

10 November 2021

BOARD OF DIRECTORS

San Miguel Food and Beverage, Inc. (SMFBI)

SUBJECT: SMFBI THIRD-PARTY BOARD EVALUATION

Dear Sirs/Madams:

Greetings.

The Good Governance Advocates and Practitioners of the Philippines (GGAPP) appreciates the opportunity to facilitate SMFBI's Annual Board Evaluation for 2021. As a third-party facilitator, GGAPP is committed to providing your Company with an in-depth analysis of its board performance in a manner that is nonintrusive and follows the strictest standards of confidentiality and professionalism.

GGAPP representatives held a preliminary meeting with Atty. Alexandra B. Trillana, your Company's Compliance Officer and Corporate Secretary, to discuss the details of this board evaluation, particularly, the timeline and scope of the evaluation, and the necessary substance of these forms. The attached evaluation form was crafted based on the discussions held during the said meeting. It will take you approximately thirty (30) minutes to accomplish the attached forms. For best results, it is highly recommended that you take full advantage of the comments boxes provided at the end of each sub-section, when needed.

GGAPP will coordinate with your Company's representatives to collect the accomplished forms and will then analyze the data extracted to generate an electronic written report based on the findings. Said written report will include guidance based on prevailing best practices in corporate governance and related laws, rules and regulations.

The attached evaluation form is divided into five (5) sections, namely, the Collective Board Rating, Board Committees, Individual Director's Self-Rating, Officers' Rating, and the Overall Comments and Suggestions. For best results, carefully read the instructions provided in each section before answering.

Should you have questions or need clarification on any item found in the form, please coordinate with Atty. Trillana via email address atrillana@sanmiguel.com.ph or contact GGAPP directly via email address administrator@goodgovernancephilippines.org.

GGAPP is an association of professionals from various publicly-listed companies, the public sector, and other likeminded organizations who have come together to promote and assist in the development of good governance practices in the country.

For more information on GGAPP, please visit our website at www.goodgovernancephilippines.org.

Sincerely,



Reginald H. Tiu
President

SAN MIGUEL FOOD AND BEVERAGE, INC.
BOARD EVALUATION

Period Covered: 2021

Name: _____

Instructions: Carefully read each item and check the corresponding box that best reflects your answer.

I. COLLECTIVE BOARD RATING

A. BOARD COMPOSITION <i>Does the Board have a suitable mix of:</i>	YES	NO
1. Balance / Diversity		
2. Knowledge / Competencies		
3. Qualifications / Background / Experience		

If you answered "no" to any of the items above, please explain why or suggest areas that need improvement. Other comments are also welcome.

B. BOARD EFFICIENCY AND PERFORMANCE <i>Are you satisfied with the Board's:</i>	YES	NO
1. Overall performance		
2. Oversight over Management's activities		
3. Discussions on short term goals		
4. Discussions on long term goals		
5. Discussions on business strategies and plans		
6. Discussions on risks		
7. Discussions on regulation		
8. Follow-up of business plans, strategies, objectives and budget		
9. Promotion of good corporate governance principles, policies and mechanisms		
10. Promotion of continuing education and/or training		

If you answered "no" to any of the items above, please explain why or suggest areas that need improvement. Other comments are also welcome.

C. BOARD MEETINGS AND PARTICIPATION	YES	NO
1. Board meetings are held frequently enough to ensure effective governance		
2. Board members are given the chance to fully and positively participate in discussions		
3. Board members are provided meeting agendas and supporting materials with sufficient time for advance review		
4. Board members are provided easy and timely access to information or inputs		
5. Board members make efficient use of the time allocated for each meeting		

If you answered "no" to any of the items above, please explain why or suggest areas that need improvement. Other comments are also welcome.

