



SAN MIGUEL
FOOD AND BEVERAGE, INC.



serving the nation

2019 ANNUAL REPORT





ABOUT SAN MIGUEL FOOD AND BEVERAGE, INC.

San Miguel Food and Beverage, Inc. (SMFB) is a leading food and beverage company in the Philippines. The brands under which we produce, market, and sell our products are among the most recognizable and top-of-mind brands in the industry and hold market-leading positions in their respective categories. Key brands in the SMFB portfolio include San Miguel Pale Pilsen, San Mig Light, and Red Horse for beer; Ginebra San Miguel for gin; Magnolia for chicken and dairy products; Monterey for fresh and marinated meats; Purefoods for refrigerated, prepared, processed, and canned meats; Star and Dari Creme for margarine; and B-MEG for animal feeds.

We have three primary operating divisions— beer and non-alcoholic beverages (NAB), spirits, and food. The Beer and NAB Division, through San Miguel Brewery Inc., and Spirits Division, through Ginebra San Miguel Inc., comprise our beverage business. On the other hand, our Food Division, San Miguel Foods, is operated through a number of key subsidiaries such as San Miguel Foods, Inc., Magnolia Inc., and The Purefoods-Hormel Company, Inc. We serve the Philippine archipelago through an extensive distribution and dealer network and export our products to over 60 markets worldwide.

SMFB is a subsidiary of San Miguel Corporation (SMC), one of the largest and most diversified conglomerates in the Philippines. Originally founded in 1890 as a single brewery in the Philippines, SMC today owns market-leading businesses in various sectors, including beverages, food, packaging, fuel and oil, energy, infrastructure, property, and investments in car distributorship and banking services. SMFB is a key business group under the San Miguel Group that is interwoven with the economic fabric of the Philippines, benefitting from, as well as contributing to, the development and economic progress of the nation.

SMFB is listed on the Philippine Stock Exchange, Inc. under the ticker symbol "FB".

OUR CORE VALUE

MALASAKIT

It is in this spirit that we will look after the welfare and interests of our stakeholders.

We will delight our **customers** with products and services of uncompromising quality, great taste and value, and are easily within their reach.

We will create value and provide fair returns for **shareholders'** investments.

We will work hand-in-hand with our **suppliers and other business partners**, helping them grow with us and assuring them of reasonable returns.

We will develop and motivate our **employees** to become best-in-class through cognitive and affective programs, competitive compensation and benefits, and diverse career growth opportunities.

We will improve the quality of life in the **communities** where we operate.

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In solidarity with the entire San Miguel Group, whose efforts have made a big difference to many Filipinos during this health crisis, we are reprinting here the message to stockholders of San Miguel Corporation Chairman and CEO Eduardo M. Cojuangco Jr. and SMC President and COO Ramon S. Ang from the SMC Annual Report.



Eduardo M. Cojuangco, Jr. †
Chairman and Chief Executive Officer
San Miguel Corporation



Ramon S. Ang
President and Chief Operating Officer
San Miguel Corporation

† Eduardo M. Cojuangco, Jr. passed away 16 June 2020

We are San Miguel

Fellow stockholders,

The Philippines and the rest of the world are experiencing unprecedented upheaval. In just a few short months, we have learned, all too painfully, that COVID-19 does not discriminate. People of all races, gender, income, and geography are feeling its impact worldwide. In the business world, virtually no company is untouched. Forecasts have been upended, and business plans have become almost meaningless as we struggle to cope with not just the health implications of the virus, but the necessary response to it—the enhanced community quarantine (ECQ) throughout Luzon, which had been extended twice, and the restrictions this placed on the day-to-day running of our business.

While there is much to discuss of our financial performance in 2019—detailed in our management report—we first want to talk about the challenges we’re facing today, not just as a company, but as a nation.

Never in recent memory has any single event had such a far-reaching impact and caused so much uncertainty. And while the quarantine has since been eased, uncertainty over the shape of our economic recovery will continue to be felt well beyond this year, and possibly the next.

And yet, it’s always in these most trying of situations that we find within ourselves a deeper sense of purpose. For your management, the coronavirus crisis and its aftermath will be remembered as a lesson in the human capacity for grace under

pressure, as employees from all parts of our organization responded to a rapidly evolving crisis.

Our actions were guided by values we’ve always espoused—*pakikiisa, bayanihan, pagmamahal sa bayan at sa kapwa*. We responded to the pandemic the only way we know how: with *malasakit*.

Ensuring Food, Power, Fuel Supply, and Infrastructure Operations

Very little was disrupted in the way of being able to provide essential services such as water, power, fuel products, and food to Filipinos. We kept our expressways open as transport remained vital during the lockdown to keep healthcare and support systems running. With over 40,000 regular employees, we have a responsibility to keep our business in good shape so that we can help others who will almost definitely struggle to stay afloat. This crisis is sure to have a devastating impact on small businesses and wage earners whose hours, shifts, and operations have ground to a halt because of the pandemic.

At the start of the quarantine, one of the immediate concerns was food security and supply. With the coronavirus stoking panic and driving people indoors, shelves were emptied and stocks of essential food items were depleted. Work and public transportation stoppage and the closing of malls and restaurants, only fanned fear.

Days before the ECQ was announced, San Miguel Foods took proactive steps to secure its inventory and supply chain.

