic conditions are reviewed regularly.

Macro-economic indicators that are considered relevant to the Group include, but not limited to, changes in inflation, consumer price index, gross domestic product and commodity prices.



Grouping of instruments for losses measured on collective basis.
For expected credit loss provisions modelled on a collective basis, a grouping of exposures is performed on the basis of shared risk characteristics, such that risk exposures within a group are homogeneous. The Group considers in its collective assessment based on its business segments and type of customers. The appropriateness of groupings is monitored and reviewed on a periodic basis by Group. As of December 31, 2020 and 2019, the total gross carrying amount of trade receivables for which lifetime ECLs have been measured on a collective basis amounted to ₱1,875 million and ₱2,033 million, respectively (see Note 6).

Revenue recognition on sale of goods
The Group's main revenue source is its sale of goods. Revenue recognition under PFRS 15 involves the Group's application of significant judgment and estimation in the: (a) identification of the contract for sale of goods that would meet the requirements of PFRS 15; (b) assessment of performance obligation and the probability that the entity will collect the consideration from the customer; (c) determining method to estimate variable consideration and assessing the constraint; and (d) recognition of revenue as the Group satisfies the performance obligation.

a) *Existence of a contract*
The Group's primary document for a contract with a customer are approved purchased order and trading terms agreement with terms clearly identified including the product specification and payment terms and, for some customer groups, with a signed marketing and distributorship agreement. Each party's rights regarding the goods to be transferred is clearly identified including the product specification, quantity and payment terms. In addition, part of the assessment process of the Group before revenue recognition is to assess the probability that the Group will collect the consideration to which it will be entitled in exchange for the goods sold that will be transferred to the customer.

b) *Identifying performance obligation*
The Group identifies performance obligations by considering whether the promised goods or services in the contract are distinct goods or services. A good or service is distinct when the customer can benefit from the good or service on its own or together with other resources that are readily available to the customer and the Group's promise to transfer the good or service to the customer is separately identifiable from the other promises in the contract. The Group undertakes to sell the products specified including its quantity indicated in an approved purchased order. This is considered as one performance obligation.

c) *Recognition of revenue as the Group satisfies the performance obligation.*
The Group recognizes its revenue for all revenue streams at a point in time, where the goods are sold and delivered, except for flour sales which are recognized at the time the goods are dispatched from the warehouse.

Operating lease commitments - the Group as lessee (effective prior to January 1, 2019)
The Group has various lease agreements comprising land, warehouse/buildings, and equipment. Based on an evaluation of the terms and conditions of the arrangements, management has assessed that there is no transfer of ownership of the properties by the end of the lease term and the lease term is not a major part of the economic life of the properties. Thus, the Group accounted for the lease agreements as operating leases (see Note 29).

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, goodwill and property, plant and equipment
The Group reviews for impairment the carrying value of trademark, goodwill and property, plant and equipment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. The Group performs impairment test of trademark, goodwill and property, plant and equipment annually every reporting period.

For purposes of impairment testing of trademark and property, plant and equipment, 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 with infinite useful life is value-in-use (VIU). 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 and operating expense. 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 2020, 2019 and 2018 (see Note 13).

For property, plant and equipment, the Group assesses impairment on the assets whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. The factors that the Group considers important which could trigger an impairment review include the following:

- Significant underperformance relative to expected historical or projected future operating results;
- Significant changes in the manner of use of the acquired assets or the strategy for overall business; and
- Significant negative industry or economic trends.

An impairment loss is recognized whenever the carrying amount of an asset exceeds its recoverable amount. The estimated recoverable amount is the higher of an asset's fair value less costs to sell and value in use. The fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction while value in use is the present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life. Recoverable amounts are estimated for individual assets or, if it is not possible, for the cash-generating unit to which the asset belongs. For impairment loss on specific assets, the estimated recoverable amount represents the net fair value less costs to sell.

No impairment losses were recognized in 2020 and 2019. In 2018, impairment loss in its property, plant and equipment amounting to ₱0.43 million (see Note 12).

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 to five years to ensure that the carrying amounts do not differ materially from those which would be determined using fair values at the reporting date.

As of December 31, 2020 and 2019, the carrying values of parcels of land carried at revalued amounts amounted to ₱3,552.34 million and ₱3,117.63 million, respectively (see Note 12).

Leases - Estimating the Incremental Borrowing Rate (applicable effective January 1, 2019)
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).

The Group's lease liabilities amounted to ₱417.96 million and ₱499.52 million as of December 31, 2020 and 2019, respectively. (see Note 29).

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.

The ongoing COVID-19 outbreak is widely expected to adversely affect the Philippine economy in the foreseeable future. The economic impact of COVID-19 depends on the mutation of the virus and the response of the authorities and the local community. The situation continues to evolve and the impact on the Philippine economy and the related government responses and measures depend on future developments that are highly uncertain. In light of the COVID-19 pandemic, the Group reviewed the conduct of its impairment assessment and ECL methodologies. The Group revisited the segmentation of its portfolio, reassessed the framework for macroeconomic overlay, incorporating pandemic scenarios to ensure that changes in economic conditions are captured in the ECL calculations and considered the significant government measures and plans to support affected and/or vulnerable entities.

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

Estimation of useful lives of property, plant and equipment (excluding ROU assets)
The Group estimates the useful lives of depreciable property, plant and equipment based on a collective assessment of similar businesses, internal technical evaluation and experience with similar assets. Estimated useful lives are based on the periods over which the assets are expected to be available for use. The estimated useful lives are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear, technical and commercial obsolescence and legal or other limits on the use of the assets. It is possible, however, that future results of operations could be materially affected by changes in the amounts and timing of recorded expenses brought about by changes in the factors mentioned above. A reduction in the estimated useful life of any item of property,



plant and equipment would increase the recorded operating expenses and decrease the carrying value of the assets and vice versa.

There had been no changes in the estimated useful lives of property, plant and equipment in 2020 and 2019. The carrying values of property, plant and equipment are disclosed in Note 12 to the consolidated financial statements.

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.

Deferred income tax assets recognized amounted to ₱215.01 million and ₱392.74 million as of December 31, 2020 and 2019, respectively (see Note 23).

Estimation of retirement benefit obligation
The determination of the Group's retirement benefit obligation depends on the selection by management of certain assumptions used by the actuary in calculating such amounts. Those assumptions are described in Note 22 and include, among others the discount rate and rate of salary increase.

Net retirement obligation amounted to ₱138.88 million and ₱146.59 million as of December 31, 2020 and 2019, respectively (see Note 22).

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:

	2020						
	Consumer Business	**Institutional Business**	**Other Operations**	**Unallocated Corporate Balances**	**Total**	**Eliminations** (Note 17)	**Consolidated**
Net Sales							
External sales	**₱11,714,928**	**₱3,951,647**	**₱4,888**	**₱29,443**	**₱15,700,906**	**₱–**	**₱15,700,906**
Intersegment sales	**–**	**–**	**25,718**	**9,400**	**35,118**	**(35,118)**	**–**
	₱11,714,928	**₱3,951,647**	**₱30,606**	**₱38,843**	**₱15,736,024**	**(₱35,118)**	**₱15,700,906**
Results							
Interest and other financial charges - net	**(₱68,618)**	**₱10**	**₱2,570**	**₱37,120**	**(₱28,918)**	**₱8,827**	**(₱20,091)**
Equity in net earnings of an associate	**₱–**	**₱–**	**₱5,093**	**₱–**	**₱5,093**	**₱7,130**	**₱12,223**
Income before income tax	**₱1,461,376**	**₱421,896**	**₱9,907**	**₱191,043**	**₱2,084,222**	**(₱271,749)**	**₱1,812,473**
Provision for income tax	**(325,326)**	**–**	**(1,463)**	**(201,141)**	**(527,930)**	**3,107**	**(524,823)**
Net income	**₱1,136,050**	**₱421,896**	**₱8,444**	**(₱10,098)**	**₱1,556,292**	**(₱268,642)**	**₱1,287,650**
Other information							
Segment assets	**₱31,043,547**	**₱33,781,485**	**₱184,787**	**₱15,799,725**	**₱80,809,544**	**(₱63,667,948)**	**₱17,141,596**
Investments	**–**	**–**	**61,649**	**2,146,399**	**2,208,048**	**(353,410)**	**1,854,638**
Consolidated Total Assets	**₱31,043,547**	**₱33,781,485**	**₱246,436**	**₱17,946,124**	**₱83,017,592**	**(₱64,021,358)**	**₱18,996,234**
Consolidated Total Liabilities	**₱30,776,848**	**₱23,446,728**	**₱383,059**	**₱15,973,932**	**₱70,580,567**	**(₱64,154,237)**	**₱6,426,330**
Capital expenditures	**₱359,355**	**₱153,806**	**₱–**	**₱6,689**	**₱519,850**	**₱–**	**₱519,850**
Depreciation and amortization	**357,529**	**175,849**	**7,073**	**16,047**	**556,498**	**–**	**556,498**

	2019						
	Consumer Business	**Institutional Business**	**Other Operations**	**Unallocated Corporate Balances**	**Total**	**Eliminations** (Note 17)	**Consolidated**
Net Sales							
External sales	₱11,197,075	₱4,089,187	₱11,851	₱32,350	₱15,330,463	₱–	₱15,330,463
Intersegment sales	–	–	50,160	11,847	62,007	(62,007)	–
	₱11,197,075	₱4,089,187	₱62,011	₱44,197	₱15,392,470	(62,007)	₱15,330,463
Results							
Interest and other financial charges - net	(₱74,915)	(₱7)	₱3,271	₱84,951	₱13,300	₱9,405	₱22,705
Equity in net earnings of an associate	₱–	₱–	₱5,074	₱–	₱5,074	₱7,104	₱12,178
Income before income tax	₱1,303,572	₱592,867	(₱8,041)	₱761,838	₱2,650,236	(₱923,850)	₱1,726,386
Provision for income tax	(365,044)	–	(2,555)	(128,463)	(496,062)	(636)	(496,698)
Net income	₱938,528	₱592,867	(₱10,596)	₱633,375	₱2,154,174	(₱924,486)	₱1,229,688
Other information							
Segment assets	₱22,033,857	₱25,056,192	₱151,352	₱10,525,188	₱57,766,589	(₱39,316,635)	₱18,449,954
Investments	–	–	61,630	527,369	588,999	(350,443)	238,556
Consolidated Total Assets	₱22,033,857	₱25,056,192	₱212,983	₱11,052,557	₱58,355,588	(₱39,667,078)	₱18,688,510
Consolidated Total Liabilities	₱22,704,198	₱15,323,652	₱353,126	₱8,030,254	₱46,411,230	(₱39,832,852)	₱6,578,378
Capital expenditures	₱532,012	₱152,449	₱1,786	₱28,819	₱715,066	₱–	₱715,066
Depreciation and amortization	332,657	163,715	8,466	15,424	520,262	–	520,262

	2018						
	Consumer Business	**Institutional Business**	**Other Operations**	**Unallocated Corporate Balances**	**Total**	**Eliminations** (Note 17)	**Consolidated**
Net Sales							
External sales	₱10,342,643	₱3,671,829	₱44,009	₱12,651	₱14,071,132	₱–	₱14,071,132
Intersegment sales	–	–	239,254	12,651	251,905	(251,905)	–
	₱10,342,643	₱3,671,829	₱283,263	₱25,302	₱14,323,037	(251,905)	₱14,071,132
Results							
Interest and other financial charges - net	(₱19,001)	₱68	₱5,014	₱61,057	₱47,138	₱–	₱47,138
Equity in net earnings of an associate	₱–	₱–	₱5,064	₱–	₱5,064	₱7,092	₱12,156
Income before income tax	₱1,243,886	₱281,074	₱28,493	₱600,697	₱2,154,150	(₱602,600)	₱1,551,550
Provision for income tax	(330,583)	–	(4,527)	(109,735)	(444,845)	–	(444,845)
Net income	₱913,303	₱281,074	₱23,966	₱490,962	₱1,709,305	(₱602,600)	₱1,106,705
Other information							
Segment assets	₱16,160,193	₱18,743,462	₱1,077,061	₱5,243,755	₱41,224,471	(₱25,492,995)	₱15,731,476
Investments	314,964	–	81,585	1,890,709	2,287,258	(1,222,292)	1,064,966
Consolidated Total Assets	₱16,475,157	₱18,743,462	₱1,158,646	₱7,134,464	₱43,511,729	(₱26,715,287)	₱16,796,442
Consolidated Total Liabilities	₱16,508,460	₱9,603,131	₱758,309	₱4,182,855	₱31,052,755	(₱25,933,177)	₱5,119,578
Capital expenditures	₱648,514	₱313,694	₱35,457	₱2,181	₱999,846	₱–	₱999,846
Depreciation and amortization	82,744	128,250	200,796	9,982	421,772	–	421,772

Revenue from Contracts with Customers
The Group's revenues are from its sale of goods and rendering of services. The Group's revenues are all recognized at a point in time (i.e. when it transfers control of goods to a customer or when the service is already rendered).
The following table disaggregates the Group's revenues on sale of goods by segment for the years ended December 31, 2020, 2019 and 2018:

	2020	2019	2018
Institutional business	**₱3,951,647**	₱4,089,187	₱3,671,829
Consumer business	**11,714,928**	11,197,075	10,342,643
Total revenue from contracts with customers	**₱15,666,575**	₱15,286,262	₱14,014,472

Total revenue recognized from services rendered in 2020,2019 and 2018 amounted to ₱34.33 million, ₱44.20 million and ₱56.66 million, respectively.

5. Cash and Cash Equivalents and Short-term Cash Investments

Cash and cash equivalents

	2020	2019
Cash on hand and in banks	**₱1,606,958**	₱1,381,351
Cash equivalents	**158,101**	2,243,167
	₱1,765,059	₱3,624,518

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 ₱2.50 million, ₱2.76 million and ₱2.32 million in 2020, 2019 and 2018, respectively (see Note 20).

Short-term cash investments
Short-term cash investments amounting to ₱648.99 million and ₱649.45 million as of December 31, 2020 and 2019, respectively, have maturities of more than three months to one year from dates of acquisition and earn interest at the prevailing market rates of 0.13% to 1.2% and 1.5% to 4% for 2020 and 2019, respectively.. Interest income earned on short-term cash investments amounted to ₱31.17 million, ₱42.17 million and ₱31.14 million in 2020, 2019 and 2018, respectively (see Note 20).

6. Receivables

	2020	2019
Trade receivables:		
Third parties	**₱1,875,922**	₱2,033,404
Related parties (Note 21)	**23,743**	23,625
Advances to related parties (Note 21)	**158,022**	164,747
Advances to officers and employees	**22,454**	20,726
Nontrade receivables	**47,860**	51,176
Other receivables	**43,317**	42,080
	2,171,318	2,335,758
Less: Allowance for ECL	**331,399**	250,233
	₱1,839,919	₱2,085,525

Trade receivables are noninterest-bearing and are generally on a 30 to 60 days term.

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

	2020					
	Trade receivables	**Nontrade receivables**	**Advances to officers and employees**	**Advances to Related Parties**	**Other receivables**	**Total**
At January 1,	**₱159,794**	**₱4,307**	**₱4,856**	**₱48,620**	**₱32,656**	**₱250,233**
ECL Provisions (Notes 18 and 19)	**81,166**	–	–	–	–	**81,166**
At December 31	**₱240,960**	**₱4,307**	**₱4,856**	**₱48,620**	**₱32,656**	**₱331,399**

	2019					
	Trade receivables	Nontrade receivables	Advances to officers and employees	Advances to Related Parties	Other Receivables	Total
At January 1	₱104,006	₱4,307	₱4,856	₱48,620	₱9,400	₱171,189
ECL Provisions (Notes 18 and 19)	59,375	–	–	–	23,256	82,631
Write-offs	(3,587)	–	–	–	–	(3,587)
At December 31	₱159,794	₱4,307	₱4,856	₱48,620	₱32,656	₱250,233

7. Inventories

	2020	2019
At NRV:		
Raw materials	**₱152,841**	₱119,837
Finished goods	**691,173**	643,452
Spare parts and supplies	**143,239**	126,606
	987,253	889,895
At cost:		
Raw materials	**932,904**	566,094
Raw materials in transit	**209,249**	28,854
Goods in process	**842**	304
	1,142,995	595,252
	₱2,130,248	₱1,485,147

Total cost of inventories stated at NRV as of December 31, 2020 and 2019 are as follows:

	2020	2019
Finished goods	**₱152,957,**	₱123,941
Raw materials	**751,381**	673,432
Spare parts and supplies	**147,409**	130,776
	₱1,051,747	₱928,149

The cost of inventories recognized as cost of goods sold amounted to ₱7,819.82 million, ₱7,425.41 million and ₱6,753.43 million for the years ended December 31, 2020, 2019 and 2018, respectively (see Note 17).

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

	2020	2019
Balance at beginning of year	**₱38,254**	₱28,604
Provisions (Note 17)	**59,906**	34,902
Write-off/reversal	**(33,666)**	(25,252)
Balance at end of year	**₱64,494**	₱38,254

Reversals of allowance for losses mostly pertain to sale of inventories previously provided with such allowances.

