



CERTIFICATION

The Good Governance Advocates and Practitioners of the Philippines, Inc. (GGAPP), hereby certify that an independent Third-Party Board Evaluation for 2021 was conducted for

SAN MIGUEL FOOD AND BEVERAGE, INC. (SMFBI)

The Third-Party Board Evaluation was conducted through surveys sent to and accomplished by the members of the SMFBI Board of Directors.

22 December 2021

A handwritten signature in black ink, appearing to read 'V. Festin', is positioned above the printed name of the Chairman.

Vincent Edward R. Festin
Chairman

A handwritten signature in black ink, appearing to read 'R. Tiu', is positioned above the printed name of the President.

Reginald H. Tiu
President