At each of our critical facilities, lean work teams ramped up the production of poultry, fresh and processed meats, canned goods, flour, biscuits, coffee, and dairy products. Despite some difficulty early on, capacity in our food production facilities hovered around 95% on average, allowing us to quickly replenish stocks and demonstrate our capability to provide sufficient food supply.

Food was not our only watch out. With virtually the entire population of Luzon under lockdown, we made sure that our power facilities were running efficiently, even as measures to save on fuel were put in place.

Despite the massive drop in vehicular traffic—up to more than 80% at our operating toll roads—Petron Corporation and SMC Infrastructure kept our gas stations and expressways open, primarily to help ensure the efficient flow of essential goods, and to serve our government and medical front liners.

Protecting Vulnerable Families from Hunger

We mounted what has since become the largest food donation drive in our company's, and quite possibly, the nation's history. Understanding early on that hundreds of thousands of families who rely on daily paid work would be the most vulnerable to hunger, we tapped partners in various sectors to bring food donations to as many locations and communities possible.

Through local government units (LGUs), non-profit organizations, charitable institutions, and church-based groups, we distributed free food products to over 200 locations nationwide.

We sourced and distributed over 1.1 million kilograms of rice, a staple in the diet of every Filipino family. Before the end of June, our efforts resulted in over P511 million worth of food given out to 173 LGUs, seven national government agencies,

63 non-profit organizations, and various units of the Philippine National Police (PNP) and Armed Forces of the Philippines (AFP).

Free flour from San Miguel Mills was distributed through the LGUs to bakers' associations, allowing small bakeries and businesses to manage costs and, at the same time, provide vitamin-fortified bread and *pan de sal* to urban poor communities.

San Miguel Brewery, Inc. (SMB) donated drinking water in cans. SMB's logistical reach, combined with San Miguel Integrated Logistics Services, Inc.'s (SMILSI) and Ginebra San Miguel Inc.'s (GSMI) own networks, allowed us to bring much needed help to *barangays* and municipalities throughout the country.

Petron used its network of service stations to boost the Department of Agriculture's (DA) "*Kadiwa Ni Ani at Kita*" program, to help farmers sell their produce to consumers in Metro Manila. At the same time, the DA helped us tap farmer-cooperatives nationwide to secure our raw material requirements, and help boost farm incomes.

Ensuring Employee Safety and Well-Being

San Miguel Foods became the hub for much of our relief efforts. To make sure that operations continued unhampered, we put in place measures for our employees' health and safety.

Offices and conference rooms were converted into living quarters for workers forced to stay in for reasons of safety. Shuttle services were provided for our merchandisers, and bicycles were given to employees who live close by.

We provided protective gear and vitamins to boost immunity, and gave incentives on top of regular pay.

With a workforce consisting of around 70,000 employees, consultants, and partners, we have a huge impact on the lives of many. To this end, we ensured that all salaries were continuously paid throughout the quarantine period, so our employees

could focus on their work, families, and contribution to our efforts.

Synergies Bring Products Closer to People

Over the years, we've benefited greatly from the synergies we've derived from our various businesses. This time around, even businesses that might normally work at arm's length, came together to get the job done faster.

To address the challenge of making food more accessible, Petron, San Miguel Foods, and SMILSI set up alternative, non-traditional selling channels that provided consumers easier, safer access to our products.

Magnolia Poultry expanded its "*Manukang Bayan*" rolling micro-stores program. SMILSI deployed more than thirty 10-ton reefer van trucks to bring larger quantities of poultry and other frozen products to different Petron service stations all over Metro Manila.

We also brought our products closer to many *barangays* and subdivisions, working with homeowners associations and local officials to spread the word that we had set up shop.

Our ability to innovate and quickly execute on new programs was also key to launching a new online ordering system, *order.sanmiguelfoods.com*. Our increased use of e-commerce platforms also greatly improved product availability, providing more consumers not just convenience but also added safety.

Reconfiguring Our Liquor Operations

The COVID-19 crisis resulted in a severe shortage of disinfecting alcohol. Anticipating the importance of alcohol for personal hygiene and, more importantly, medical use, GSMI became the first Filipino spirits company to temporarily suspend production of liquor products and switch to the production of 70% ethyl alcohol.

We were able to deliver alcohol to over 70 public and private hospitals, initially, throughout Metro Manila.

By the third week of quarantine, all other GSMI facilities nationwide were producing disinfecting alcohol, bringing total capacity to 100,000 liters per day. This enabled us to support the Department of Health (DoH) and the requirements of many more hospitals nationwide.

We tapped the PNP and the AFP, over a hundred LGUs, and numerous non-profit and non-government organizations and volunteer groups to distribute free alcohol to as many communities they could reach.

By mid-June, our alcohol donations totaled 1.3 million liters, equivalent to P97.1 million. Within roughly three months, we reached 3,626 hospitals, LGUs, and other institutions.

Protecting and Helping Our Medical Front Liners

Despite the admirable work of our employees to help Filipinos cope with the quarantine, the real battle against COVID-19 continues to be waged in hospitals by our doctors, nurses, and health workers. For this reason, we allotted P500 million to acquire life-saving medical equipment so vital to our medical practitioners and institutions.

By mid-April, we distributed close to 55,000 sets of medical-grade personal protective equipment (PPEs) to more than 100 government and private hospitals throughout Luzon, Visayas, and Mindanao, as well as to the Office of the Civil Defense.