8. Other Current and Noncurrent Assets

Other current assets consist of:

	2020	2019
Prepaid expenses	**₱95,568**	₱108,608
Deposits on purchases	**50,606**	44,554
Creditable withholding taxes	**3,784**	51,260
Input VAT	**1,927**	2,398
Others	**27,965**	33,700
	₱179,850	₱240,520

Other noncurrent assets consist of:

	2020	2019
Deferred input VAT	**₱14,413**	₱13,845
Deposits and prepaid expenses	**52,977**	63,112
	₱67,390	₱76,957

9. HTC Investments and Financial Assets at FVOCI

HTC Investments
The Group invested in various quoted Peso-denominated government securities amounting to nil and ₱85.07 million as of December 31, 2020 and 2019, respectively. These securities have effective interest rates ranging from nil for the year ended December 31, 2020 and 2.25% to 8.31% for the year ended December 31, 2019. These securities have maturities ranging from less than a year to 3 years.

In 2019, the Group measures these bond investments as financial assets at amortized cost because the bond investments are held within a business model with the objective to hold financial assets in order to collect contractual cash flows and the contractual terms of the bond investments give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Movements in the HTC are as follows:

	2020	2019
At January 1	**₱85,067**	₱911,497
Additions	**–**	610,939
Amortizations	**(67)**	18,806
Maturities	**(85,000)**	(321,050)
Disposal	**–**	(1,135,125)
	₱–	₱85,067

Interest income earned amounted to ₱6.29 million, ₱45.17 million and ₱34.33 million for the years ended December 31, 2020, 2019 and 2018, respectively (see Note 20).

In 2019, the Group sold HTC amounting to ₱1,135.13 million which resulted to the recognition of a gain on sale amounting to ₱7.12 million (see Note 20). Management has assessed that the remaining balance of its HTC portfolio investments will remain to be classified under financial assets at amortized cost because there has been no change in the business model for managing this financial asset.

In 2020, the Group did not acquire additional assets at amortized cost.

Financial assets at FVOCI
The Group's financial assets at FVOCI consists of various government and corporate debt securities amounting to ₱1,704.10 million as of December 31, 2020. These securities have maturity terms ranging from less than a year to 3 years.

On various dates in July and September 2020, the Group sold a portion of its financial assets at FVOCI with a carrying value amounting to ₱752.66 million that resulted to the recognition of a gain on sale amounting to ₱0.40 million recognized under Other income account. Additionally, the Group earned ₱6.29 million in interest coupon payments from various government and corporate bond instruments as of December 31, 2020.

The rollforward of this account follow:

At January 1, 2020	₱–
Additions	3,644,108
Amortizations	12,345
Maturities	(1,204,000)
Disposal	(752,662)
Unrealized gain in OCI	4,306
At December 31, 2020	₱1,704,097

The movements in net unrealized gain recognized in other comprehensive income follow:

a) For the year ended December 31, 2020, the nominal interest rates and effective interest rates of government securities range from 0.2% to 4.05% and 0.8% to 4.05%, respectively.
b) For the year ended December 31, 2020, the nominal interest rate and effective interest rate of private debt security is 4.05%.

The net unrealized gain on financial assets at FVOCI amounted to ₱3.01 million for the Group, net of deferred income tax effect amounting to ₱1.29 million in 2020.

10. **Investments in Joint Venture and an Associate**

	2020	2019
Cost	**₱141,313**	₱141,313
Accumulated equity in net earnings		
Beginning of year	**12,176**	12,156
Equity in net earnings for the year	**12,223**	12,178
Dividends received	**(15,171)**	(12,158)
End of year	**9,228**	12,176
Carrying value	**₱150,541**	₱153,489

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

	2020	2019
Current assets (includes cash amounting to ₱26.86 million and ₱26.61 million as of December 31, 2020 and 2019, respectively)	**₱27,441**	₱26,619
Noncurrent assets	**225,955**	226,296
Current liabilities (includes income tax payable amounting to ₱1.20 million and ₱0.86 million as of December 31, 2020 and 2019, respectively)	**1,348**	943
Revenue	**₱26,930**	₱26,930
Interest income	**70**	47
Expenses	**(1,951)**	(2,006)
Provision for income tax	**(4,677)**	(4,674)
Net income	**₱20,372**	₱20,297

The carrying amount of the investment is computed as follows:

	2020	2019
Equity	**₱246,688**	₱251,602
Beneficial interest (Note 11)	**60%**	60%
Share of the Group	**148,013**	150,961
Premium paid	**2,528**	2,528
Carrying amount of the investment	**₱150,541**	₱153,489

Dividends received from SWLC amounted to ₱15.17 million, ₱12.16 million and ₱10.93 million in 2020, 2019 and 2018, respectively. Equity in net earnings of an associate, presented as part of "Other income-net" in the consolidated statements of income, amounted to ₱12.22 million, ₱12.18 million and ₱12.16 million in 2020, 2019 and 2018, respectively,

SWLC'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, 2020 and 2019.

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 ₱7,973.10 million and ₱7,759.89 million as of December 31, 2020 and 2019, 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:

Decrease in	**2020**	2019
Consolidated Statements of Financial Position		
Cash and cash equivalents	**(₱358,601)**	(₱396,525)
Receivables	**(439,608)**	(485,450)
Inventories	**(341,207)**	(326,196)
Other current assets	**(124,773)**	(135,392)
Total Current Assets	**(1,264,189)**	(1,343,563)
Property, plant and equipment - net	**(1,513,872)**	(1,558,192)
Right of use assets, net*	**(500,578)**	(596,616)
Investment in associate and joint venture	**809,986**	331,332
Deferred tax assets - net	**(171,884)**	(166,450)
Other noncurrent assets	**(60,754)**	(108,845)
Total Noncurrent Assets	**(1,437,102**	(2,098,771)
Total Assets	**(₱2,701,291)**	(₱3,442,334)

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

Decrease in	**2020**	2019
Bank loans	**(₱595,000)**	(₱978,500)
Accounts payable and other current liabilities	**(1,397,198)**	(1,659,160)
Lease liabilities	**(94,759)**	(95,065)
Income tax payable	**(69,435)**	(54,189)
Total Current Liabilities	**(2,156,392)**	(2,786,914)
Lease liabilities - net of current portion	**(478,191)**	(569,283)
Net retirement obligation	**(66,708)**	(86,137)
Total Noncurrent Liabilities	**(544,899)**	(655,420)
Total Liabilities	**(₱2,701,291)**	(₱3,442,334)

Decrease in	**2020**	2019	2018
Consolidated Statements of Income			
Revenue	**(₱4,959,748)**	(₱5,854,293)	(₱5,590,918)
Cost of goods sold	**(2,516,888)**	(2,851,591)	(2,601,392)
Gross profit	**(2,442,860)**	(3,002,702)	(2,989,526)
Operating expenses	**(1,308,472)**	(1,735,901)	(1,882,071)
Income from operations	**(1,134,388)**	(1,266,801)	(1,107,455)
Other expenses - net	**(51,044)**	(60,960)	(24,907)
Provision for income tax	**(325,326)**	(365,679)	(330,583)
Net income	**(758,018)**	(840,162)	(751,965)
Share in the net income of the JV	**758,018**	840,162	751,965
	₱–	₱–	₱–

Summarized financial information of URICI (in thousands) as of and for the years ended December 31 follow:

Statements of Financial Position	**2020**	2019
Current assets (includes cash amounting to ₱717.21 million and ₱793.05 million as of December 31, 2020 and 2019, respectively)	**₱2,528,378**	₱2,687,125
Noncurrent assets	**4,494,177**	4,855,251
Current liabilities (includes income tax payable amounting to ₱138.87 million and ₱108.24 million as of December 31, 2020 and 2019, respectively)	**4,312,784**	5,573,828
Noncurrent liabilities - net retirement obligation	**133,417**	172,274
Lease liabilities- net of current portion	**956,382**	1,138,566

Statements of Comprehensive Income	**2020**	2019	2018
Revenue	**₱9,919,496**	₱11,708,587	₱11,181,836
Depreciation and amortization expense	**563,720**	300,217	300,217
Interest income	**1,311**	3,361	1,092
Interest expense	**129,321**	141,253	39,139
Provision for income tax	**650,653**	730,087	654,767
Net income	**1,516,035**	1,680,324	1,503,929
Other comprehensive income (loss) - remeasurement loss on net retirement obligation	**(18,080)**	(19,358)	18,983
Total comprehensive income	**₱1,497,955**	₱1,660,966	₱1,522,911

The above financials are adjusted in the consolidated financial statements in relation to the Group's adoption of PFRS 16 under the modified retrospective approach.

In 2020, 2019 and 2018, dividends received by the Parent Company from URICI amounted to ₱267.85 million, ₱934.69 million and ₱601.67 million, respectively.

12. Property, Plant and Equipment

As of December 31, 2020:

	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	**₱3,117,628**	**₱17,324**	**₱1,493,668**	**₱6,232,178**	**₱123,502**	**₱153,424**	**₱406,670**	**₱448,512**	**₱44,594**	**₱8,919,872**
Additions	–	–	**56,293**	**288,800**	**3,651**	**35,840**	**135,266**	–	–	**519,850**
Write-off/disposal/others	**(6,093)**	–	–	**(26,950)**	**(1,964)**	–	–	–	–	**(28,914)**
Transfer/reclassifications	–	–	**34,851**	**314,605**	**718**	–	**(350,174)**	–	–	–
Land appraisal	**440,804**	–	–	–	–	–	–	–	–	–
At December 31	**3,552,339**	**17,324**	**1,584,812**	**6,808,633**	**125,907**	**189,264**	**191,762**	**448,512**	**44,594**	**9,410,808**
Accumulated Depreciation										
At January 1	–	**14,613**	**752,015**	**3,304,510**	**102,418**	**145,575**	–	**62,611**	**10,432**	**4,392,174**
Depreciation and amortization (Note 20)	–	**522**	**73,748**	**380,209**	**10,064**	**7,859**	–	**73,551**	**10,545**	**556,498**
Write-off/disposal/others	–	–	–	**(29,432)**	**(1,964)**	–	–	–	–	**(31,396**
At December 31	–	**15,135**	**825,763**	**3,655,287**	**110,518**	**153,434**	–	**136,162**	**20,977**	**4,917,276**
Accumulated impairment loss:	–	–	–	–	–	–	–	–	–	
At January 1	–	–	–	**21,721**	–	–	–	–	–	**21,721**
Impairment loss	–	–	–	**511**	–	–	–	–	–	**511**
December 31	–	–	–	**22,232**	–	–	–	–	–	**22,232**
Net Book Values at December 31	**₱3,552,339**	**₱2,189**	**₱759,049**	**₱3,131,114**	**₱15,389**	**₱35,830**	**₱191,762**	**₱312,350**	**₱23,617**	**₱4,471,300**

As of December 31, 2019:

	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, as previously reported	₱3,117,628	₱17,324	₱1,367,267	₱5,827,397	₱111,584	₱147,341	₱337,015	₱–	₱–	₱7,807,928
Effect of adoption of PFRS 16 (Note 29)	–	–	–	–	–	–	–	403,643	37,528	441,171
At January 1, as restated	3,117,628	17,324	1,367,267	5,827,397	111,584	147,341	337,015	403,643	37,528	8,249,099
Additions	–	–	45,054	271,569	15,074	5,812	325,622	44,869	7,066	715,066
Write-off/disposal	–	–	–	(41,137)	(3,156)	–	–	–	–	(44,293)
Transfer/reclassifications	–	–	81,347	174,349	–	271	(255,967)	–	–	
At December 31	3,117,628	17,324	1,493,668	6,232,178	123,502	153,424	406,670	448,512	44,594	8,919,872
Accumulated Depreciation										
At January 1, as previously reported	–	14,068	688,866	2,974,552	91,727	139,958	–	–	–	3,909,171
Depreciation and amortization (Note 20)	–	545	63,149	364,779	13,129	5,617	–	62,611	10,432	520,262
Write-off/disposal	–	–	–	(34,821)	(2,438)	–	–	–		(37,259)
At December 31	–	14,613	752,015	3,304,510	102,418	145,575	–	62,611	10,432	4,392,174
Accumulated impairment loss:										
At January 1	–	–	–	21,809	–	–	–	–	–	21,809
Impairment loss (reversal)	–	–	–	(88)	–	–	–	–	–	(88)
December 31	–	–	–	21,721	–	–	–	–	–	21,721
Net Book Values at December 31	₱3,117,628	₱2,711	₱741,653	₱2,905,947	₱21,084	₱7,849	₱406,670	₱385,901	₱34,162	₱4,505,977

Construction in progress (CIP) as of December 31, 2020 includes the Blending upgrade for Flour Division and, as of December 31, 2019, includes the Tetra Line Expansion of the Milk and Juice Division.

Land
As of December 31, 2020 and 2019, the aggregate fair values of land amounted to ₱3,552.34 million and ₱3,117.63 million, respectively. The fair values of land were determined on December 31, 2020 and December 31, 2017, respectively, using the Sales Comparison 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 ₱440.80 million was recognized in 2020.

The cost of these parcels of land amounted to ₱558.94 million and ₱560.94 million as of December 31, 2020 and 2019, 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 ₱5,400 to ₱81,700. Significant increases (decreases) in estimated price per square meter in isolation would result in a significantly higher (lower) fair value on a linear basis.

13. Intangible Assets

	2020			
	Trademark	Goodwill	Computer Software	Total
Cost	**₱2,080,932**	**₱190,563**	**₱9,097**	**₱2,280,592**
Accumulated Amortization				
At January 1 and December 31, 2020	**–**	**–**	**9,097**	**9,097**
Net Book Values	**₱2,080,932**	**₱190,563**	**₱–**	**₱2,271,495**

	2019			
	Trademark	Goodwill	Computer Software	Total
Cost	₱2,080,932	₱190,563	₱9,097	₱2,280,592
Accumulated Amortization				
At January 1 and December 31, 2020	–	–	9,097	9,097
Net Book Values	₱2,080,932	₱190,563	₱–	₱2,271,495

Trademark
In January 2014, the Parent Company acquired the Royal trademark from the Unilever Group for ₱2.1 billion (US$46.0 million). 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. 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 Parent Company arising from the ownership of the trademark using cash flow projections based on the financial budgets approved by senior management covering 10-year explicit forecast period. 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	**2020**	2019	Description
Discount rate	**10.58%**	11.26%	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	**5% to 40%**	6% to 40%	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 5% in 2020 and 6% in 2019.
Royalty savings rate	**10%**	10%	Royalty savings rate is based on the prevailing comparable past trademark royalty rate obtained from survey by independent third party.
Budgeted brand support	**3%**	3%	Cash flow forecast for brand support is based on past experience and is approved by the Parent Company's senior management. Brand support is based on revenues.

As of December 31, 2020 and 2019, the recoverable amount of the trademark is higher than its carrying value. Management believes that a decrease in long-term growth rate by 6.2% and 4.8% as of December 31, 2020 and 2019 would cause the carrying value of the Royal pasta trademark to exceed 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 senior management 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, 2020 and 2019 follow:

Assumptions	**2020**	2019	Description
Discount rate	**6.1%**	7.91%	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	**5.4% to 10.6%**	10% to 10.2%	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 senior management

As of December 31, 2020 and 2019, the recoverable amount of goodwill is higher than its carrying value. Management believes that a decrease in growth rate by 20.9% and 16.0% as of December 31, 2020 and 2019 would cause the carrying value of the goodwill to exceed the recoverable amount.

14. Accounts Payable and Other Current Liabilities

	2020	2019
Accrued expenses	**₱2,846,691**	₱2,216,048
Trade payables:		
Third parties	**1,268,355**	1,619,824
Related parties (Note 21)	**37,759**	35,209
Advances from related parties (Note 21)	**84,981**	116,421
Withholding taxes and other government payables	**90,758**	56,148
Refund liabilities	**23,365**	25,642
Other payables	**179,605**	85,180
	₱4,531,514	₱4,154,472

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

Other payables include other deferred credits, and cash bonds from distributors as security to retain their credit line.

Details of accrued expenses follow:

	2020	2019
Advertisements and promotions	**₱1,158,793**	₱778,558
Profit bonus	**490,750**	454,382
Payroll	**206,478**	184,911
Freight and handling	**154,102**	150,223
Manpower services	**134,401**	82,865
Commission	**59,822**	44,368
Importation	**45,907**	47,020
Rentals	**28,333**	29,258
Accrued merchandising charges	**12,482**	10,168
Utilities	**4,735**	4,735
Royalties (Note 24)	**4,242**	4,872
Interest (Note 15)	**2,475**	2,917
Others	**544,171**	421,771
	₱2,846,691	₱2,216,048

Other accrued expenses mainly consist of accrued expenses for utilities and service, losses on bad stocks 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 3% to 5.4% in 2020 and 4.45% to 4.70% in 2019. The Group's share in the outstanding principal balance of these bank loans amounted to ₱595.0 million and ₱978.5 million as of December 31, 2020 and 2019, respectively.