II. BOARD COMMITTEES		
<i>Did the following Committees effectively perform their responsibilities during the covered period?</i>	YES	NO
<input type="radio"/> Executive Committee		
<input type="radio"/> Audit Committee		
<input type="radio"/> Corporate Governance Committee		
<input type="radio"/> Related Party Transactions Committee		
<input type="radio"/> Board Risk Oversight Committee		
<i>If you answered "no" to any of the items above, please explain why or suggest areas that need improvement. Other comments are also welcome.</i>		
III. INDIVIDUAL DIRECTOR'S SELF-RATING		
<i>Instructions: Carefully read each item and check the corresponding box that best reflects your answer.</i>		
	YES	NO
1. INDEPENDENCE. Were you able to exercise independent judgment, and in effect, view each problem/situation objectively?		
2. PARTICIPATION. Were you able to actively advise, counsel and contribute to the Company's plans and strategies?		
3. EXPERTISE. Were you able to draw from knowledge and experience to advise on strategy, business plans and key issues?		
<i>If you answered "no" to any of the items above, please explain why or suggest areas that need improvement. Other comments are also welcome.</i>		
IV. OFFICERS' RATING		
<i>Instructions: Carefully read each item and check the corresponding box that best reflects your answer.</i>		
CHAIRMAN OF THE BOARD	YES	NO
1. LEADERSHIP. Does the Chairman adequately lead the Board of Directors towards the attainment of its goals and strategic objectives?		
2. INTEGRITY. Does the Chairman conduct himself with utmost honesty and integrity in the discharge of his duties?		
3. DILIGENCE. Does the Chairman devote sufficient and productive time and effort to the management of the Company's Board related functions?		
4. CORPORATE GOVERNANCE. Does the Chairman act in the best interest of the Company, its shareholders and other stakeholders, in a manner characterized by transparency, accountability and fairness?		
<i>If you answered "no" to any of the items above, please explain why or suggest areas that need improvement. Other comments are also welcome.</i>		

CHIEF EXECUTIVE OFFICER (CEO)/PRESIDENT	YES	NO
1. LEADERSHIP. Is the CEO/President leading the Company towards the attainment of its vision and mission and strategic objectives?		
2. INTEGRITY. Does the CEO/President conduct himself with utmost honesty and integrity in the discharge of his duties?		
3. DILIGENCE. Does the CEO/President devote sufficient and productive time and effort to the management of the day-to-day affairs of the Company?		
4. CORPORATE GOVERNANCE. Does the CEO/President act in the best interest of the Company, its shareholders and other stakeholders, in a manner characterized by transparency, accountability and fairness?		

If you answered "no" to any of the items above, please explain why or suggest areas that need improvement. Other comments are also welcome.

<i>Did the following officers effectively perform their roles during the covered period?</i>	YES	NO
1. Chief Operating Officer for Beer – <i>Mr. Roberto N. Huang</i>		
2. Chief Operating Officer for Food – <i>Mr. Francisco S. Alejo III</i>		
3. Chief Operating Officer for Spirits – <i>Mr. Emmanuel B. Macalalag</i>		
4. Treasurer – <i>Mr. Ferdinand K. Constantino</i>		
5. Chief Finance Officer and Chief Strategy Officer – <i>Mr. Ildefonso B. Alindogan</i>		
6. Compliance Officer, Corporate Secretary and General Counsel – <i>Atty. Alexandra B. Trillana</i>		
7. Assistant Corporate Secretary – <i>Atty. Celeste L. Ramos</i>		
8. Internal Audit Head – <i>Ms. Ophelia B. Fernandez</i>		
9. Investor Relations Manager – <i>Ms. Kristina Lowella I. Garcia</i>		

If you answered "no" to any of the items above, please explain why or suggest areas that need improvement. Other comments are also welcome.

V. OVERALL COMMENTS AND SUGGESTIONS

Kindly identify any areas for improvement, such as training/continuing education programs or any other forms of assistance that you may need in the performance of your duties. Other comments are also welcome.

Signature over printed name

Date