Before the end of April, we donated five sets of Polymerase Chain Reaction (PCR) testing machines and high-throughput RNA extraction systems to different government hospitals, which boosted capacity by 11,000 tests a day, effectively doubling the country's testing capacity at the time. We also delivered the equivalent of 34,000 tests to further boost government's testing capacity.

We also funded the construction of 10 emergency quarantine facilities in various military camps nationwide. With a total 150-bed capacity, these facilities aim to ease the burden on provincial hospitals as COVID-19 cases continue to increase.

Finally, to ensure a safe return to work for our employees, we bought enough PCR testing kits to cover the estimated 70,000 in our system. As we write this, we are very carefully reintroducing employees to the workplace. There isn't a one-size-fits-all answer to returning to the office, but we believe testing is absolutely crucial, allowing us to safely go back to work and serve more Filipinos.

Across our other businesses, there are many other equally significant efforts that our employees are implementing to support our medical front liners: Free toll for health care workers at all SMC Infrastructure tollways, and donations to COVID-19 referral hospitals via Petron Value Cards, among others.

All told, our COVID-19 donations have reached over P1.25 billion as of June 25.

The Challenges of 2019 Prepared Us for 2020

Over the years, we've had a lot of experience in operating in the most challenging conditions. But while the challenges we've faced have been firmly rooted in operating a business, they have helped prepare us for the role we've taken for ourselves today.

The previous year, 2019, was such a year, fraught with issues that hampered our growth: volatility in world crude prices and the proliferation of white stations, which weighed heavily on Petron; higher raw material prices, the lifting of import restrictions on poultry, and the outbreak of African Swine Fever, which affected San Miguel Foods' overall results.

Consolidated revenues of P1.02 trillion were at the same level as the previous year, reflecting sustained strong demand for our products despite the setbacks suffered by Petron. Consolidated operating income was down 1% at P115.7 billion; the strong performance of the Beer, Spirits, and Power businesses cushioned the slowdown in the Fuel and Food businesses. Reported consolidated net income of P48.6 billion was at par, while EBITDA ended at P162.4 billion, 3% higher than in 2018.

Despite the challenges, 2019 saw major developments across our Group that reflected how much better we've become as a company, not just in terms of performance and execution, but in laying the foundations of our business in this new decade and beyond.

We reached important milestones in our ongoing capacity expansion program, which is also aimed at creating jobs and dispersing growth further into the regions. Our new facilities include a brewery, four feedmills, and an additional flour mill. These new facilities are integral to the future of San Miguel Food and Beverage, Inc. Even as we seek to serve growing current demand, we're also positioning ourselves to capitalize on important shifts in the food and beverage industry.

Our other major initiatives—SMC Global Power's Battery Energy Storage System Project, which will help stabilize power grids and make renewable energy more viable in the future; SMC Infrastructure's full completion of the Tarlac-Pangasinan-La Union Expressway, as well as work on Skyway Stage 3, the MRT-7, and the Skyway Extension projects—all progressed well in 2019.

More significantly, we signed the 50-year concession agreement for the new Manila International Airport project.

We are inspired by the compassion and courage of our employees on the front lines, who operated our facilities and selling stations, and whose duty called them away from their homes and families.

We Exist to Uplift Filipinos

It's not just our expertise and experience that matter in these times. Our approach to business—that we exist to drive our country's growth and uplift the lives of Filipinos—has made all the difference in the way we've responded to this crisis. We delivered P8.77 billion in payments to government, despite a grace period, and released an additional P3.09 billion for the full salaries of our employees at a time when our businesses are unable to deliver good returns. This has brought our total COVID-19 response efforts to P13.112 billion.

There is much we need to do to adapt to new realities, and it will take our very best efforts to help restart and revitalize our economy.

In many ways, being in the driver's seat, in terms of private sector response to the pandemic and running our essential operations in a real-life worst-case scenario, prepares us for the road ahead.

Before COVID-19, we were an organization that didn't only aspire to be great, more importantly, we wanted to do good. This thinking gave us the clarity

needed to transform our company into an enterprise that leads in building our country's determinants of growth.

Today, even as we're waking up to a very different world, San Miguel's purpose is as strong and powerful as at any point in our 130-year history. Our goals for our businesses, our commitment to greater sustainability, and the qualities that make us the best version of San Miguel by far, remain unchanged.

We are inspired by the compassion and courage of our employees on the front lines, who operated our facilities and selling stations, and whose duty called them away from their homes and families.

We take this opportunity to honor the extraordinary resilience of the entire San Miguel family whose determined and swift response across the country mobilized the largest relief effort in Philippine business, during one of the most challenging periods of our collective history.

We are San Miguel.

Sama-sama sa laban. Walang iwanan.

Message from the Chief Operating Officers



Roberto N. Huang
Chief Operating Officer - Beer

On behalf of the Board of Directors of San Miguel Food and Beverage, Inc. (SMFB), we are pleased to present to you our Annual Report for 2019.

Before anything, we hope that you are keeping well during these difficult times. Our thoughts are with those who might be in harm's way. We hope that they are well and are coping.

The COVID-19 pandemic has upended virtually all the normal routines in our lives and work. Businesses—and the larger economy—have been impacted by the corona virus. The situation is still unfolding and unclear, depending on the duration and extent of the pandemic and the measures taken to control it.