The movements in bank loans are as follows:

	2020	2019
At January 1	**₱978,500**	₱440,000
Availments	**70,912,000**	116,231,500
Payments	**(71,295,500)**	(115,693,000)
	₱595,000	₱978,500

Interest expense on bank loans amounted to ₱25.41 million, ₱28.68 million and ₱19.57 million in 2020, 2019 and 2018, respectively (see Note 20).

16. Equity

Capital stock

On October 14, 2013, the SEC approved the amendment of the Parent Company's articles of incorporation to remove the pre-emptive rights of the stockholders to all issuances or dispositions of any class of shares of the Parent Company, unless otherwise prescribed by the BOD.

As of December 31, 2020 and 2019, the Parent Company has 3,978,265,025 authorized common shares with ₱1 par value per share. Issued and outstanding common shares of 3,369,549,358 and 3,456,682,858 are held by 3,137 and 3,141 shareholders as of December 31, 2020 and 2019, respectively.

As of December 31, 2020 and 2019, capital stock consists of the following:

	Number of Shares			
	Authorized		**Issued and Outstanding**	
	2020	2019	**2020**	2019
Issued	**3,978,265,025**	3,978,265,025	**3,651,021,310**	3,500,403,866
Addition	**–**	–	**–**	150,617,444
Less: Treasury stock	**–**	–	**(281,471,952)**	(194,338,452)
Issued and Outstanding	**3,978,265,025**	3,978,265,025	**3,369,549,358**	3,456,682,858

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)

(Forward)

Year	Date of Transaction	Common Stock Transactions	
1998		20,042,392	(c)
1999		1,804,979	(c)
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)
2008	January 9, 2008	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)
		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) Cost of retired 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.

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
July 29, 2020	₱371.48	Cash	₱0.106000	August 13, 2020	September 10, 2020
February 5, 2020	371.48	Cash	0.106000	February 19, 2020	March 17, 2020
July 24, 2019	271.25	Cash	0.077400	August 7, 2019	September 4, 2019
January 30, 2019	282.11	Cash	0.080500	February 14, 2019	March 13, 2019
September 7, 2018	222.97	Cash	0.063700	September 21, 2018	October 17, 2018
January 31, 2018	300.02	Cash	0.085710	February 15, 2018	March 14, 2018

The Group's retained earnings as of December 31, 2020 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 ₱390.82 million. In accordance with Revised SRC Rule 68, Annex 68C, the retained earnings available for dividend declaration as of December 31, 2020 amounted to ₱4.91 billion.

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 certain subsidiaries (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 shares issued by the Parent Company is currently classified as treasury shares. 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 consolidated statements of changes in equity for the year ended December 31, 2019.

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.

2020

	Consumer business	**Institutional business**	**Corporate**	**Others**	**Total**
Sale of goods	**₱11,714,928**	**₱3,951,647**	**₱–**	**₱–**	**₱15,666,575**
Sale of service	**–**	**–**	**29,443**	**4,888**	**34,331**
	₱11,714,928	**₱3,951,647**	**₱29,443**	**₱4,888**	**₱15,700,906**

2019

	Consumer business	Institutional business	Corporate	Others	Total
Sale of goods	₱11,197,075	₱4,089,187	₱–	₱–	₱15,286,262
Sale of service	–	–	32,350	11,851	44,201
	₱11,197,075	₱4,089,187	₱32,350	₱11,851	₱15,330,463

2018

	Consumer business	Institutional business	Corporate	Others	Total
Sale of goods	₱10,342,643	₱3,671,829	₱–	₱–	₱14,014,472
Sale of service	–	–	12,651	44,009	56,660
	₱10,342,643	₱3,671,829	₱12,651	₱44,009	₱14,071,132

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 ₱35.12 million, ₱62.01 million and ₱251.91 million in 2020, 2019 and 2018, respectively. There are no unsatisfied nor partially satisfied performance obligations in 2020, 2019 and 2018.

Cost of Sales and Services

This account consists of:

	2020	2019	2018
Raw materials used and changes in inventories (Note 7)	**₱7,819,825**	₱7,425,405	₱6,753,432
Outside services	**758,002**	589,920	662,567
Depreciation and amortization (Notes 20 and 29)	**356,754**	319,947	273,228
Personnel costs (Note 20)	**246,612**	277,103	262,652
Utilities	**286,639**	264,814	272,716
Repairs and maintenance	**208,756**	192,651	197,719
Rental (Note 29)	**109,056**	125,390	81,855
Provision for inventory obsolescence (Note 7)	**59,906**	34,902	30,648
Direct labor	**12,879**	12,845	10,894
Fuel and oil	**2,485**	2,806	2,314
Taxes and licenses	**1,784**	1,458	4,008
Other expenses	**115,688**	167,409	157,556
	₱9,978,386	₱9,414,650	₱8,709,589

18. Selling and Marketing Expenses

This account consists of:

	2020	2019	2018
Advertisements	**₱1,101,334**	₱1,314,569	₱1,225,865
Freight and handling	**964,637**	881,399	827,835
Outside services	**402,718**	286,987	265,099
Personnel costs (Note 20)	**85,729**	75,582	78,965
Provision for expected credit losses (Note 6)	**81,166**	68,245	40,075
Depreciation and amortization (Notes 20 and 29)	**48,607**	48,157	21,084
Rental (Note 29)	**64,928**	21,553	42,019
Transportation and travel	**4,956**	6,933	7,619
Other expenses	**123,672**	92,872	88,113
	₱2,877,747	₱2,796,297	₱2,596,674

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

19. General and Administrative Expenses

This account consists of:

	2020	2019	2018
Personnel costs (Note 20)	**₱514,583**	₱687,006	₱560,689
Depreciation and amortization (Notes 20 and 29)	**151,137**	152,158	127,460
Royalty and service fees	**64,100**	87,506	70,499
Taxes and licenses	**62,347**	75,962	63,591
Professional fees	**61,670**	61,249	61,217
Repairs and maintenance	**35,472**	73,162	38,300
Outside services	**32,308**	54,428	193,064
Utilities	**25,274**	29,250	20,794
Director's fees	**24,480**	22,028	21,088
Transportation and travel	**4,616**	28,421	15,842
Rental (Note 29)	**4,496**	6,243	22,205
Representation and entertainment	**4,377**	2,348	7,703
Office supplies	**3,784**	4,339	2,204
Insurance	**3,045**	465	3,004
Donations	**240**	60	150
Provision for expected credit losses (Notes 6 and 21)	**–**	14,386	52,215
Other expenses	**39,720**	150,789	45,697
	₱1,031,649	₱1,449,800	₱1,305,722

20. **Other Income (Charges)**

Interest Income

This account consists of:

	2020	2019	2018
Interest income on short-term investments (Note 5)	**₱31,167**	₱42,174	₱31,137
Interest income on cash and cash equivalents (Note 5)	**2,497**	2,763	2,317
Interest income on HTC investments (Note 9)	**6,290**	45,167	34,333
	₱39,954	₱90,104	₱67,787

Personnel Costs

This account consists of:

	2020	2019	2018
Salaries and wages	**₱561,289**	₱574,263	₱764,726
Retirement benefits costs (Note 22)	**23,652**	24,381	28,220
Other employee benefits	**261,983**	441,047	109,360
	₱846,924	₱1,039,691	₱902,306

The distribution of the above amounts follows:

	2020	2019	2018
General and administrative expenses (Note 19)	**₱514,583**	₱687,006	₱560,689
Cost of sales and services (Note 17)	**246,612**	277,103	262,652
Selling and marketing expenses (Note 18)	**85,729**	75,582	78,965
	₱846,924	₱1,039,691	₱902,306

Depreciation of Property, Plant and Equipment, and Computer Software

This account consists of:

	2020	2019	2018
Property, plant and equipment (Note 12)	**₱556,498**	₱520,262	₱421,770
Computer software (Note 13)	**–**	–	2
	₱556,498	₱520,262	₱421,772

Distribution of the above amounts follows:

	2020	2019	2018
Cost of sales and services (Note 17)	**₱356,754**	₱319,947	₱273,228
Selling and marketing expenses (Note 18)	**48,607**	48,157	21,084
General and administrative expenses (Note 19)	**151,137**	152,158	127,460
	₱556,498	₱520,262	₱421,772

Interest Expense

This account consists of:

	2020	2019	2018
Interest expense on bank loans (Note 15)	**₱25,411**	₱28,678	₱19,569
Interest expense on lease liability (Note 29)	**34,375**	38,448	–
Others	**259**	273	1,080
	₱60,045	₱67,399	₱20,649

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:

		2020		2019				
Related Parties	Transaction	**Amount**	**Outstanding receivable (payable)**	Amount	Outstanding receivable (payable)	Statement of Financial Position Account	Terms	Conditions
Joint venture								
URICI	Sale of goods and services	**₱16,761**	**₱5,376**	₱33,586	₱–	Trade Receivables (Note 6)	Non-interest bearing to be to be settled in cash	Unsecured, no impairment
-do-	Service agreement	**64,100**	**(935)**	87,506	(481)	Advances from related parties (Note 14)	Non-interest-bearing, collectible in 60 days	-do-
-do-	-do-	**54,421**	**3,950**	54,208	4,958	Advances to related parties (Note 6)	-do-	-do-
-do-	-do-	–	**(41,928)**	–	(53,454)	Advances from related parties (Note 14)	Non-interest bearing	-do-
-do-	Share based compensation plans	–	**(900)**	(3,069)	(1,716)	Advances from related parties (Note 14)	-do-	
-do-	Purchase of goods and services	**61,578**	–	135,790	6,641	Advances to related parties (Note 6)	-do-	-do-
-do-	-do-	–	**(23,002)**	–	(43,042)	Advances from related parties (Note 14)	-do-	-do-
-do-	Rent expenses	**13,465**	–	13,465	–	Trade Payables (Note 14)	-do-	-do-
-do-	Management service income	**18,106**	**7,403**	20,646	7,588	Trade Receivables (Note 6)	Non-interest bearing, collectible on demand but not later than 12 months	Unsecured, no impairment

		2020		2019				
Related Parties	Transaction	**Amount**	**Outstanding receivable (payable)**	Amount	Outstanding receivable (payable)	Statement of Financial Position Account	Terms	Conditions
-do-	Service fees	**₱–**	**(₱1,289)**	₱–	(₱1,289)	Advances to related parties (Note 6)	Non-interest bearing, collectible on demand but not later than 12 months	Unsecured, no impairment
-do-	Cost reimbursement	–	–	(840)	–	Advances from related parties (Note 14)	Non-interest bearing	Unsecured, no impairment
Entities under common major shareholder group								
Joey Pepperoni	Sales of goods	–	**1,396**	–	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**	–	36,207	Advances to related parties (Note 6)	-do-	Unsecured, no impairment
Kettle Foods Corporation	Sale of goods	–	–	(189)	406	Trade Receivables (Note 6)	Non-interest bearing, collectible in 60 days	Unsecured, no impairment
-do-	Purchase of goods	**2,161**	**(1,755)**	–	–	Trade Payables (Note 14)	Interest-bearing, collectible in 60 days	-do-
Republic Consolidated Corporation	Purchase of services	–	**(22,542)**	–	(22,542)	Trade Payables (Note 14)	Interest-bearing, collectible in 60 days	-do-
Others	Advances to related parties	–	**16,465**	–	10,541	Advances to related parties (Note 6)	Non-interest bearing	Unsecured, no impairment
-do-	Trade Receivables	–	**9,568**	–	14,235	Trade Receivables (Note 6)	Non-interest bearing	Unsecured, no impairment
-do-	Trade Payable	–	**(13,462)**	–	(12,667)	Trade Payables (Note 14)	Non-interest bearing	Unsecured, no impairment
-do-	Advances from Related Parties	–	**(18,216)**	–	(17,728)	Advances from related parties (Note 14)	Non-interest bearing	Unsecured, no impairment

The consolidated statements of financial position as of December 31, 2020 and 2019 include the following amounts resulting from transactions with related parties:

	2020	2019
Trade receivables - related parties (Note 6)	**₱23,743**	₱23,625
Advances to related parties (Note 6)	**158,022**	164,747
Trade payables - related parties (Note 14)	**(37,759)**	(35,209)
Advances from related parties (Note 14)	**(84,981)**	(116,421)

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, 2020 and 2019, outstanding receivables from Philtown related to this agreement amounted to ₱31.21 million and ₱36.21 million of 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 ₱18.11 million, ₱20.65 million and ₱21.45 million in 2020, 2019 and 2018, respectively.

b. The Parent Company engages RLC for its lighterage requirements. Service fees to RLC amounted to ₱25.72 million, ₱50.16 million, ₱42.87 million in 2020, 2019 and 2018, respectively.

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

	2020	2019
Salaries and other short-term benefits	**₱62,728**	₱72,127
Proportionate share in share-based compensation of URICI	**–**	836
Retirement benefits costs	**6,032**	19,748
	₱68,760	₱92,711

22. Retirement Benefits

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

a. Retirement Benefit Cost

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

	2020	2019	2018
Current service cost	**₱24,119**	₱18,527	₱20,993
Net interest cost	**6,070**	5,854	7,227
Effects of curtailment	**(6,537)**	–	–
Retirement benefits costs	**₱23,652**	₱24,381	₱28,220

b. Net Retirement Obligation

The details of the net retirement obligation recognized in the consolidated statements of financial position as of December 31, 2020 and 2019 follow:

	2020	2019
Defined benefit obligation	**₱425,216**	₱404,004
Fair value of plan assets	**(286,332)**	(257,416)
Net retirement obligation	**₱138,884**	₱146,588

Movement in net retirement obligation follow:

	2020	2019
January 1	**₱146,588**	₱101,147
Retirement benefit cost	**23,652**	24,380
Remeasurement loss	**19,480**	63,303
Transfers	**(436)**	(2,702)
Actual contribution	**(50,400)**	(38,452)
Benefits paid out of Group's funds	**–**	(1,088)
Net retirement obligation	**₱138,884**	₱146,588

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

	2020	2019
January 1	**₱404,004**	₱322,588
Current service cost	**24,119**	18,527
Interest cost	**18,396**	22,351
Remeasurement loss (gain) due to:		
Experience adjustments	**(23,764)**	10,039
Changes in demographic assumptions	**–**	16
Changes in financial assumptions	**42,200**	55,651
Benefits paid out of the plan assets	**(32,766)**	(21,378)
Benefits paid out of Group's funds	**–**	(1,088)
Effects of curtailment	**(6,537)**	–
Transfers	**(436)**	(2,702)
December 31	**₱425,216**	₱404,004

Changes in the fair value of plan assets follow:

	2020	2019
January 1	**₱257,416**	₱221,442
Contributions	**50,400**	38,452
Asset return included in net interest cost	**12,326**	16,497
Benefits paid	**(32,766)**	(21,378)
Remeasurement gain (loss)	**(1,044)**	2,403
December 31	**₱286,332**	₱257,416

Breakdown of the plan assets follow:

	2020	2019
Investments in:		
Debt securities other than bonds	**₱22,377**	₱14,295
Equity securities	**8,476**	5,434
Corporate bonds	**165,994**	154,461
Real estate	**7,831**	6,195
Unit investment trust fund	**95,122**	73,111
Cash and cash equivalents	**3**	2,630
Receivables	**1,079**	1,401
	300,882	257,527
Payables	**(14,550)**	(111)
	₱286,332	₱257,416

The plan assets are held by a trustee bank. 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:

	2020	2019	2018
Discount rate per annum	**3.66% to 3.70%**	4.78% to 5.00%	7.24% to 7.26%
Future annual increase in salary rate	**5.00% to 5.90%**	5.00% to 5.90%	5.00% to 5.90%

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

	2020	2019
One year and less	**₱27,859**	₱24,167
Between 1 and 5 years	**194,580**	206,334
Between 5 and 10 years	**185,487**	209,922
Between 10 and 15 years	**100,344**	103,350
Between 15 and 20 years	**140,316**	122,830
Beyond 20 years	**252,948**	256,336
Total expected payments	**₱901,534**	₱922,939

The average duration of the defined benefit plan obligations as of December 31, 2020 and 2019 ranges from 11-16 years.

The Group expects to contribute ₱44.75 million to the retirement fund in 2020.

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:

	Discount rate		Future salary increases	
	+1%	**-1%**	**+1%**	**-1%**
2020	**(₱31,778)**	**₱36,951**	**₱37,611**	**(₱33,059)**
2019	(₱28,477)	₱33,538	₱24,774	(₱10,258)

23. **Income Taxes**

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

	2020	2019	2018
Current	**₱563,156**	₱460,935	₱523,899
Deferred	**(38,333)**	35,763	(79,054)
	₱524,823	₱496,698	₱444,845

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

	2020	2019
Deferred income tax recognized in profit or loss:		
Deferred income tax assets on:		
Accrued profit bonus	**₱147,225**	₱136,315
Lease liability	**24,599**	23,838
Allowances/provisions for:		
ECL	**99,420**	64,913
Inventory obsolescence	**19,348**	11,476
Restructuring	**5,878**	5,878
Impairment loss on property, plant and equipment	**6,670**	6,516
Accrued advertisements and promotions	**80,900**	70,477
Unamortized past service cost	**28,126**	31,852
Accrued retirement liability	**13,804**	13,804
Net retirement obligation	**12,514**	12,514
NOLCO	**1,436**	1,436
Excess MCIT	**109**	211
Others	**15,840**	13,508
	455,869	392,738
Deferred income tax liabilities on:		
Net retirement obligation	**(66,439)**	(41,496)
Others	**(1,200)**	(1,345)
	(67,639)	(42,841)
	388,230	349,897
Deferred income tax recognized in other comprehensive income:		
Deferred income tax asset on cumulative actuarial losses on defined benefit plan	**71,599**	65,755
Deferred income tax liability on revaluation increment on land	**(898,021)**	(767,008)
Unrealized gain on financial assets at FVOCI	**(1,292)**	–
	(827,714)	(701,253)
Net deferred income tax liabilities	**(₱439,484)**	(₱351,356)

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

	2020	2019
Deferred tax assets - net	**₱215,007**	₱392,738
Deferred tax liabilities - net	**(654,490)**	(744,094)
	(₱439,483)	(₱351,356)

c. The Group did not recognize deferred income tax assets on following:

	2020	2019
NOLCO	**₱438**	₱438
Allowance for ECL	**33,856**	33,856
Unamortized discount	**–**	196

d. As of December 31, 2020, the Group's (a) NOLCO coming from REI, WSHI, CLIC, IAC and ICC; and (b) MCIT coming from WSHI, CLIC and IAC, which could be applied against future taxable income and deducted against future income tax payable, respectively, are as follows:

NOLCO:

Inception Year	Amount	Applied/Expired	Balance	Expiry Year
2017	₱241	₱241	₱–	2020
2018	125		125	2021
2019	4,938	–	4,938	2022
	₱5,304	₱241	₱5,063	

MCIT:

Inception Year	Amount	Applied/Expired	Balance	Expiry Year
2017	₱102	₱102	₱–	2020
2018	98	–	98	2021
2019	11	–	11	2022
	₱211	₱102	₱109	

e. A reconciliation of the provision for income tax computed at the statutory income tax rate of 30% 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:

	2020	2019	2018
Provision for income tax at the statutory income tax rate 30%	**₱543,742**	₱517,916	₱465,465
Additions to (reductions in) income tax resulting from:			
Nontaxable equity in net earnings of an associate	**(3,667)**	(3,653)	(3,647)
Interest income subjected to final tax	**(11,986)**	(27,031)	(20,336)
Movement in unrecognized deferred income tax	**(196)**	35	(522)
Nondeductible expenses	**850**	11,808	6,048
Others	**(3,920)**	(2,377)	(2,163)
Provision for income tax	**₱524,823**	₱496,698	₱444,845

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 ₱4.24 million and ₱4.87 million as of December 31, 2020 and 2019. respectively (see Note 14).

25. Earnings Per Share

The Group does not have potentially dilutive common shares in 2020, 2019 and 2018. Therefore, the basic/dilutive earnings per share are the same.

	2020	2019	2018
Net income attributable to equity holders of the Parent Company (a)	**₱1,286,360**	₱1,230,481	₱1,109,009
Weighted average number of common shares outstanding (b)	**3,429,735,595**	3,463,538,936	3,493,216,981
Basic/diluted earnings per share (a/b)	**₱0.38**	₱0.36	₱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:

	2020	2019
Financial Assets		
Cash on hand	**₱12,770**	₱86,214
Cash in banks and cash equivalents	**1,752,289**	3,538,304
Short-term cash investments	**648,989**	649,449
Trade receivables	**1,658,705**	1,897,235
Advances to related parties	**109,402**	116,127
Nontrade receivables	**43,553**	46,869
Advances to officers and employees	**17,598**	15,870
Other receivables	**10,661**	9,424
	4,253,967	6,359,492
HTC investments	**–**	85,067
Financial assets at FVOCI	**1,704,097**	–
	5,958,064	6,444,559
Other Financial Liabilities		
Bank loans	**595,000**	978,500
Accounts payable and other current liabilities*	**4,440,756**	3,981,903
Advances from related parties	**84,981**	116,421
	₱5,120,737	₱5,076,824

**Exclusive of government payables and other nonfinancial liabilities amounting to ₱90.76 million and ₱56.15 million as of December 31, 2020 and 2019, respectively.*

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

HTC investments. The fair value of the HTC investments as of December 31, 2020 and 2019 amounted to nil and ₱85.07 million, respectively and was determined by reference to quoted market bid prices of bonds with similar terms and nature at the close of business on the reporting date (Level 1).

Financial Assets at FVOCI. The fair value of the investments as of December 31, 2020 amounted to ₱1,704.10 million, was determined by reference to quoted market bid prices of bonds with similar terms and nature at the close of business on the reporting date (Level 1).

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, HTC investments, 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 Company's financial assets using provision matrix as of December 31, 2020 and 2019:

December 31, 2020:

	Cash in banks and cash equivalents	Short term cash investments	Financial assets at FVOCI	Trade receivables						
					Days past due					
				Current	< 30 days	<30-60 days	<61-90 days	<91-365 days	>365 days	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	₱1,752,289	₱648,989	₱1,704,097	₱1,208,141	₱314,294	₱72,490	₱18,035	₱8,185	₱278,520	₱1,899,665
Expected credit loss	₱–	₱–	₱–	₱48,326	₱6,286	₱1,450	₱3,607	₱1,891	₱179,400	₱240,960

December 31, 2019:

	Cash in banks and cash equivalents	Short term cash investments	HTC Investments	Trade receivables						
					Days past due					
				Current	< 30 days	<30-60 days	<61-90 days	<91-365 days	>365 days	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	₱3,538,304	₱649,449	₱85,067	₱1,409,347	₱340,329	₱78,495	₱19,529	₱8,864	₱200,465	₱2,057,029
Expected credit loss	₱–	₱–	₱–	₱6,159	₱1,930	₱938	₱519	₱1,891	₱148,357	₱159,794

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, 2020 and 2019.

As of December 31, 2020:

	Less than 1 year	1 to less than 2 years	2 to less than 3 years	3 to less than 4 years	4 to less than 5 years	More than 5 years	Total
Financial Assets							
Cash on hand	**₱12,770**	**₱–**	**₱–**	**₱–**	**₱–**	**₱–**	**₱12,770**
Cash in banks and cash equivalents	**1,752,289**	–	–	–	–	–	**1,752,289**
Short-term cash investment	**648,989**	–	–	–	–	–	**648,989**
Trade receivables	**1,899,665**	–	–	–	–	–	**1,899,665**
Financial assets at FVOCI	**1,389,275**	**314,822**	–	–	–	–	**1,704,097**
	₱5,702,988	**₱314,822**	**₱–**	**₱–**	**₱–**	**₱–**	**₱6,017,810**
Financial Liabilities							
Bank loans	**₱595,000**	**₱–**	**₱–**	**₱–**	**₱–**	**₱–**	**₱595,000**
Accounts payable and other current liabilities*	**4,440,756**	–	–	–	–	–	**4,440,756**
Advances from related parties	**84,981**	–	–	–	–	–	**84,981**
	₱5,120,737	**₱–**	**₱–**	**₱–**	**₱–**	**₱–**	**₱5,120,737**

**Excluding payable to government agencies of ₱90.76 million.*

As of December 31, 2019:

	Less than 1 year	1 to less than 2 years	2 to less than 3 years	3 to less than 4 years	4 to less than 5 years	More than 5 years	Total
Financial Assets							
Cash on hand	₱86,214	₱–	₱–	₱–	₱–	₱–	₱86,214
Cash in banks and cash equivalents	3,538,304	–	–	–	–	–	3,538,304
Short-term cash investment	649,449	–	–	–	–	–	649,449
Trade receivables	1,856,564	200,465	–	–	–	–	2,057,029
HTC investments	85,067	–	–	–	–	–	85,067
	₱6,215,598	₱200,465	₱–	₱–	₱–	₱–	₱6,416,063
Financial Liabilities							
Bank loans	₱978,500	₱–	₱–	₱–	₱–	₱–	₱978,500
Accounts payable and other current liabilities*	3,981,903	–	–	–	–	–	3,981,903
Advances from related parties	116,421	–	–	–	–	–	116,421
	₱5,076,824	₱–	₱–	₱–	₱–	₱–	₱5,076,824

**Excluding payable to government agencies of ₱56.15 million.*

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, 2020 and 2019, 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.

Foreign exchange risk
The Group's exposure to foreign exchange risk results from the Parent Company'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 2020 and 2019.

A reasonably possible change of –/+1% in 2020 and –/+ 1% in 2019 in United States dollar (US$) exchange rate at December 31, 2020 and 2019 would lead to the following income before income tax movements in the Group's consolidated statements of income:

December 31, 2020:

		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	**₱113,598**	**(₱1,136)**	**₱1,136**
Trade receivables	**15,744**	**(157)**	**157**
Trade payables	**23,936**	**239**	**(239)**
	₱153,278	**(₱1,054)**	**₱1,054**

December 31, 2019:

	Peso equivalent of US dollar denominated assets/liabilities	Increase (decrease) in income before income tax: US dollar weakened by 1% against Philippine peso	Increase (decrease) in income before income tax: US dollar strengthened by 1% against Philippine peso
Cash and cash equivalents	₱449,169	(₱4,492)	₱4,492
Trade receivables	24,551	(246)	246
Trade payables	6,305	63	(63)
	₱480,025	(₱4,675)	₱4,675

The exchange rate of the Peso to the US Dollar is ₱48.02 and ₱50.64 as of December 31, 2020 and 2019, 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, 2019 and 2018.

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

	2020	2019
Capital stock	**₱3,651,021**	₱3,651,021
Additional paid-in capital	**2,060,383**	2,060,383
Treasury stock	**(758,777)**	(375,918)
Retained earnings	**5,559,204**	5,026,575
	₱10,511,831	₱10,362,061

29. Leases and Events after the Reporting Date

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 2020 and 2019 amounted to ₱16.72 million and ₱15.67 million, respectively under "Services and others" in the statement of income.

Future minimum rental receivables under non-cancellable operating leases as of December 31, 2020 and 2019 are as follows:

	2020	2019
Within one year	**₱9,374**	₱3,442
After one year but not more than five years	**4,955**	7,939
	₱14,329	₱11,381

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 from 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 2 years upon mutual agreement prior to expiration of the lease term.

b. Lease of warehouse space from Maxilite Merchandising Inc. located at 9128 National Road, Purok 1, Brgy. Banlic, Cabuyao, Laguna. The lease shall be for the minimum lock-in period of six (6) months commencing on August 23, 2019 and expiring on February 23, 2020, renewable for another six months, subject to mutual agreements on the terms and conditions. Prior to the expiration of the lease, it was renewed for another six (6) months commencing on February 24, 2020 until July 23, 2020. Monthly rental fee is ₱1.05 million.

c. 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. Monthly rental fee is ₱4.18 million with 4% annual escalation clause beginning 2021.

d. 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.

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

f. 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 2020 and 2019:

	2020	2019
Depreciation expense of right-of-use assets (Note 12)	**₱84,096**	₱73,043
Interest expense on lease liabilities (Note 20)	**34,375**	38,448
Expenses relating to:		
Short-term leases included in cost of goods sold and selling and marketing expenses (Notes 17 and 18)	**164,035**	145,507
Leases of low-value assets included in selling and marketing expenses and general and administrative expenses (Notes 17 and 19)	**3,901**	7,679
Total amount recognized in consolidated statement of income	**₱286,407**	₱264,677

The rollforward analysis of lease liabilities as of December 31, 2020 and 2019 follow:

	2020	2019
At January 1	**₱499,522**	₱522,449
Additions	**–**	41,567
Interest expense	**34,375**	38,448
Lease payments applied to:		
Principal portion	**(81,560)**	(64,494)
Interest portion	**(34,375)**	(38,448)
At December 31	**417,962**	499,522
Less: Current portion of lease liabilities	**85,516**	118,991
Noncurrent portion of lease liabilities	**₱332,446**	₱380,531

Future minimum rental receivables under non-cancellable operating leases as of December 31, 2020, 2019 and 2018 follow:

	2020	2019	2018
Within one year	**₱162,486**	₱170,868	₱153,840
After one year but not more than five years	**401,643**	466,847	432,477
After five years	**399,161**	492,893	581,134
	₱963,290	₱1,130,608	₱1,167,451

Adoption of PFRS 16 (effective January 1, 2019)

The Group adopted PFRS 16 using the modified retrospective approach upon adoption of PFRS 16 in 2019 and elects to apply the standard to contracts that were previously identified as leases applying PAS 17. The Group will therefore not apply the standard to contracts that were not previously identified as containing a lease applying PAS 17.

The effect of adoption PFRS 16 as at January 1, 2019 follow:

	Increase/ (Decrease) *(in thousands)*
Consolidated statement of financial position	
Assets	
Right-of-use (ROU) assets (included under 'Property, plant and equipment')	₱441,171
Deferred tax asset	24,383
Liabilities	
Lease liabilities	522,449
Total adjustment on equity:	
Retained earnings	(56,894)

The Group and URICI have lease contracts for various items of warehouses, depots and fleet cars. Before the adoption of PFRS 16, the Group classified each of its leases (as lessee) at the inception date as either a finance lease or an operating lease.

Upon adoption of PFRS 16, the Group applied a single recognition and measurement approach for all leases except for short-term leases and leases of low-value assets. Refer to "Summary of significant accounting policies" section or the accounting policy beginning January 1, 2019.

Leases previously accounted for as operating leases
The Group recognized right-of-use assets and lease liabilities for those leases previously classified as operating leases, except for short-term leases and leases of low-value assets. The right-of-use assets were recognized based on the carrying amount as if the standard had always been applied, apart from the use of incremental borrowing rate at the date of initial application. Lease liabilities were recognized based on the present value of the remaining lease payments, discounted using the incremental borrowing rate at the date of initial application.

The Group also applied the available practical expedients wherein it:
- Applied the short-term leases exemptions to leases with lease term that ends within 12 months of the date of initial application
- Excluded the initial direct costs from the measurement of the right-of-use asset at the date of initial application
- Used hindsight in determining the lease term where the contract contained options to extend or terminate the lease

Based on the above, as at January 1, 2019:
- Property and equipment were recognized amounting to ₱441.17 million representing the amount of right-of-use assets set up on transition date.
- Additional lease liabilities of ₱522.45 million were recognized.
- Deferred tax asset increased by ₱24.38 million because of the deferred tax impact of the changes in assets and liabilities.
- The net effect of these adjustments had been adjusted to retained earnings amounting to ₱56.89 million.

Due to the adoption of PFRS 16, the Group's operating profit in 2019 will improve, while its interest expense will increase. This is due to the change in the accounting for rent expense related to leases that were classified as operating leases under PAS 17.



The adoption of PFRS 16 will have an impact on equity in 2019 amounting to ₱56.89 million, since the Group elected to measure the right-of-use assets at an amount as if the standard had always been applied, apart from the use of incremental borrowing rate at the date of initial application.

Events after the Reporting Date

Impact of the Coronavirus Disease 2019 (COVID-19) Outbreak
In a move to contain the COVID-19 outbreak, on March 13, 2020, the Office of the President of the Philippines issued a Memorandum directive to impose stringent social distancing measures in the National Capital Region (NCR) effective March 15, 2020. On March 16, 2020, Presidential Proclamation No. 929 was issued, declaring a State of Calamity throughout the Philippines for a period of six (6) months and imposed an enhanced community quarantine throughout the island of Luzon until April 12, 2020, which was subsequently extended to April 30, 2020 and then to May 15, 2020.

On May 12, 2020, the national government then imposed modified enhanced community quarantine in selected provinces and regions including Metro Manila from May 16, 2020 to May 31, 2020. On May 28, 2020, the government downgraded the tier of quarantine of Metro Manila and other areas in Luzon to general community quarantine starting June 1, 2020 but on August 2, 2020 the government reverted Metro Manila to modified enhanced community quarantine from August 4, 2020 until August 18, 2020. Then a return to modified general community quarantine was imposed on August 19, 2020 until September 15, 2020. The general community quarantine was further extended until March 2021. On March 27, 2021, the National Government announced that Greater Metro Manila has been placed under a week of enhanced community quarantine starting March 29, 2021 due to the surge in COVID-19 cases. These measures have caused disruptions to businesses and economic activities, and its impact on businesses continue to evolve.

These measures have caused disruptions to businesses and economic activities, and its impact on businesses continue to evolve. Although these outbreak-related events did not have negative impact on the financial position and financial performance of the Group as of and for the year ended December 31, 2020, the Group will continue to monitor the situation in 2021.