SMFB has been an integral part of the Filipino lifestyle for 130 years. Through our operating businesses, San Miguel Brewery Inc., San Miguel Foods, and Ginebra San Miguel Inc., you can trust us to be there for Filipinos in the ways that matter most.

Over the last three months, the men and women of SMFB have worked around the clock to help feed the nation. When the crisis struck, we quickly responded by supporting communities across the Philippines. We donated canned goods, poultry, flour, biscuits, and coffee, among others, to over 1.6 million families. We also repurposed our spirits facilities to produce over 1.3 million liters of alcohol that we distributed to close to 3,626 hospitals, medical facilities and government offices nationwide.

Recognizing the importance of nutrition, we also revived the *nutribun*, a vitamin-fortified bread that was first introduced in the 1970s to combat malnutrition. We have since distributed over 800,000 *nutribuns* to vulnerable communities nationwide.

For the broader market, we also made our products more accessible by adding new distribution channels: rolling reefer van stores stationed at a number of Petron stations, a fleet of *Manukang Bayan on Wheels* for easier access on the community level, an online ordering system, and a rolling market, *Kadiwa ni Ani at Kita*, the Department of Agriculture's flagship relief program.

Very early on in the crisis, our President and Chief Executive Officer, Ramon S. Ang, gave us very clear marching orders—ensure food sufficiency and availability. Feed the hungry, take care of the sick. We are grateful for his leadership. If the dedication and commitment of our people was constant and unwavering, it was because we were inspired by his example.

SMFB entered the crisis with a solid balance sheet. Consolidated revenues amounted to P310.79 billion in 2019, 9% better than the prior year. Consolidated net income of P32.28 billion, was 6% higher year-on-year. Consolidated operating income amounted to P47.78 billion, up 4% from 2018.



Francisco S. Alejo III
Chief Operating Officer - Food



Emmanuel B. Macalalag
Chief Operating Officer - Spirits

SMFB has been an integral part of the Filipino lifestyle for 130 years. Through our operating businesses, San Miguel Brewery Inc., San Miguel Foods, and Ginebra San Miguel Inc., you can trust us to be there for Filipinos in the ways that matter most.

We are determined to learn from our response to the crisis and confident of our ability to grow in the future for the benefit of all our stakeholders. For instance, we know that among our priorities should be to accelerate our online selling platforms and revisit our end-to-end supply strategy. Having said that, let's keep in mind that the pandemic and its effect on the economy and consumer spending will likely impact our results for 2020.

SMFB registered a strong start to 2020, with all divisions generating sales volume growth during the first two months, before finally seeing the impact of the pandemic in the last weeks of the quarter. Our first quarter 2020 results reflected a 9% decline in consolidated revenues to P69.02 billion for the period as the impact of COVID-19 weighed down our performance in the latter part of the quarter. This was partially offset, however, by higher sales from the Food Division.

An increase in excise taxes for the Beer and Spirits Divisions in the early part of this year affected consolidated operating income and consolidated net income as they both declined by 20% to P8.64 billion and P5.83 billion, respectively.

The Enhanced Community Quarantine and imposition of liquor bans across key cities negatively impacted sales of alcoholic beverages and brought whatever momentum we were seeing in the Beer and Spirits divisions to a temporary halt.

Yet, we know that SMFB has the fundamentals that will enable us to weather the current situation: a strong balance sheet, manageable debt service obligations, and ample liquidity. We are also taking the appropriate steps to managing our expenses and capital expenditures moving forward.

Following the consolidation of our operating businesses in 2018, we started broadening our category reach to capitalize on synergies and further strengthen our business. We have also started to leverage on the extensive networks that each business has built through the years and have maximized the unique value proposition of San Miguel's other businesses.

Apart from growing our businesses further, one of our key take-aways from this pandemic is the need for more inclusive growth. On the business level, we commit to providing opportunities to those from the most vulnerable communities— from supporting learning and skills training programs, to providing jobs, to raw materials sourcing. We believe that access to opportunities paves the way to more resilient communities and a more resilient economy.

While the future remains uncertain, we are determined to learn from our response to the crisis. A statesman once said, "never waste a good crisis". Clearly, we haven't. The pandemic, however challenging and difficult, has also brought out the best in us and has made us a more efficient, resilient company than ever before.

Thank you for your support.



Eduardo "Danding" Murphy Cojuangco Jr.
June 10, 1935 to June 16, 2020

I came to know Boss ECJ in the latter part of the 80s, while he was in the US with his family. We shared many good memories, some of which I hold in confidence and will carry to my grave. He was the kind of boss who often invited me to eat lunch at his office, making me feel like a member of a large family rather than being in an employee-employer relationship. The last and most recent memory I have of him was from a month ago during the lockdown. I was pleasantly surprised to receive a call from him wanting to know how I was during that period. He advised me to stay home and be safe and healthy. This is something that I will cherish for the rest of my life. Boss ECJ was a humble, compassionate, kind and merciful boss. I felt comfortable and had a good working relationship with him, and I felt that he trusted me as a person. Gone before us too soon, Boss ECJ, the precious memories of you will always remain in my heart.

Bobby Huang,

SMFB Beer Division Chief Operating Officer

I did not know what to expect from ECJ when I first met him after Purefoods was acquired by SMC in 2001. As important a person as he was, I was not sure if he would even give me the time of day. But during our first Board meeting, he approached and greeted me and called me by my name. He also acknowledged my contributions to the company, which was very encouraging. I realized then that he was a very gracious, kind hearted, and approachable person. He would always greet me even from afar. He made you feel important. Coming from him, that is something you will always remember and treasure in your heart. I will miss him dearly!