CREATE Act
President Rodrigo Duterte signed into law on March 26, 2021 the Corporate Recovery and Tax Incentives for Enterprises (CREATE) Act to attract more investments and maintain fiscal prudence and stability in the Philippines. Republic Act (RA) 11534 or the CREATE Act introduces reforms to the corporate income tax and incentives systems. It takes effect 15 days after its complete publication in the Official Gazette or in a newspaper of general circulation or April 11, 2021.

The following are the key changes to the Philippine tax law pursuant to the CREATE Act which have an impact on the Group.

- Effective July 1, 2020, regular corporate income tax (RCIT) rate is reduced 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%.

- Minimum corporate income tax (MCIT) rate reduced from 2% to 1% of gross income effective July 1, 2020 to June 30, 2023.

- Imposition of improperly accumulated earnings tax (IAET) is repealed.

As clarified by the Philippine Financial Reporting Standards Council in its Philippine Interpretations Committee Q&A No. 2020-07, the CREATE Act was not considered substantively enacted as of December 31, 2020 even though some of the provisions have retroactive effect to July 1, 2020. The passage of the CREATE Act into law on March 26, 2011 is considered as a non-adjusting subsequent event. Accordingly, current and deferred taxes as of and for the year ended December 31, 2020 continued to be computed and measured using the applicable income tax rates as of December 31, 2020 (i.e., 30% RCIT / 2% MCIT) for financial reporting purposes.

Applying the provisions of the CREATE Act, the Group would have been subjected to lower regular corporate income tax rate of 25% effective July 1, 2020.

- This will result in lower provision for current income tax for the year ended December 31, 2020 and lower income tax payable as of December 31, 2020, which will be reflected in the Group's 2020 annual income tax return but will only be recognized for financial reporting purposes in its 2021 financial statements. Pending clarification from the tax authorities on how the taxable income for the period beginning July 1, 2020 will be computed, the Group has not quantified the impact of the lower corporate income tax rate on the 2020 current income tax.

- This will result in lower deferred tax assets and liabilities as of December 31, 2020 and provision for deferred tax for the year then ended by ₱109.06 million and ₱6.39 million, respectively. These reductions will be recognized in the 2021 financial statements

Declaration of Dividends
On January 25, 2021, the Board of Directors of the Parent Company declared cash dividends amounting to ₱350 million or ₱0.106 per share to stockholders of record as of February 8, 2021 and paid on March 8, 2021.

30. Notes to Statement of Cash Flows

Changes in liabilities arising from financing activities

December 31, 2020

	Dividends payable	**Lease Liabilities**	**Bank Loans**
Beginning of the year	**₱16,001**	**₱499,522**	**₱978,500**
Cash flows	**(728,242)**	**(115,935)**	**(383,500)**
Dividend declaration	**742,960**	**–**	**–**
Amortization of interest expense	**–**	**34,375**	**–**
End of year	**₱30,719**	**₱417,962**	**₱595,000**

December 31, 2019

	Dividends Payable	Lease Liabilities	Bank Loans
Beginning of the year	₱14,165	₱–	₱440,000
Transition adjustments	–	522,449	–
Cash flows	(551,528)	(102,942)	538,500
Additions	–	41,567	–
Dividend declaration	553,364	–	–
Amortization of interest expense	–	38,448	–
At December 31	₱16,001	₱499,522	₱978,500

RFM CORPORATION AND SUBSIDIARIES

INDEX TO FINANCIAL STATEMENTS AND SUPPLEMENTARY SCHEDULES

FORM 17-A, Item 7

For the year ended December 31, 2020 Page No.

Statement of Management's Responsibility

Consolidated Financial Statements

Consolidated Statement of Management's Responsibility for Financial Statements
Report of Independent Public Accountants
Consolidated Balance Sheets as of December 31, 2020 and 2019
Consolidated Statements of Income for the years ended December 31, 2020, 2019 and 2018
Consolidated Statements of Comprehensive Income for the years ended December 31, 2020, 2019 and 2018
Consolidated Statements of Changes in Equity for the years ended December 31, 2020, 2019 and 2018
Consolidated Statements of Cash Flows for the years ended December 31, 2020, 2019 and 2018
Notes to Consolidated Financial Statements

Supplementary Schedules

A.	Financial Assets	1
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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, 2020
(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	–			3
BDO Unibank, Inc.	486	486	Not applicable	
Philippine Bank of Communications	304	304	Not applicable	
Maybank Philippines, Inc.	101	101	Not applicable	
Security Bank	96	96	Not applicable	
Bank of the Philippine Islands	95	95	Not applicable	
Deutsche Bank	86	86	Not applicable	
Union Bank of the Philippines, Inc.	50	50	Not applicable	
Hongkong and Shanghai Banking Corporation	40	40	Not applicable	
Mizuho Bank, Ltd.	38	38	Not applicable	
Metropolitan Bank and Trust Company	32	32	Not applicable	
Philippine National Bank	28	28	Not applicable	
Robinsons Bank Corporation	19	19	Not applicable	
CTBC Bank	10	10	Not applicable	
China Banking Corporation	1	1	Not applicable	
Short-term cash investment				16
Philippine National Bank	50	50	Not applicable	
BDO Unibank, Inc.	304	304	Not applicable	
Bank of the Philippine Islands	453	453	Not applicable	
Held-to-collect (HTC) investments				17
Bank of the Philippine Islands	1,699	1,699	Not applicable	

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, 2020
(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, 2020
(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	-	-	-	-	2,081
Total	**2,272**	**-**	-	**-**	**-**	**2,272**

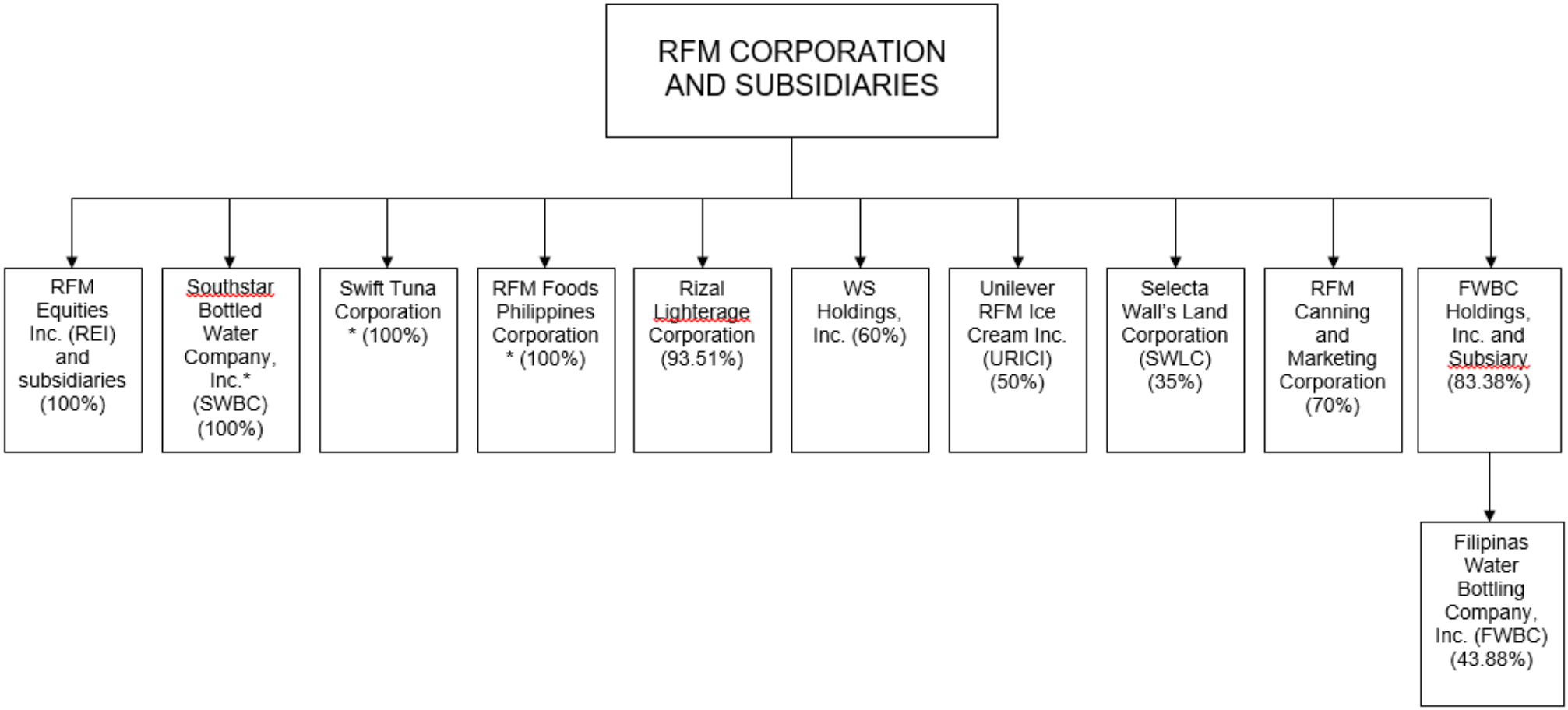
RFM CORPORATION AND SUBSIDIARIES
Schedule H. CAPITAL STOCK
For the year Ended December 31, 2020

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	3,651,021,309	-	-	21,622,695	3,629,398,614
Treasury shares	-	(281,471,951)			-	(281,471,952)
	3,978,265,025	3,369,549,358	-	-	21,622,695	3,347,926,663

RFM CORPORATION
Schedule J. Reconciliation of Retained Earnings Available for Dividend Declaration
For the year Ended December 31, 2020
(Amounts in Thousand Pesos unless otherwise stated)

Unappropriated Retained Earnings, Beginning	**4,865,370**
Add (less):	
Treasury Shares	**758,777**
Retained Earnings as adjusted, 1 January 2020	**5,624,147**
Add: Net Income actually earned/realized during the period	
Net income during the period closed to Retained Earnings	**787,858**
Net income actually earned during the period	**787,858**
Add (less):	
Dividend declarations during the period	**(742,960)**
Remeasurement gain on defined benefit retirement plan	**(4,596)**
Sale of Land	**2,865**
Treasury Shares	**(758,777)**
	(715,610)
TOTAL RETAINED EARNINGS AS OF 31 DECEMBER 2020 AVAILABLE FOR DIVIDEND	**4,908,537**

RFM CORPORATION AND SUBSIDIARIES
Schedule K. Conglomerate Mapping
As of December 31, 2020



RFM CORPORATION AND SUBSIDIARIES
Schedule L. Financial Soundness Indicators

		Years ended December 31		
		2020	2019	2018
1	Current Ratio	**1.50**	1.54	1.43
2	Debt-to-Equity Ratio	**0.51**	0.53	0.44
3	Asset-to-Equity Ratio	**1.51**	1.53	1.44
4	Interest Rate Coverage Ratio	**30.20**	24.77	70.66
5	Gross Profit Rate	**36.45%**	38.59%	38.10%
6	Net Income Rate	**8.20%**	8.02%	7.87%

COVER SHEET

for

UNAUDITED 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

1	7	-	Q

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
rfmmail@rfm.com.ph	(02) 8631-8101	N/A

No. of Stockholders	Annual Meeting (Month / Day)	Fiscal Year (Month / Day)
3,133	7/12	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.*

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-Q

QUARTERLY REPORT PURSUANT TO SECTION 17 OF THE SECURITIES REGULATION CODE (SRC)
AND SRC RULE 17 (2) (b) THEREUNDER

1. For the quarterly period ended **MARCH 31, 2021**

2. Commission 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**
Province, country or other jurisdiction of incorporation or organization

6. _____ (SEC Use Only)
Industry Classification Code

7. **RFM Corporate Center, Pioneer corner and Sheridan Streets, Mandaluyong City** **1550**
Address of Registrant's principal office Postal Code

8. **0632-8631-81-01**
Registrant'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 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Issued and Outstanding
Common Stock, ₱1.00 par value	**3,369,549,358**

11. Are any or all of these securities listed in the Philippine Stock Exchange?

Yes [✓] No [ ]

12. Indicate by check mark whether the Registrant:

a. has filed all reports required to be filed by Section 11 of the Revised Securities Act (RSA) and RSA Rule 11(a)-1 thereunder and Sections 26 and 141 of the Corporation Code of the Philippines (CCP) during the preceding 12 months (or for such shorter period that the Registrant was required to file such reports): [Note: Sec. 26 of the CCP deals with reporting of election of directors or officers to the SEC; Sec. 141 with the submission of financial statements to the SEC.]

Yes [✓] No [ ]

b. has been subject to such filing requirements for the past 90 days.

Yes [✓] No [ ]

PART I – FINANCIAL INFORMATION

Item 1. Financial Statements

The consolidated financial statements are filed as part of this form 17-Q, pages 6 to 54 and are incorporated herein by reference to said quarterly report.

Item 2. Management's Discussion and Analyses of Results of Operations and Financial Condition

Analysis of Results of Operations

First Quarter 2021 vs. First Quarter 2020

Food and Beverage Company RFM Corporation disclosed that its net income for the first three months of 2021 expanded by 51% to ₱320 Million behind the rebound in ice cream sales and income. Total Sales of RFM for the first quarter of 2021 reached ₱3.3 Billion or 4% higher than previous year.

Sales of the ice cream joint venture recovered to a positive growth of 4% compared to the double digit decline seen during last year's initial lockdown period. RFM's consumer brands Selecta Fortified Milk, Fiesta and Royal pasta and sauce brands also grew 9% from year ago levels. White King hotcakes and bowl mixes also grew 3% for the quarter.

RFM's portfolio of leading consumer food brands continue to deliver good sales growth and income momentum despite the apparent normalization of consumer behavior after the strict lockdowns in 2020. Headwinds in the form of commodity and raw material price hikes can dampen demand and squeeze margins but the coming election spending should provide a good shot in the arm for consumer spending in the latter part of 2021.

The CEO also noted that consumer demand and spending should get stronger as the vaccination rollout gains momentum by June onwards. Meantime, the CEO added that RFM plans to continue its 60% cash dividend payout from its net income even as the company strengthens its core brands for faster organic growth of topline. The CEO also highlighted the push for more efficiency in the company. To target a growth in net income for 2021 despite the inflationary pressures on raw materials, there is a need for better volume leverage and efficiency in operations.

RFM paid last March a cash dividend of ₱350 Million or ₱0.10387 per share. The dividend declaration is one of the usual two dividend declarations made every year by the company. The other dividend declaration is usually made in the second half of the year.

The key financial performance indicators for the Company for the three-month period ended March 31, 2021 as compared to the same period in 2020, are as follows:

Key Financial Performance Indicators (Amounts in Millions)*	**For the Quarter Ended**	
	March 31, 2021	March 31, 2020
Net Revenues	**₱3,338**	₱3,221
Net Operating Margin	**473**	310
Net Income	**320**	212
EBITDA	**627**	450
Current Ratio	**1.53**	1.46

* *Except current ratio*

1. **Net Revenues**
   This is the barometer of the general demand for the Company's products, reflecting their market

acceptability vis-à-vis competition particularly in terms of quality, pricing, and image and perception, as well as availability of the products at the point of purchase market locations. This is of primary importance, and is regularly being monitored for appropriate action and/or improvement.

2. **Net Operating Margin**
   This shows the financial profitability of the primary products of the Company, after deducting the expenses related to their manufacture, distribution, and sale, as well as the general administrative costs in running the business.

3. **Net Income**
   This shows the over-all financial profitability of the Company, including the sale of primary and non-primary products and all other assets, after deducting all costs and expenses, interest expenses on debts and interest income on investments, as well as equity in net earnings or losses of associates.

4. **Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)**
   This is a general yet reasonable representation of the cash generated by the Company from its current business operations that can then be made available for payment of loan interests, loan principal amortization, and taxes; and any further amount in excess becomes the Company's cash profit.

5. **Current Ratio**
   This determines the Company's ability to meet its currently maturing obligations using its current resources.

Analysis of Financial Condition and Balance Sheet Accounts

As of March 31, 2021, the Group's total assets decreased from last year's Php19 billion to Php18.80 billion due accounts receivable amounting to Php564 million. The total liabilities decreased from last year's Php6.43 billion to Php6.27 billion.

The Group has a current ratio of 1.53 and 1.50 on March 31, 2021 and December 31, 2020, respectively.

Notes to Financial Statements

The Company's financial statements for the first calendar quarter have been prepared in accordance with Philippine Financial Reporting Standards. The same accounting policies and methods of computation used are consistent with the most recent audited financial statements.

The Company discloses the following:

(a) There are no unusual items as to the nature and amount affecting assets, liabilities, equity, net income, or cash flows, except those stated in Management's Discussion and Analysis of Results of Operations and Financial Condition;.

(b) There are no material changes in estimates of amounts reported in prior financial periods, other than those disclosed in the most recent audited financial statements;

(c) Except as disclosed, there are no known trends, demand, commitments, events or uncertainties that may have an impact on sales and income from continuing operations;

(d) There are no issuances, repurchases and repayments of debt and equity securities other than mentioned;

(e) There are no known trends, demands, commitments, events or uncertainties that will have material impact on the Company's liquidity nor have a favorable or unfavorable impact on revenues or income from continuing operations;

(f) There are no dividends paid separately for ordinary shares and other shares;

(g) There are no material events subsequent to the end of the interim period that have not been reflected in the financial statements;

(h) Other than mentioned, there are no material changes in the business composition of the Company during the interim period, including business combinations, acquisition or disposal of subsidiaries and long-term investments, restructuring, and discontinuing operations;

There is no change in contingent liabilities since the most recent audited financial statements;

(i) There were no known events that will trigger direct or contingent financial obligation that is material to the Company, including any default or acceleration of an obligation that remain outstanding as of March 31, 2020;

(j) There were no material off-balance sheet transactions, arrangements, obligations, and other relationship of the Company with unconsolidated entities or other persons created during the reporting period.

PART II – OTHER INFORMATION

The Company has no other pertinent information to disclose in this quarterly report.

SIGNATURES

Pursuant to the requirements of Securities Regulation Code, the Registrant has duly caused this report to be signed on behalf by the undersigned, thereunto duly authorized.

RFM CORPORATION
Registrant

ENRIQUE OLIVER I. REY MATIAS
Vice President – Chief Financial Officer

ATTY. MITCHIE VANESSA MAGOMNANG
Corporate Secretary and Head of Legal

Dated: **April 27, 2021**



RFM CORPORATION AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
(Amounts in Millions)

	March 31, 2021 (Unaudited)	December 31, 2020 (Audited)
ASSETS		
Current Assets		
Cash and cash equivalents	**₱1,988**	₱1,765
Short-term cash investments	**649**	649
Hold-to-collect (HTC) investments	**–**	–
Receivables (Note 5)	**1,302**	1,840
Inventories (Note 6)	**2,165**	2,130
Financial assets at fair value through other comprehensive income (FVOCI)	**1,582**	1,389
Other current assets (Note 7)	**263**	180
Total Current Assets	**7,949**	7,953
Noncurrent Assets		
Financial assets at fair value through other comprehensive income (FVOCI)	**315**	315
Investments in joint venture and associate	**151**	151
Property, plant and equipment (Note 8):		
At appraised value	**3,552**	3,552
At cost	**4,363**	4,471
Intangible assets	**2,272**	2,272
Other noncurrent assets (Note 10)	**213**	282
Total Noncurrent Assets	**10,866**	11,043
TOTAL ASSETS	**₱18,815**	₱18,996
LIABILITIES AND EQUITY		
Current Liabilities		
Bank loans	**₱750**	₱595
Accounts payable and other current liabilities (Notes 11)	**4,362**	4,620
Lease liabilities	**74**	85
Total Current Liabilities	**5,186**	5,300
Noncurrent Liabilities		
Lease liabilities - net of current portion	**313**	332
Other noncurrent liabilities (Notes 12)	**781**	794
Total Noncurrent Liabilities	**1,094**	1,126
Total Liabilities	**6,280**	6,426

(Forward)

	March 31, 2021 (Unaudited)	December 31, 2020 (Audited)
Equity Attributable to Equity Holders of the Parent Company		
Capital stock (Note 13)	**₱3,651**	₱3,651
Additional paid-in capital (Note 13)	**2,060**	2,060
Treasury stock (Note 13)	**(758)**	(758)
Other comprehensive income	**2,075**	2,075
Retained earnings (Note 13)	**5,524**	5,559
	12,552	12,587
Non-controlling Interests	**(17)**	(17)
Total Equity	**12,535**	12,570
TOTAL LIABILITIES AND EQUITY	**₱18,815**	₱18,996

See accompanying Notes to Unaudited Consolidated Financial Statements.

RFM CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF INCOME

(Amounts in Millions, Except Per Share Data)

	For the Quarter Ended March 31	
	2021	2020
NET REVENUES	**₱3,338**	₱3,221
DIRECT COSTS AND EXPENSES	**(2,115)**	(2,068)
GROSS PROFIT	**1,223**	1,153
SELLING AND MARKETING EXPENSES	**(595)**	(683)
GENERAL AND ADMINISTRATIVE EXPENSES	**(155)**	(169)
NET OPERATING INCOME	**473**	301
OTHER INCOME (CHARGES) - Net (Note 17)	**(2)**	4
INCOME BEFORE PROVISION FOR INCOME TAX	**471**	305
PROVISION FOR INCOME TAX	**(151)**	(93)
NET INCOME	**₱320**	₱212
Attributable to:		
Equity holders of the Parent Company	**₱320**	₱ 212
Minority interests (Note 2)	–	–
	₱ 320	₱ 212
Basic/Diluted Earnings Per Share (Note 19)	**₱0.10**	₱0.06

See accompanying Notes to Unaudited Consolidated Financial Statements.

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

	For the Quarter Ended March 31	
	2021	2020
NET INCOME	**₱320**	₱212
OTHER COMPREHENSIVE INCOME	**–**	–
Total comprehensive income for the period	**₱ 320**	₱ 212
Attributable to:		
Equity holders of the Parent Company	**₱ 320**	₱ 212
Minority interests (Note 2)	–	–
	₱320	₱212

See accompanying Notes to Unaudited Consolidated Financial Statements.

RFM CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

(Amounts in Millions)

	Equity Attributable to Equity Holders of the Parent Company									
	Capital Stock (Note 13)	**Additional Paid-in Capital** (Note 13)	**Treasury Stock** (Note 13)	**Equity Reserve**	**Unrealized Gain on Financial Assets at FVOCI**	**Revaluation Increment on Land** (Note 8)	**Retained Earnings** (Note 13)	**Subtotal**	**Non-controlling Interests**	**Total Equity**
As of January 1, 2021 (Audited)	**₱3,651**	**₱2,060**	**(₱758)**	**(₱23)**	**₱3**	**₱2,095**	**₱5,559**	**₱12,587**	**(₱17)**	**₱12,570**
Net income for the period	–	–	–	–	–	–	**320**	**320**	–	**320**
Cash Dividends	–	–	–	–	–	–	**(355)**	**(355)**	–	**(356)**
Purchase of shares into treasury	–	–	–	–	–	–	–	–	–	–
Sale of treasury stock	–	–	–	–	–	–	–	–	–	–
Issuance of shares	–	–	–	–	–	–	–	–	–	–
As of March 31, 2021 (Unaudited)	**₱3,651**	**₱2,060**	**(₱758)**	**(₱23)**	**₱3**	**₱2,095**	**₱5,524**	**₱12,552**	**(₱17)**	**₱12,535**
As of January 1, 2020 (Audited)	₱3,651	₱2,060	(₱376)	(₱23)	₱–	₱1,790	₱5,029	₱12,128	(₱18)	₱12,110
Net income for the period	–	–	–	–	–	–	212	212	–	212
Cash Dividends	–	–	–	–	–	–	(371)	(371)	–	(371)
Purchase of shares into treasury	–	–	(3)	–	–	–	–	(3)	–	(3)
Sale of treasury stock	–	–	–	–	–	–	–	–	–	–
Issuance of shares	–	–	–	–	–	–	–	–	–	–
As of March 31, 2021 (Unaudited)	₱3,651	₱2,060	(₱379)	(₱23)	₱–	₱1,790	₱4,867	₱11,966	(₱18)	₱11,528

RFM CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS

(Amounts in Thousands)

	For the Period Ended March 31	
	2021	2020
CASH FLOWS FROM OPERATING ACTIVITIES		
Income before income tax	**₱471**	₱306
Adjustments for:		
Depreciation and amortization	**154**	149
Operating income before working capital changes	**625**	455
Decrease (increase) in:		
Accounts receivable	**538**	535
Inventories	**(35)**	(609)
Other current assets	**(84)**	(64)
Decrease in accounts payable and accrued liabilities	**(357)**	330
Income tax paid	**(65)**	13
Net cash generated from operations	**622**	660
CASH FLOWS FROM INVESTING ACTIVITIES		
Acquisition of property, plant and equipment, net	**(45)**	(253)
Decrease (increase) in:		
Other noncurrent assets	**69**	(5)
Financial Assets at FVOCI	**(193)**	3
Net cash from (used in) investing activities	**(169)**	(255)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayments of bank loans	**155**	(179)
Dividends paid	**(353)**	(343)
Purchase of treasury stock	**–**	(3)
Increase in minority interests and other noncurrent liabilities	**(32)**	(12)
Net cash used in financing activities	**(230)**	(537)
NET DECREASE IN CASH AND CASH EQUIVALENTS	**223**	(132)
CASH AND CASH EQUIVALENTS, JANUARY 1	**1,765**	3,625
CASH AND CASH EQUIVALENTS, MARCH 31	**₱1,988**	₱3,493

See accompanying Notes to Unaudited 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. 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.

2. Summary of Significant Accounting Policies

Basis of Preparation

The consolidated financial statements of the Group have been prepared using the historical cost basis, except for the Group's land, which are stated at appraised values, and net retirement liability which is measured at present value of the defined benefit obligations less fair value of the plan assets. The consolidated financial statements are presented in Philippine Peso (₱), which is the Parent Company's 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 (PFRSs) except PFRS 11, *Joint Arrangements*, with respect to the Parent Company's investment in Unilever RFM Ice Cream, Inc. (URICI).

Basis of Consolidation

The consolidated financial statements comprise the financial statements of the Group as of March 31, 2021 and 2020 and for the period ended March 31, 2021 and 2020.

The consolidated subsidiaries, which are all incorporated in the Philippines, and the effective percentages of ownership as of March 31, 2021 and 2020 are as follows:

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	93.51
FWBC Holdings, Inc.*	Holding company	83.38
Filipinas Water Bottling Company, Inc. (FWBC)*	Bottled water manufacturing	44.88
RFM Canning and Marketing, Inc. (RFM Canning)*	Canning services	70.00
WS Holdings, Inc. (WHI)	Holding company	60.00

**Dormant*

Subsidiaries
Subsidiaries are entities controlled by the Parent Company. The Parent Company controls an investee if, and only, if the Parent Company has:

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its involvement with the investee; and,
- The ability to use its power over the investee to affect its returns.

When the Parent Company has less than a majority of the voting or similar rights of an investee, the Parent Company considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee;
- Rights arising from other contractual arrangements; and
- The Parent Company's voting rights and potential voting rights.

The Parent Company re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Parent Company obtains control over the subsidiary and ceases when the Parent Company loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Parent Company gains control until the date the Parent Company ceases to control the subsidiary.

The financial statements of the subsidiaries are prepared for the same reporting period as the Parent Company, using uniform accounting policies for like transactions and other events in similar circumstances. Adjustments where necessary are made to ensure consistency with the policies adopted by the Group.

All intra-group balances, transactions, income and expenses, and profits and losses resulting from intra-group transactions are eliminated in full. However, intra-group losses are also eliminated but are considered an impairment indicator of the assets transferred.
A change in the ownership interest in a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Parent Company loses control over a subsidiary, it:

- Derecognizes the carrying amounts of the assets (including goodwill) and liabilities of the subsidiary;
- Derecognizes the carrying amount of any non-controlling interests;
- Recognizes the fair value of the consideration received;
- Recognizes the fair value of any investment retained;
- Recognizes any surplus or deficit in profit or loss; and
- Reclassifies the Parent Company's share of components previously recognized in consolidated statement of comprehensive income to consolidated statement of income or retained earnings, as appropriate, as would be required if the Parent Company had directly disposed of the related assets or liabilities.

Non-controlling interests
Non-controlling interests represent the portion of equity in a subsidiary not attributable, directly of indirectly, to the Parent Company. Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the Parent Company and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. Non-controlling interest are presented separately in the consolidated statement of income, consolidated statement of comprehensive income and within the equity section of consolidated statement of financial position and consolidated statement of changes in equity, separately from the equity attributable to equity holders of the Parent Company.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it derecognizes assets (including goodwill) and liabilities of the subsidiary, the carrying amount of any non-controlling interest and the cumulative translation differences recorded in equity; recognizes the fair value of the consideration received, the fair value of any investment retained, and any retained earnings or deficit in consolidated statement of income; and reclassifies the parent's share of components previously recognized in OCI to profit or loss or retained earnings, as appropriate.

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 as at January 1, 2020. 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 PFRS 3, *Business Combinations, Definition of a Business*
  The amendments to PFRS 3 clarifies that to be considered a business, an integrated set of activities and assets must include, at a minimum, an input and a substantive process that together significantly contribute to the ability to create output. Furthermore, it clarifies that a business can exist without including all of the inputs and processes needed to create outputs. These amendments may impact future periods should the Company enter into any business combinations.

- Amendments to PFRS 7, *Financial Instruments: Disclosures* and PFRS 9, *Financial Instruments*, *Interest Rate Benchmark Reform*
  The amendments to PFRS 9 provide a number of reliefs, which apply to all hedging relationships that are directly affected by the interest rate benchmark reform. A hedging relationship is affected if the reform gives rise to uncertainties about the timing and or amount of benchmark-based cash flows of the hedged item or the hedging instrument.

- Amendments to PAS 1, *Presentation of Financial Statements*, and PAS 8, *Accounting Policies, Changes in Accounting Estimates and Errors, Definition of Material*
  The amendments provide a new definition of material that states "information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity."

  The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users.

- Conceptual Framework for Financial Reporting issued on March 29, 2018
  The Conceptual Framework is not a standard, and none of the concepts contained therein override the concepts or requirements in any standard. The purpose of the Conceptual Framework is to assist the standard-setters in developing standards, to help preparers develop consistent accounting policies where there is no applicable standard in place and to assist all parties to understand and interpret the standards.

  The revised Conceptual Framework includes new concepts, provides updated definitions and recognition criteria for assets and liabilities and clarifies some important concepts.

- Amendments to PFRS 16, *COVID-19-related Rent Concessions*
  The amendments provide relief to lessees from applying the PFRS 16 requirement on lease modifications to rent concessions arising as a direct consequence of the COVID-19 pandemic. A lessee may elect not to assess whether a rent concession from a lessor is a lease modification if it meets all of the following criteria:

  - The rent concession is a direct consequence of COVID-19;
  - The change in lease payments results in a revised lease consideration that is substantially the same as, or less than, the lease consideration immediately preceding the change;
  - Any reduction in lease payments affects only payments originally due on or before June 30, 2021; and
  - There is no substantive change to other terms and conditions of the lease.

  A lessee that applies this practical expedient will account for any change in lease payments resulting from the COVID-19 related rent concession in the same way it would account for a change that is not a lease modification, i.e., as a variable lease payment.

  The amendments are effective for annual reporting periods beginning on or after June 1, 2020. Early adoption is permitted.

Standards Issued but not yet Effective

Pronouncements issued but not yet effective are listed below. Unless otherwise indicated, 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, 2021

- Amendments to PFRS 9, PFRS 7, PFRS 4 and PFRS 16, *Interest Rate Benchmark Reform - Phase 2*

  The amendments provide the following temporary reliefs which address the financial reporting effects when an interbank offered rate (IBOR) is replaced with an alternative nearly risk-free interest rate (RFR):
  - Practical expedient for changes in the basis for determining the contractual cash flows as a result of IBOR reform
  - Relief from discontinuing hedging relationships
  - Relief from the separately identifiable requirement when an RFR instrument is designated as a hedge of a risk component

  The Group shall also disclose information about:
  - The about the nature and extent of risks to which the entity is exposed arising from financial instruments subject to IBOR reform, and how the entity manages those risks; and
  - Their progress in completing the transition to alternative benchmark rates, and how the entity is managing that transition

  The amendments are effective for annual reporting periods beginning on or after January 1, 2021 and apply retrospectively, however, the Company is not required to restate prior periods.

Effective beginning on or after January 1, 2022

- Amendments to PFRS 3, *Reference to the Conceptual Framework*

  The amendments are intended to replace a reference to the Framework for the Preparation and Presentation of Financial Statements, issued in 1989, with a reference to the Conceptual Framework for Financial Reporting issued in March 2018 without significantly changing its requirements. The amendments added an exception to the recognition principle of PFRS 3, *Business Combinations* to avoid the issue of potential 'day 2'gains or losses arising for liabilities and contingent liabilities that would be within the scope of PAS 37, *Provisions, Contingent Liabilities and Contingent Assets* or Philippine-IFRIC 21, *Levies*, if incurred separately.

  At the same time, the amendments add a new paragraph to PFRS 3 to clarify that contingent assets do not qualify for recognition at the acquisition date.

  The amendments are effective for annual reporting periods beginning on or after January 1, 2022 and apply prospectively.

- Amendments to PAS 16, *Plant and Equipment: Proceeds before Intended Use*

  The amendments prohibit entities deducting from the cost of an item of property, plant and equipment, any proceeds from selling items produced while bringing that asset to the location and

condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognizes the proceeds from selling such items, and the costs of producing those items, in profit or loss.

The amendment is effective for annual reporting periods beginning on or after January 1, 2022 and must be applied retrospectively to items of property, plant and equipment made available for use on or after the beginning of the earliest period presented when the entity first applies the amendment.