Butch Alejo

SMFB Food Division Chief Operating Officer

Following my appointment as GM of Ginebra San Miguel, I got called to meet our Chairman, ECJ, as he wanted to understand some aspects of our brandy production. I showed up early and felt awkward as it was my first time to meet him one-on-one. That feeling of unease quickly vanished when he came out with that soothing smile on his face and that warm tone of his voice, "Halika, Noli...". What I thought would be a quick meeting, turned out to be an hour or two of lunch and chat. He wanted to know me more. In the end, I got to know him better, and above all, learned a lot from a man so full of ideas, so kind at heart, and so caring for the Filipino. I will miss him, and also, I'm sure, the whole of San Miguel...

Noli Macalalag

SMFB Spirits Division Chief Operating Officer

Our Brands

We have a powerful portfolio of iconic and trusted brands that resonate deeply with our consumers. Our rich history and track record show that we have built the hard-earned trust of our consumers over many years of consistent product delivery while maintaining relevance by rejuvenating and consistently evolving brands.

BEER



San Miguel
Flavored Beer



FOOD



La Pacita



SPIRITS



G.S.M.
BLUE



VINO
KULAFU





Our Products

BEER



INTERNATIONAL BEER OPERATIONS



PROTEIN



PREPARED AND PACKAGED FOOD Dairy, Spreads, Biscuits, and Coffee



ANIMAL NUTRITION AND HEALTH



FLOUR MILLING



PREPARED AND PACKAGED FOOD
Refrigerated and Canned Meats



INTERNATIONAL FOOD
OPERATIONS



SPIRITS



FINANCIAL HIGHLIGHTS

Amount in P million, except per share data

	2019	2018
Financial Results		
Revenues	310,785	286,378
Income from Operations	47,781	45,950
Net Income	32,279	30,533
Attributable to:		
Equity holders of the Parent Company	18,278	18,245
Non-controlling interests	14,001	12,288
Financial Position		
Total Assets	265,967	238,504
Total Liabilities	122,786	108,389
Total Equity	143,181	130,115
Data per Common Share*		
Earnings per share	2.95	2.94
Book value per share	13.55	12.28
Financial Ratios		
Current Ratio	1.45	1.20
Debt-to-Equity Ratio	0.86	0.83

* Based on the number of common shares issued and outstanding at the end of each year

FINANCIAL REVIEW

Consolidated Financial Performance

San Miguel Food and Beverage, Inc. (SMFB) continued its strong financial performance in 2019, delivering consolidated revenues of P310.79 billion, 9% higher than the prior year. This was primarily driven by higher volumes and average selling prices across its key products.

Consolidated net income for the full-year amounted to P32.28 billion, up 6% year-on-year. On the other hand, consolidated operating income for the group amounted to P47.78 billion, a 4% increase from the prior year.

Sales

Sales for the company in 2019 saw the Beer and non-alcoholic beverages (NAB) and Food segments taking up a large percentage of the total at 46% and 45%, respectively.

The Beer and NAB segment's revenues increased by 10% as domestic sales volume grew by 7%. Growth was mainly driven by the implementation of fresh and engaging consumption-generating campaigns, aggressive defense programs, and improved sales and distribution channels.

The Food segment, likewise, saw revenues grow by 5% as most businesses posted higher revenues on account of increased sales volume,

better selling prices and improved product mix. In addition, strong consumer demand continued to lift the division's prepared and packaged food segment, driven by strong performance of its core products such as Tender Juicy Hotdogs, Purefoods Chicken Nuggets, Purefoods Corned Beef, Magnolia Gold Butter, and Star margarine. Product mix improved as the division shifted its portfolio to higher-margin products and, in response to African Swine Fever (ASF), converted some of its pork-based products to chicken-based formulations.

Meanwhile, sales in the Spirits segment grew by 17%. Its thematic campaigns "Pilipino Ako, Ginebra Ako" for Ginebra San Miguel, "I Choose Mojito" for GSM Blue, supplemented by trade promotions and on-the-ground activities for its consumers proved to be effective as sales volumes increased 14% from the prior year.

Income from Operations and Net Income

The 4% increase in income from operations to P47.78 billion was mainly due to the rise in sales volumes across SMFB, coupled with higher selling prices on certain products. The Beer segment contributed a significant share of the total at 81%, while the Food and Spirits segments provided 13% and 6%, respectively.

The Food segment faced pressures on prices of key raw materials, including those resulting from the ASF outbreak, plus expenses related to expansion initiatives. On the beverages side, there were increases in excise taxes on beer and spirits products. The Beer segment also incurred increases in certain expenses such as distribution costs and advertising and promotions, among others.

On a consolidated basis, the company's operating income margin in 2019 was at 16%.

Consolidated net income amounted to P32.28 billion or approximately 6% higher than the previous year, of which P18.28 billion is attributable to equity holders of the parent company and P14.00 billion to non-controlling interests. The company's net income margin was at 10%.