- Amendments to PAS 37, *Onerous Contracts - Costs of Fulfilling a Contract*

  The amendments specify which costs an entity needs to include when assessing whether a contract is onerous or loss-making. The amendments apply a "directly related cost approach". The costs that relate directly to a contract to provide goods or services include both incremental costs and an allocation of costs directly related to contract activities. General and administrative costs do not relate directly to a contract and are excluded unless they are explicitly chargeable to the counterparty under the contract.

  The amendments are effective for annual reporting periods beginning on or after January 1, 2022. The Group will apply these amendments to contracts for which it has not yet fulfilled all its obligations at the beginning of the annual reporting period in which it first applies the amendments.

- *Annual Improvements to PFRSs* 2018-2020 Cycle

  - Amendments to PFRS 1, *First-time Adoption of Philippines Financial Reporting Standards, Subsidiary as a first-time adopter*

    The amendment permits a subsidiary that elects to apply paragraph D16(a) of PFRS 1 to measure cumulative translation differences using the amounts reported by the parent, based on the parent's date of transition to PFRS. This amendment is also applied to an associate or joint venture that elects to apply paragraph D16(a) of PFRS 1.

    The amendment is effective for annual reporting periods beginning on or after January 1, 2022 with earlier adoption permitted.

  - Amendments to PFRS 9, *Financial Instruments*, *Fees in the '10 per cent' test for derecognition of financial liabilities*

    The amendment clarifies the fees that an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability. These fees include only those paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf. An entity applies the amendment to financial liabilities that are modified or exchanged on or after the beginning of the annual reporting period in which the entity first applies the amendment.

    The amendment is effective for annual reporting periods beginning on or after January 1, 2022 with earlier adoption permitted. The Company will apply the amendments to financial liabilities that are modified or exchanged on or after the beginning of the annual reporting period in which the entity first applies the amendment.

- Amendments to PAS 41, *Agriculture, Taxation in fair value measurements*

  The amendment removes the requirement in paragraph 22 of PAS 41 that entities exclude cash flows for taxation when measuring the fair value of assets within the scope of PAS 41.

  An entity applies the amendment prospectively to fair value measurements on or after the beginning of the first annual reporting period beginning on or after January 1, 2022 with earlier adoption permitted.

Effective beginning on or after January 1, 2023

- Amendments to PAS 1*, Classification of Liabilities as Current or Non-current*

  The amendments clarify paragraphs 69 to 76 of PAS 1, *Presentation of Financial Statements*, to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:
  - What is meant by a right to defer settlement
  - That a right to defer must exist at the end of the reporting period
  - 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

  The amendments are effective for annual reporting periods beginning on or after January 1, 2023 and must be applied retrospectively.

- PFRS 17, *Insurance Contracts*

  PFRS 17 is a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. Once effective, PFRS 17 will replace PFRS 4, *Insurance Contracts*. This new standard on insurance contracts applies to all types of insurance contracts (i.e., life, non-life, direct insurance and re-insurance), regardless of the type of entities that issue them, as well as to certain guarantees and financial instruments with discretionary participation features. A few scope exceptions will apply.

  The overall objective of PFRS 17 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers. In contrast to the requirements in PFRS 4, which are largely based on grandfathering previous local accounting policies, PFRS 17 provides a comprehensive model for insurance contracts, covering all relevant accounting aspects. The core of PFRS 17 is the general model, supplemented by:
  - A specific adaptation for contracts with direct participation features (the variable fee approach)
  - A simplified approach (the premium allocation approach) mainly for short-duration contracts

  PFRS 17 is effective for reporting periods beginning on or after January 1, 2023, with comparative figures required. Early application is permitted.

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*

The amendments address the conflict between PFRS 10 and PAS 28 in dealing with the loss of control of a subsidiary that is sold or contributed to an associate or joint venture. The amendments clarify that a full gain or loss is recognized when a transfer to an associate or joint venture involves a business as defined in PFRS 3. Any gain or loss resulting from the sale or contribution of assets that does not constitute a business, however, is recognized only to the extent of unrelated investors' interests in the associate or joint venture.

On January 13, 2016, the Financial Reporting Standards Council deferred the original effective date of January 1, 2016 of the said amendments until the International Accounting Standards Board (IASB) completes its broader review of the research project on equity accounting that may result in the simplification of accounting for such transactions and of other aspects of accounting for associates and joint ventures.

The Group continues to assess the impact of the above new and amended accounting standards and Interpretations effective subsequent to 2020 on the consolidated financial statements in the period of initial application. Additional disclosures required by these amendments will be included in the consolidated financial statements when these amendments are adopted.

Summary of Significant Accounting Policies

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, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

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.

Short-term Cash Investments

Short-term cash investments are short term placements with maturities of three months but less than one year from date of acquisition. The Group earns interest at the respective short-term deposit rates.

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 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.

For a financial asset to be classified and measured at amortized cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

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.

Financial assets at amortized cost
This category is the most relevant to the Group. The Group measures financial assets at amortized cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

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.

Under PFRS 9, embedded derivatives are no longer separated from a host financial asset. Instead, financial assets are classified based on the business model and their contractual terms.

As of January 1, 2020 and December 31, 2020, the Group's financial assets at amortized cost include cash and cash equivalents, short-term cash investments, trade receivables, nontrade receivables, advances to related parties, hold-to-collect investments 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'.

Debt securities at FVOCI are those that meet both of the following conditions: (i) the asset is held within a business model whose objective is to hold the financial assets in order to both collect contractual cash flows and sell financial assets; and (ii) the contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the outstanding principal amount. The effective yield component of debt securities at FVOCI is reported in the consolidated statement of income. Interest earned on holding debt securities at debt securities at FVOCI are reported as 'Interest 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.

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 January 1, 2020 and December 31, 2020, the Group's financial assets consist of financial assets at amortized cost and FVOCI with recycling of cumulative gains and losses.

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 January 1, 2020 and December 31, 2020, the Group's financial liabilities include accounts payable and other current liabilities (excluding payables to government agencies).

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.

Reclassifications of Financial Instruments
The Group reclassifies its financial assets when, and only when, there is a change in the business model for managing the financial assets. Reclassifications shall be applied prospectively by the Group and

any previously recognized gains, losses or interest shall not be restated. The Group does not reclassify its financial liabilities.

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. 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.

For cash and cash equivalents, short-term cash investments and HTC 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.

Exposures that have not deteriorated significantly since origination, or where the deterioration remains within the Group's investment grade criteria are considered to have a low credit risk. The provision for credit losses for these financial assets is based on a 12-month ECL. The low credit risk exemption has been applied on debt investments that meet the investment grade criteria of the Group from the time of origination. An exposure will migrate through the ECL stages as asset quality deteriorates. If, in a subsequent period, asset quality improves and also reverses any previously assessed significant increase in credit risk since origination, then the loss allowance measurement reverts from lifetime ECL to 12-months ECL.

This policy is applicable to Group's financial assets except for trade receivables, for which 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.

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 Company's recovery procedures, taking into account legal advise where appropriate. Any recoveries made are recognized in the parent company 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.

Where the Group has transferred its right to receive cash flows from an asset or has entered into a "pass-through" arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

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 (effective for all periods presented)
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.

Other Noncurrent Assets

Other noncurrent assets include security deposits and deposit on purchases of property, plant and equipment.

Deposit on purchases of property plant and equipment account comprises of advance payments to contractors for the construction and development of property, plant, and equipment. These are reclassified as part of property, plant and equipment upon the completion or 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. The initial cost of items of property, plant and equipment consists of its purchase price, including import duties and any directly attributable costs of bringing the asset to its working condition and location for its intended use. Expenditures incurred after the property, plant and equipment have been put into operation, such as repairs and maintenance and overhaul costs, are normally charged to the parent company statement of income in the period the costs are incurred. In situations where it can be clearly demonstrated that the expenditures have resulted in an increase in the future economic benefits expected to be obtained from the use of an item of property, plant and equipment beyond its originally assessed standard of performance, the expenditures are capitalized as an additional cost of the item of property, plant and equipment.

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 parent company statement of comprehensive income. Any resulting decrease is directly charged against any related revaluation increment to the extent that the decrease does not exceed the amount of the revaluation increment in respect of the same assets. In case the land is disposed of, the related revaluation increment is transferred directly to retained earnings. Transfers from revaluation increment to retained earnings are not made through the consolidated statement of 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). ROU assets are initially measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The initial cost of ROU assets includes the amount of lease liabilities recognized, lease payments made at or before the commencement date less any lease incentives received and estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories.

Unless the Group is reasonably to obtain ownership of the leased asset at the end of the lease term, the recognized ROU assets on warehouses 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.

Intangible assets with finite lives (e.g., computer software) are amortized over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortization period or method, as appropriate, and are treated as changes in accounting estimates. The amortization expense on intangible assets with finite lives is recognized in the consolidated statement of income in the expense category that is consistent with the function of the intangible assets.

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.

As of March 31, 2021 and December 31, 2020, the Group's intangible assets consist of trademark with indefinite useful life and computer software that is amortized over three years using the straight-line method.

Business Combination and Goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value, and the amount of any non-controlling interest in the acquiree. For each business combination, the acquirer measures the non-controlling interest in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in general and administrative expenses.

When the Group acquires a business, it assesses the financial assets and financial liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date and any gain or loss on remeasurement is recognized in the consolidated statement of income.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value, at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of PFRS 9 (or PAS 39 if prior to January 1, 2018) is measured at fair value with the changes in fair value recognized in the statement of profit or loss in accordance with PFRS 9 (or PAS 39 if prior to January 1, 2018). Other contingent consideration that is not within the scope of PFRS 9 is measured at fair value at each reporting date with changes in fair value recognized in profit or loss.

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.

Borrowing Costs

Borrowing costs are capitalized if they are directly attributable to the acquisition or construction of a qualifying asset. The capitalization of borrowing costs:

(i) commences when the activities to prepare the assets are in progress and expenditures and borrowing costs are being incurred;
(ii) is suspended during the extended periods in which active development, improvement and construction of the assets are interrupted; and
(iii) ceases when substantially all the activities necessary to prepare the assets are completed.

Where funds are borrowed specifically to finance a project, the amount capitalized represents actual borrowing costs incurred less any investment income on the temporary investment of the borrowed funds. Where the funds used to finance a project form part of general borrowings, the amount capitalized is determined by applying the capitalization rate to the expenditures on the asset. The amount of capitalized borrowing cost, though, cannot exceed the actual borrowing cost incurred during the period.

Other borrowing costs are recognized as an expense in the period in which they are incurred.

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. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or

joint control over those policies. The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries (e.g., contractual arrangements, voting rights and potential voting rights).

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.

After application of the equity method, 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.

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, and intangible assets (except trademark) 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 asset is written down to its recoverable amount. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the CGU to which the asset belongs.

The recoverable amount of an asset or CGU is the greater of fair value less costs 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 which the future cash flow estimates have not been adjusted. Impairment losses, if any, are recognized in the consolidated statement of income in those expense categories consistent with the function of the impaired asset.

For assets excluding goodwill, an assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated. A previously recognized impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation and amortization, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in the consolidated statement of income unless the asset is carried at revalued amount, in which case the reversal is treated as revaluation increase. After such a reversal, the depreciation and amortization charge is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

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. When shares are issued for a consideration other than cash, the proceeds are measured by the fair value of the consideration received. In case shares are issued to extinguish or to settle the liability of the Group, the share shall be measured at either the fair value of the shares issued or fair value of the liability settled, whichever is more reliably determinable.

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. Equity reserve is derecognized when the subsidiary is deconsolidated, which is the date on which control ceases.

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. Stock dividends are treated as transfers from retained earnings to paid-in capital stock when approved and declared by the BOD and the stockholders representing at least two-thirds of the outstanding capital stock.

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 2021 and 2020.

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 has concluded that it is acting as principal in all of its revenue arrangements because the Group is the primary obligor who is responsible for delivering the goods and providing the services to the customers and the Group bears the credit risk.

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 an approved purchased order which constitute a valid contract as specific details such as the quantity, price, contract terms and their respective obligations are clearly identified in the contract.

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 Company 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.

Defined benefits costs comprise the following:
- Service cost
- Net interest on the net defined benefit liability or asset
- Re-measurements of 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 profit or loss. Past service costs are recognized when plan amendment or curtailment occurs. These amounts are calculated periodically by independent qualified actuaries.

Net interest on the net defined benefit liability or asset is the change during the period in the net defined benefit liability or asset that arises from the passage of time which is determined by applying the discount rate based on government bonds to the net defined benefit liability or asset. Net interest on the net defined benefit liability or asset is recognized as expense or income in the consolidated statement of income.

Re-measurements comprising 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 other 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 date 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

Policies applicable effective January 1, 2019

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. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be

exercised by the Group and payments of penalties for terminating a lease, if the lease term reflects the Group exercising the option to terminate. The variable lease payments that do not depend on an index or a rate are recognized as expense in the period on which the event or condition that triggers the payment occurs.

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.

Applicable to all periods presented
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. Rental income arising is accounted for 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.

Effective prior to January 1, 2019
The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement and requires an assessment of whether the fulfillment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset. A reassessment is made after inception of the lease only if one of the following applies:

a. There is a change in contractual terms, other than a renewal or extension of the arrangement;
b. A renewal option is exercised or extension granted, unless the term of the renewal or extension was initially included in the lease term;
c. There is a change in the determination of whether fulfillment is dependent on a specified asset; or
d. There is a substantial change to the asset.

Where reassessment is made, lease accounting shall commence or cease from the date when the change in circumstances gave rise to the reassessment of scenarios (a), (c) or (d) and the date of renewal or extension period for scenario (b).

The Group as lessee
Leases where the lessor retains substantially all the risks and benefits of ownership of the asset are classified as operating leases. Operating leases are recognized as an expense in the consolidated statement of income on a straight-line basis over the lease term.

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 parent company 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.

Value-added Tax (VAT)
Revenues, expenses, and assets are recognized net of the amount of VAT, if applicable.

When VAT from sales of goods and/or services (output VAT) exceeds VAT passed on from purchases of goods or services (input VAT), the excess is recognized as payable in the consolidated statement of financial position. When VAT passed on from purchases of goods or services (input VAT) exceeds

VAT from sales of goods and/or services (output VAT), the excess is recognized as an asset in the consolidated statement of financial position to the extent of the recoverable amount.

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.

Foreign Currency-Denominated Transactions and Translations
Transactions denominated in foreign currencies are recorded using the functional currency exchange rate at the date of the transaction. Outstanding monetary assets and liabilities denominated in foreign currencies are translated using the closing exchange rate at the reporting date. All differences are taken to the consolidated statement of income. Non-monetary 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.

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 parent company 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 liabilities are not recognized in the consolidated financial statements but are disclosed in the notes to the consolidated financial statements unless the outflow of resources embodying economic benefits is remote. Contingent assets are not recognized in the consolidated financial statements but are disclosed in the notes to the consolidated financial statements when an inflow of economic benefits is probable.

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 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 reviewed annually to determine whether the indefinite useful life continues to be appropriate. When there are events that indicate that the indefinite useful life assessment is no longer appropriate, the useful life assessment will be changed from indefinite to finite.

Based on analysis of relevant factors indicated below, management has assessed that there is no foreseeable limit to the period over which the trademark is expected to generate cash inflows for the Group:

- Management does not expect to encounter significant difficulties in renewing the registration of the trademark.
- Management has assessed that the cost of renewing the trademark as insignificant when compared with the economic benefits expected to flow to the Group from the continued use of the trademark.
- Management is committed to continue to invest for the long term to extend the period over which the trademark is expected to continue to provide economic benefits.

Consequently, management assessed that the trademark has an indefinite useful life as of March 31, 2021 and December 31, 2020.

Determination of lease term of contracts with renewal and termination options - Group as a lessee - PFRS 16) (applicable effective January 1, 2019)

The Group has lease contracts that include extension and termination options. The Group applies judgment in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate (e.g., construction of significant leasehold improvements).

Refer to Note 29 for information on potential future rental payments relating to periods following the exercise date of extension and termination options that are not included in the lease term.

Distinction between Investment Properties and Owner-occupied Properties

The Group determines whether a property qualifies as an investment property. In making its judgment, the Group considers whether the property generates cash flows largely independent of the other assets held by an entity. Owner-occupied properties generate cash flows that are attributable not only to property but also to the other assets used in the production or supply process.

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes. If these portions cannot be sold separately, the property is accounted for as an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes. Judgment is applied in determining whether ancillary services are so significant that a property does not qualify as investment property. The Group considers each property separately in making its judgment.

Management assessed that the Group's properties are mostly owner-occupied properties and are therefore classified as part of property, plant and equipment as of March 31, 2021 and December 31, 2020.

Definition of Default and Credit-impaired Financial Assets
The Group defines a financial instrument as in default, which is fully aligned with the definition of credit-impaired, 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. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full. The criteria above have been applied to all financial assets measured at amortized cost held by the Group and are consistent with the definition of default used for internal credit risk management purposes. The default definition has been applied consistently to calculate the Group's expected loss. An instrument is considered to be no longer in default (i.e. to have cured) when it no longer meets any of the default criteria.

Simplified approach for trade receivables
The Group uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer accounts that have similar loss patterns (i.e., by segment and customer type). The provision matrix is initially based on the Group's historical observed default rates. The Group calibrates the matrices to adjust the historical credit loss experience with forward-looking information. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analyzed.

Use of Macro-economic Forecasts and Incorporation of Forward-looking Information
Macro-economic forecasts are determined by evaluating a range of possible outcomes and using reasonable and supportable information that is available without undue cost and effort at the reporting date about past events, current conditions and forecasts of future economic conditions. The Group takes into consideration using different macro-economic variables to ensure linear relationship between internal rates and outside factors. Regression analysis was used to objectively determine which variables to use.

Predictive relationship between the key indicators and default and loss rates on various portfolios of financial assets have been developed based on analyzing historical data over the past 3 years. The methodologies and assumptions including any forecasts of future economic conditions are reviewed regularly.

Macro-economic indicators that are considered relevant to the Group include, but not limited to, changes in inflation, consumer price index, gross domestic product and commodity prices.

Grouping of instruments for losses measured on collective basis.
For expected credit loss provisions modelled on a collective basis, a grouping of exposures is performed on the basis of shared risk characteristics, such that risk exposures within a group are homogeneous. The Group considers in its collective assessment based on its business segments and type of customers. The appropriateness of groupings is monitored and reviewed on a periodic basis by Group. As of December 31, 2020 and 2019, the total gross carrying amount of trade receivables for which lifetime ECLs have been measured on a collective basis amounted to ₱1,875 million and ₱2,033 million, respectively.

Revenue recognition on sale of goods
The Group's main revenue source is its sale of goods. Revenue recognition under PFRS 15 involves the Group's application of significant judgment and estimation in the: (a) identification of the contract for sale of goods that would meet the requirements of PFRS 15; (b) assessment of performance obligation and the probability that the entity will collect the consideration from the customer; (c) determining method to estimate variable consideration and assessing the constraint; and (c) recognition of revenue as the Group satisfies the performance obligation.

a) *Existence of a contract*
The Group's primary document for a contract with a customer is an approved purchased order with terms clearly identified including the product specification and payment terms and, for some customer groups, with a signed marketing and distributorship agreement. Each party's rights regarding the goods to be transferred is clearly identified including the product specification, quantity and payment terms. In addition, part of the assessment process of the Group before revenue recognition is to assess the probability that the Group will collect the consideration to which it will be entitled in exchange for the goods sold that will be transferred to the customer.

b) *Identifying performance obligation*
*Identifying performance obligation*The Group identifies performance obligations by considering whether the promised goods or services in the contract are distinct goods or services. A good or service is distinct when the customer can benefit from the good or service on its own or together with other resources that are readily available to the customer and the Group's promise to transfer the good or service to the customer is separately identifiable from the other promises in the contract. The Group undertakes to sell the products specified including its quantity indicated in an approved purchased order. This is considered as one performance obligation.

c) *Recognition of revenue as the Group satisfies the performance obligation.*
The Group recognizes its revenue for all revenue streams at a point in time, where the goods are sold and delivered, except for flour sales which are recognized at the time the goods are dispatched from the warehouse.

Operating lease commitments - the Group as lessee (effective prior to January 1, 2019)
The Group has various lease agreements comprising land, warehouse/buildings, and equipment. Based on an evaluation of the terms and conditions of the arrangements, management has assessed that there is no transfer of ownership of the properties by the end of the lease term and the lease term is not a major part of the economic life of the properties. Thus, the Group accounted for the lease agreements as operating leases (see Note 29).

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, goodwill and property, plant and equipment
The Group reviews for impairment the carrying value of trademark, goodwill and property, plant and equipment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. The Group performs impairment test of trademark, goodwill and property, plant and equipment annually every reporting period.

For purposes of impairment testing of trademark and property, plant and equipment, 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 with infinite useful life is fair value less cost of disposal. The fair value of the trademark was calculated using relief from royalty method that considers revenue growth rates, budgeted brand support and royalty savings arising from the ownership of the trademark. Management assessed that 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. 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 value-in-use. Value-in-use 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 and operating expense. 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 2021, 2020 and 2019 (see Note 13).

For property, plant and equipment, the Group assesses impairment on the assets whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. The factors that the Group considers important which could trigger an impairment review include the following:

- Significant underperformance relative to expected historical or projected future operating results;
- Significant changes in the manner of use of the acquired assets or the strategy for overall business; and
- Significant negative industry or economic trends.

An impairment loss is recognized whenever the carrying amount of an asset exceeds its recoverable amount. The estimated recoverable amount is the higher of an asset's fair value less costs to sell and value in use. The fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction while value in use is the present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life. Recoverable amounts are estimated for individual assets or, if it is not possible, for the cash-generating unit to which the asset belongs. For impairment loss on specific assets, the estimated recoverable amount represents the net fair value less costs to sell.

No impairment losses were recognized in 2021 and 2020. In 2018, impairment loss in its property, plant and equipment amounting to ₱0.43 million (see Note 12).

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.

Revaluations are made every three to five years to ensure that the carrying amounts do not differ materially from those which would be determined using fair values at the reporting date.

As of March 31, 2021 and December 31, 2020, the carrying values of parcels of land carried at revalued amounts amounted to ₱3,552.34 million and ₱3,552.34 million, respectively.

Leases - Estimating the Incremental Borrowing Rate (applicable effective January 1, 2019)
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).

The Group's lease liabilities amounted to ₱387 million as of March 31, 2021.

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.

The ongoing COVID-19 outbreak is widely expected to adversely affect the Philippine economy in the foreseeable future. The economic impact of COVID-19 depends on the mutation of the virus and the response of the authorities and the local community. The situation continues to evolve and the impact on the Philippine economy and the related government responses and measures depend on future developments that are highly uncertain. In light of the COVID-19 pandemic, the Group reviewed the conduct of its impairment assessment and ECL methodologies. The Group revisited the segmentation of its portfolio, reassessed the framework for macroeconomic overlay, incorporating pandemic scenarios to ensure that changes in economic conditions are captured in the ECL calculations and considered the significant government measures and plans to support affected and/or vulnerable entities.

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

Estimation of variable consideration and assessing the constraint
The Group offers sales incentives through various programs to customers. Such sales incentives include customer rebates, price reductions, performance incentives, among others. The extent and mode of such arrangements vary across different segments of the Group. Such incentives give rise to variable consideration. In estimating the variable consideration, the Group is required to use either the expected value method or the most likely amount method based on which method better predicts the amount of consideration to which it will be entitled.

The Group determined that the most likely amount method is the appropriate method to use in estimation since the Group's contracts only include a single volume threshold (i.e., has only two possible outcomes, either the entity achieves a performance target or does not).

Before including any amount of variable consideration in the transaction price, the Group considers whether the amount of variable consideration is constrained. The Group determined that the estimates of variable consideration are constrained based on its historical experience, business forecast and the current economic conditions. In addition, the uncertainty on the variable consideration will be resolved within a short time frame.

Determination of NRV of inventories
The 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 inventories 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 amounted to ₱2,165.11 million and ₱2,130.25 million as of March 31, 2021 and December 31, 2020, respectively (see Note 6).

Estimation of useful lives of property, plant and equipment (excluding ROU assets)
The Group estimates the useful lives of depreciable property, plant and equipment based on a collective assessment of similar businesses, internal technical evaluation and experience with similar assets. Estimated useful lives are based on the periods over which the assets are expected to be available for use. The estimated useful lives are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear, technical and commercial obsolescence and legal or other limits on the use of the assets. It is possible, however, that future results of operations could be materially affected by changes in the amounts and timing of recorded expenses brought about by changes in the factors mentioned above. A reduction in the estimated useful life of any item of property, plant and equipment would increase the recorded operating expenses and decrease the carrying value of the assets and vice versa.

There had been no changes in the estimated useful lives of property, plant and equipment in 2021 and 2020. The carrying values of property, plant and equipment are disclosed in Note 12 to the consolidated financial statements.

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.

Estimation of retirement benefit obligation
The determination of the Group's retirement benefit obligation depends on the selection by management of certain assumptions used by the actuary in calculating such amounts. Those assumptions are described in Note 22 and include, among others the discount rate and rate of salary increase.

Net retirement obligation amounted to ₱136.67 million and ₱138.88 million as of March 31, 2021 and December 31, 2020, respectively (see Note 22).

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:

	For the Quarter Ended March 31, 2021				
	Institutional Business	Consumer Business	Other Businesses	Eliminations	**Consolidated**
Net sales					
External sales	**₱1,007**	**₱2,323**	**₱8**	**₱–**	**₱3,338**
Intersegment sales	–	–	**5**	**(₱5)**	–
	₱1,007	**₱2.323**	**₱13**	**(₱5)**	**₱3,338**
Results					
Income from operations	**₱96**	**₱369**	**₱8**	**₱–**	**₱473**
Other income (charges) - net					**(₱2)**
Provision for income tax					**(₱151)**
Net income					**₱320**
Other information					
Segment assets	**₱24,272**	**₱44,078**	**₱17,809**	**(₱67,810)**	**₱18,349**
Investments	–	–	**₱2,401**	**(₱1,935)**	**466**
Consolidated Total Assets	**₱24,272**	**₱44,078**	**₱20,210**	**(₱69,745)**	**₱18,815**
Consolidated Total Liabilities					**₱6,280**
Depreciation and amortization					**₱154**

	For the Quarter Ended March 31, 2020				
	Institutional Business	Consumer Business	Other Businesses	Eliminations	**Consolidated**
Net sales					
External sales	**₱999**	**₱2,213**	**₱9**	**₱–**	**₱3,221**
Intersegment sales	–	–	**14**	**(₱14)**	–
	₱999	**₱2.213**	**₱23**	**(₱14)**	**₱3,221**
Results					
Income from operations	**₱121**	**₱198**	**(₱18)**	**₱–**	**₱301**
Other income (charges) - net					**₱4**
Provision for income tax					**(₱93)**
Net income					**₱212**
Other information					
Segment assets	**₱18,138**	**₱32,105**	**₱11,304**	**(₱43,180)**	**₱18,367**
Investments	–	–	**₱589**	**(₱343)**	**246**
Consolidated Total Assets	**₱18,138**	**₱32,105**	**₱11,893**	**(₱43,523)**	**₱18,613**
Consolidated Total Liabilities					**₱6,665**
Depreciation and amortization					**₱149**

5. Accounts Receivables

	March 31, 2021 (Unaudited)	December 31, 2020 (Audited)
Trade receivables	**₱1,303**	₱1,900
Advances to related parties	**₱165**	₱158
Other receivables	**₱179**	₱113
	₱1,647	₱2,171
Less: Allowance for doubtful accounts	**₱345**	₱331
	₱1,302	₱1,840

6. Inventories

This account includes finished goods and goods in process, raw materials, and spare parts and supplies.

7. Other Current Assets

	March 31, 2021 (Unaudited)	December 31, 2020 (Audited)
Prepaid expenses	**₱117**	₱96
Deposits on purchases	**51**	₱51
Creditable withholding taxes	**25**	₱4
Input VAT	**3**	₱2
Others	**₱67**	₱27
	₱263	₱180

8. Property, Plant and Equipment

	March 31, 2021 (Unaudited)	December 31, 2020 (Audited)
Property, plant and equipment		
At cost	**₱4,363**	₱4,471
At appraised value	**₱3,552**	₱3,552
	₱7,915	₱8,023

Land
As of March 31, 2021 and December 31, 2020, the aggregate fair values of land amounted to ₱3,552.34 million and ₱3,552.34 million, respectively. The fair values of land were determined on December 31, 2020, using the Sales Comparison 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 ₱436.71 million was recognized in 2020.

The cost of these parcels of land amounted to ₱554.84 million and ₱554.84 million as of March 31, 2021 and December 31, 2020, 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 ₱5,400 to ₱81,700. Significant increases (decreases) in estimated price per square meter in isolation would result in a significantly higher (lower) fair value on a linear basis.

9. 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 ₱7,759.89 million and ₱7,030.11 million as of December 31, 2020 and 2019, 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.

10. Other Noncurrent Assets

	March 31, 2021 (Unaudited)	December 31, 2020 (Audited)
Deferred income tax assets - net	**₱156**	₱215
Other noncurrent assets	**₱57**	₱67
	₱213	₱282

11. Accounts Payable and Other Current Liabilities

	March 31, 2021 (Unaudited)	December 31, 2020 (Audited)
Accounts payable and accrued liabilities	**₱4,103**	₱4,447
Income tax payable	**₱174**	₱88
Advances to related parties	**₱85**	₱85
	₱4,362	₱4,620

12. Other Noncurrent Liabilities

	March 31, 2021 (Unaudited)	December 31, 2020 (Audited)
Deferred income tax liabilities	**₱645**	₱655
Net pension obligation	**₱136**	₱139
	₱781	₱794

13. Equity

Capital stock

On October 14, 2013, the SEC approved the amendment of the Parent Company's articles of incorporation to remove the pre-emptive rights of the stockholders to all issuances or dispositions of any class of shares of the Parent Company, unless otherwise prescribed by the BOD.

As of March 31, 2021 and December 31, 2020, the Parent Company has 3,978,265,025 authorized common shares with ₱1 par value per share. Issued and outstanding common shares of 3,369,549,358 and 3,369,549,358 are held by 3,133 and 3,137 shareholders as of March 31, 2021 and December 31, 2020, respectively.

As of March 31, 2021 and December 31, 2020, capital stock consists of the following:

	Number of Shares			
	Authorized		**Issued and Outstanding**	
	March 31,2021	December 31, 2020	**March 31,2021**	December 31, 2020
Issued	**3,978,265,025**	3,978,265,025	**3,651,021,310**	3,651,021,310
Addition	**–**	–	**–**	–
Less: Treasury stock	**–**	–	**(281,471,952)**	(281,471,952)
Issued and Outstanding	**3,978,265,025**	3,978,265,025	**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)
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)
2008	January 9, 2008	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)

(Forward)

Year	Date of Transaction	Common Stock Transactions	
2019	Various	5,181,000	(k)
2019	Various	4,120,492	(l)
2020	Various	(87,133,500)	(m)
		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) Cost of retired 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.

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 25, 2021	₱355.77	Cash	₱0.103870	February 8, 2021	March 8, 2021
July 29, 2020	₱371.48	Cash	₱0.106000	August 13, 2020	September 10, 2020
February 5, 2020	371.48	Cash	0.106000	February 19, 2020	March 17, 2020
July 24, 2019	271.25	Cash	0.077400	August 7, 2019	September 4, 2019
January 30, 2019	282.11	Cash	0.080500	February 14, 2019	March 13, 2019
September 7, 2018	222.97	Cash	0.063700	September 21, 2018	October 17, 2018

The Group's retained earnings as of December 31, 2020 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 and consolidated subsidiaries amounting to ₱647.42 million. In accordance with Revised SRC Rule 68, Annex 68C, the retained earnings available for dividend declaration as of December 31, 2020 amounted to ₱4.92 billion.

14. 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.

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 ₱2.33 million and ₱18.06 million in March 31, 2021 and December 31, 2020, respectively.

b. The Parent Company engages RLC for its lighterage requirements. Service fees to RLC amounted to ₱3.07 million and ₱25.72 million in March 31, 2021 and December 31, 2020, respectively.

15. 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, HTC investments, 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.
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.

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, 2020 and 2019, 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.

Foreign exchange risk
The Group's exposure to foreign exchange risk results from the Parent Company'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 2020 and 2019.

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

16. 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.

17. 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, 2019 and 2018.

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

	2021	2020
Capital stock	**₱3,651**	₱3,651
Additional paid-in capital	**2,060**	2,060
Treasury stock	**(758)**	(758)
Retained earnings	**5,524**	5,559
	₱10,477	₱10,512

18. Other Income Charges

	For the period ended March 31	
	2021 (Unaudited)	2020 (Unaudited)
Interest expense	**(₱1)**	**(₱1)**
Interest income	**10**	**12**
Other income - net	**(11)**	**(7)**
	(₱2)	**₱4**

19. Earnings Per Share (EPS)

		For the Period Ended March 31	
		2021 (Unaudited)	2020 (Unaudited)
a.	Net income attributable to equity holders of the Parent Company (Amounts in Millions)	**₱320**	**₱212**
b.	Common shares outstanding	**3,369,549,358**	**3,455,995,358**
c.	Weighted average common shares outstanding	**3,369,549,358**	**3,456,343,055**
d.	Basic earnings per share (a/c)	**₱0.10**	**₱0.06**
e.	Diluted earnings per share (a/c)	**₱0.10**	**₱0.06**

RFM CORPORATION AND SUBSIDIARIES
Aging Analysis of Trade Receivables
As of March 31, 2021
(Amounts in Millions)

	Amount	%
Under Three (3) Months	**₱1,250**	96%
Three (3) Months to One (1) Year	**₱39**	3%
Over One (1) Year	**₱13**	1%
	₱1,302	100%