Consolidated Financial Position

Consolidated total assets as of December 31, 2019 amounted to P265.97 billion, 12% higher than the previous year. The increase was primarily due to the increase in property, plant and equipment and right-of-use (ROU) assets which was offset by the lower cash balance due to the redemption of the Beer and NAB segment's fixed rate bonds in April. Consolidated total liabilities as of December 31, 2019 amounted to P122.79 billion, 13% higher than in December 31, 2018. The increase in liabilities was primarily due to the

increase in trade payables and other current liabilities and the availment of term loans of the Beer and NAB and Food segments in December 2019.

The following are the significant changes in the consolidated financial position:

- Trade and other receivables increased due to the higher credit sales during the Christmas season compared to 2018 levels.
- Increase in inventories due to purchases of finished goods, raw materials, and containers to meet the expected higher demand for the company's goods.
- Prepaid expenses and other current assets due to the Beer and NAB segment's receipt of tax credit certificate and increase in input tax.
- Investments decreased due to share in equity in net losses of joint ventures.
- Property, plant and equipment increased due to the expansion projects of the Food and Beer and NAB segments.
- ROU assets was recognized upon adoption of PFRS 16.
- Investment property increased due to the Food and Beer and NAB segments acquisition of land and reclassification of ROU assets under other intangible account to investment property account upon adoption of PFRS 16.

- Other noncurrent assets increased due the Beer and NAB segment's purchase of new containers.
- Notes payable decreased due to the Group's payment of short-term loans and partial conversion to long-term debt by the Food segment.
- Trade payables and other current liabilities due to the expansion projects and higher working capital requirements.
- Lease liabilities were recognized upon adoption of PFRS 16.
- Income and other taxes payable increased due to higher taxable income of the Beer and NAB segment.
- Dividends payable increased due to the increase in unclaimed dividends payable of the Group.
- Long-term debt had a net increase due to the availment of loans by the Food and Beer and NAB segments for their expansion projects and refinancing of existing notes payable.
- Other noncurrent liabilities decreased due to the reclassification of the deposit for future stock subscription of the Beer and NAB segment to equity under non-controlling interest.

Consolidated total equity as of December 31, 2019 amounted to P143.18 billion, 10% or P13.07 billion higher than as of December 31, 2018. The increase was primarily due to the

net income amounting to P32.28 billion which was offset by the dividends declared by the Group amounting P18.87 billion in 2019.

The company's current ratio was at 1.45, while its debt to equity ratio was 0.86 as of December 31, 2019.

Consolidated Cash Flow

SMFB ended with cash and cash equivalents amounting to approximately P36.45 billion as of December 31, 2019 versus an ending balance of P39.42 billion in December 31, 2018. This was due to the Beer and NAB segment's redemption of their Series C and E bonds and payment of expansion projects of the Beer and NAB and Food Segments, which was offset by the Food and Beer and NAB segments' availment of additional long-term debt.

The company was able to generate P43.17 billion from its operating activities in 2019 given its strong operations. This was then used to fund the company's uses of cash in its investing and financing activities.

Investing activities in 2019 included those related to the build-up in plant, property and equipment, biological assets, containers, bottles, and shells for the various expansion and investment projects of the Food and Beer segments. Financing activities, on the other hand, includes net proceeds of P2.78 billion from short-term and long-term borrowings and dividends paid by the company totaling P18.86 billion.



it's the brew

why our beer heritage matters

BUSINESS REVIEW

San Miguel Brewery Inc.

San Miguel Brewery Inc. (SMB) registered consolidated revenues of P142.27 billion in 2019, up 10% from the prior year. Fresh and engaging campaigns aimed at generating loyalty and growing the consumer base, aggressive defense programs, better sales and distribution execution, and a favorable operating environment all contributed to SMB's continued growth.

Consolidated operating income and net income amounted to P38.72 billion and P27.29 billion, respectively.

SMB Domestic Operations

SMB's domestic operations registered a 7% increase in volumes despite the general price increase implemented on April 1, 2019, as well as external challenges such as lower farm incomes and crop prices, ASF outbreak, as well as strong typhoons and earthquakes in Mindanao. This reflects the sustained growth in consumption across the country, with San Miguel Pale Pilsen, Red Horse Beer, San Mig Light, and San Miguel Flavored Beer as its top-selling brands.

Operating income of the domestic operations amounted to P36.89 billion, 10% higher than 2018. Net income increased by 17% from the previous year to P26.75 billion.

Brand awareness campaigns were employed to help sustain growth in 2019. Likewise, SMB continued to introduce initiatives focused on improving efficiencies, ensuring availability of products in outlets, enhancing inventory management and delivery schedules, and deploying trade collaterals.

For its non-alcoholic beverage business, SMB continued with its various programs for Magnolia Fruit Drink and Healthtea. It also introduced its new water product, Agua Prima, in still and sparkling formats in selected key outlets.

To meet growing demand, SMB implemented capacity expansion projects with the completion of the new Tagoloan Brewery in Misamis Oriental and on-going conversion of Sta. Rosa Plant to a full-fledged brewery. Both breweries will add four million hectoliters to SMB's current capacity. The new facilities are also expected to help ensure product availability and strengthen distribution networks in Southern Luzon and Mindanao.

SMB International Operations

San Miguel Brewing International Limited (SMBIL)'s operations registered double-digit growth in its operating income in 2019, driven by growth of its global San Miguel brands, particularly Red Horse and San Mig Light.

SMBIL delivered strong results from its Thailand and Exports operations, with the latter registering double-digit growth in volumes from sales to more than 50 markets worldwide. Significant improvements in volumes were, likewise, registered in its operations in South China, Vietnam, and Hong Kong.

SMBIL has put in place key programs to improve brand volumes and expand its distribution network, supported by trade, promotions, and channel programs.



Consolidated
Revenues

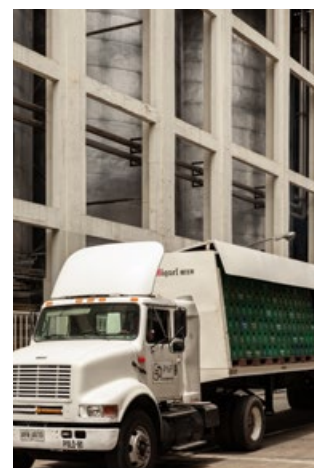
P142.27B

Consolidated Income
from Operations

P38.72B

Consolidated
Net Income

P27.29B





fresh stays on the table

how flavors fire up celebrations



San Miguel Foods

San Miguel Foods ended 2019 with consolidated revenues of P139.5 billion, 5% higher than last year, mainly driven by higher volumes, better selling prices, and improved product mix from most of its business segments. This was due, in part, to the continued recovery of the poultry industry in the second half of the year.

Strong consumer demand continued to lift the division's prepared and packaged food segment, boosted by the remarkable performance of its core products such as Tender Juicy Hotdogs, Purefoods Chicken Nuggets, Purefoods Corned Beef, SPAM, Dari Crème, and Star. The group continued to focus on further growing its value-added business for more stable margins and implemented various programs to ease pressure on margins.

As a result, San Miguel Foods' operating Income expanded further from P3.2 billion in year-to-date September to P6.2 billion for the full year. However, this was lower than previous year's P9.2 billion due to our first half losses in the poultry business and start-up expenses of our new facilities. Nevertheless, net income amounted to P3.4 billion.

Prepared and Packaged Food

The Prepared and Packaged Food's revenues grew 8% even in the midst of an ASF crisis, with strong performance of its core products and favorable selling prices of value-added meats, butter, margarine, milk, and coffee.

This respectable performance showed the business' resilience and reflected its continued focus on its core brands, greater channel distribution and

penetration, and the introduction of new innovative products to address key consumer trends.

While the Processed Meats' retail sales took a hit from the ASF crisis from September to December 2019 as many local governments unilaterally imposed restrictions on movements of pork products, the business converted some of its pork-based products to chicken-based formulations and shifted its portfolio to higher-margin products. This resulted to an improved product mix and strong offtake in stores. Examples would be the newly launched Purefoods Fiesta Chicken Ham, in both bone-in and boneless format, as well as the Tender Juicy Chicken Hotdogs, which gave consumers a delicious alternative particularly during the holiday season despite the ASF scare.

Given all these including the company's best efforts to assure the public of our highest levels of bio-security measures in all its facilities, over-all Purefoods processed meats revenues were up in 2019. Market shares of Tender Juicy Hotdogs, Purefoods Nuggets, Bacon, Corned Meats and Luncheon meats continue to strengthen, with gains in household penetration and purchase frequency, further reinforcing the company's leadership in processed meats.

Our Magnolia business again delivered growth, its highest sales and profit contribution in its history. Market shares in butter, margarine, cheese, and ice cream all registered growth in 2019 driven by strong marketing campaigns, particularly on bread spreads and milk and new product launches in cheese (Cheezee white), and ice cream (new Best of the Philippines flavors).



Consolidated Revenues

P139.5B

Consolidated Income from Operations

P6.2B

Consolidated Net Income

P3.4B



Animal Nutrition and Health

The Animal Nutrition and Health segment, representing the feeds and veterinary medicine businesses, posted a slowdown in revenues to 2% due to lower commercial volumes on account of portfolio rationalization, as well as lower sales of broiler and layer feeds. In an effort to modernize its portfolio and further improve its profitability, sales of broiler feeds were focused on small and medium commercial farms resulting in better product mix.

The lower volumes of broiler and layer feeds was brought about by the delayed loading of commercial farms as raisers held back following the glut in chicken supply.

Meanwhile, hog feeds performed well prior to the African Swine Fever (ASF) outbreak, benefiting from strong sales of B-MEG Premium, Bonanza and Mega Mash lines. Likewise, revenues from the veterinary medicine business grew 6% year-on-year owing to increased sales in trade, incremental volumes from online selling platforms, and improved support to internal requirements in support of our expansion activities in Poultry.

Amid challenging market conditions and intense regional competition, B-MEG capitalized on aggressive marketing activities and campaigns and remains to be the top player in the commercial trade segment with a leading market share.

During the year, we introduced a new line of product – NutriCHUNKS, to capture the fast growing market for pet food and pet care. We also introduced new products under the B-MEG brand - B-MEG Integra 2500, a 2.5 millimeter micro-pellet feed that aids in the proper transition of fowls from crumble to pellet feeds, and B-MEG Integra Power Edge,

a concentrated energy pointing supplement for game fowl. Other launches under the VetMed business include disinfectant Aqua Care and Calci Clear, a decalcification product which removes mineral deposits in pipes. Respitil, on the other hand, is an antibacterial product which treats and controls swine and poultry respiratory disease or infection.

To sustain its market leadership, increase its production capability, and further improve operational efficiencies, four world-class and state-of-the-art feed mills are already operational in Bataan, Bulacan, Davao, and Cagayan de Oro. These new facilities provided an additional capacity of 17 million bags in 2019.

Protein

The Protein business, consisting of poultry and fresh meats under the brand names Magnolia and Monterey, respectively, is the largest segment in San Miguel Foods.

Despite the decline in sales of fresh meats due to the effects of local government units' (LGU) restrictions on the entry of pork products meant to curb the spread of the ASF, the Protein segment's revenues accelerated by 7%. Poultry sales increased by mid-single digits driven by increased consumer demand, the effective "Selyado! Sigurado!" campaign of Magnolia branded chicken, positive product mix in favor of higher-margin products, improvements in poultry prices, and new outlet openings for chicken stations.

Sales volumes grew by high-single digits mainly driven by the branded and institutional segments, particularly increased sales from chicken stations, wet market stalls, lechon manok outlets, and major food service chains. The higher volumes were



boosted by the business' strong portfolio management, effective distribution strategy, and the increased contribution of its value-added products.

Following the government's re-imposition of special safeguard duties on imported frozen chicken, as well as major industry players' move-out programs to ease the oversupply, importations of frozen chicken have slowed down. Aside from a turnaround in volumes, average selling prices of chicken also sustained its ascent. As of end-December 2019, average selling prices tracked 12% higher than the same period last year.

Just as the poultry industry was beginning to recover, another challenge came in the form of the ASF. Confirmed cases were recorded in Metro Manila and 15 provinces, namely Rizal, Bulacan, Pampanga, Pangasinan, Nueva Ecija, Cavite, Benguet, Kalinga, Aurora, Bataan, Quezon, Isabela, Davao Occidental, Davao del Sur and Camarines Sur since August 2019.

Following the ASF scare, demand for Monterey Meats declined during the second half of 2019. Although sales peaked in December, volume in the 4th quarter was still lower by 8% compared to the previous quarter. Further to this, the business incurred casualty losses as it was forced to cull hogs in contracted farms that were located within the 1-km radius zone from other ASF-affected farms in compliance with the protocols set by the Department of Agriculture.

To support its effective retail execution, the Protein segment has expanded its branded outlets, now reaching to about 1,800 Magnolia Chicken Stations and Monterey Meatshops and Community Markets nationwide. This addresses the consumers' growing preference for freshness and convenience while

cushioning price movements caused by changes in the industry demand and supply.

Others

The milling, production and marketing of flour and bakery ingredients, grain terminal handling, food service, franchising and international operations are lodged under this segment.

Flour revenues grew 11% in 2019 driven by better selling prices and healthy volume growth as the business started to benefit from the additional capacity of its new flour mill.

The new facility in Mabini, Batangas started commercial operations in December 2019, expanding San Miguel Mills, Inc.'s total flour milling capacity, improving cost efficiencies and increasing the plant's capability to produce new and higher-margin value-added products such as customized and specialty premixes, and Kambal Pandesal.

Meanwhile, San Miguel Foods' foodservice arm, Great Food Solutions (GFS), recorded a steady growth in sales. Revenues posted a 9% growth for the year attributable to increased sales offtake, new accounts and new product placements. This growth was spurred by the rising trend of out-of-home dining, expansion of retail convenience stores, and the growing demand of consumers for ready-to-eat meals.

Last November 2019, the new ready-to-eat plant in Laguna has started commissioning, and will go full swing in 2020 to deliver new value-added products such as nuggets and burgers, sauces and ready-to-eat viands, for both foodservice clients and retail customers.





the thirst for toasts

when lifestyle charms stay cool



Ginebra San Miguel Inc.

In 2019, Ginebra San Miguel Inc. (GSMI) continued its growth trajectory, registering strong volume growth for the sixth year in a row. With market leadership as its long-term goal, GSMI deployed a synergistic sales and marketing strategy, not to mention disciplined execution across various aspects of its operations that enabled it to perform beyond expectations last year.

Its flagship brand, Ginebra San Miguel, continued its strong performance and sustained its volume growth momentum. Likewise, Chinese wine brand, Vino Kulafu, continued to register robust gains in the Visayas and Mindanao regions. Its lower alcohol-proof product GSM Blue registered record volume growth in 2019, exceeding the million-case level with its “Mojito” variant.

The overall performance in 2019 was a milestone for the company, as total sales volume grew 14%, the highest in 9 years. Consequently, consolidated revenue was lifted 17% to P29.06 billion.

A lot of focus was placed on geographical expansion and roll-out of localized distribution strategies to capture a broader set of consumers. This was complemented by consumption generating programs and ad campaigns aimed at keeping awareness up and brand equity strong.

GSMI’s thematic campaign “Pilipino Ako. Ginebra Ako.” brought to light the deeply rooted connection between the

brand and the Filipino. A bond forged for generations, this fusion of “Ginebra and the Filipino” resonated well with our core drinkers.

Furthermore, increase in margin can be attributed to improved efficiencies in our supply chain. Raw material costs were kept low through broader sourcing of alcohol and molasses. Process innovation drove yields to increase at the distillery and bottling facilities operated smoothly. All these tempered the rise in production cost against mounting inflationary pressure with emphasis always on efficient execution.

As a result, GSMI delivered income from operations amounting to P2.88 billion, 57% higher than 2018. Net income amounted to P1.67 billion, 59% higher than the previous year and the highest recorded in 15 years.

Looking ahead, GSMI steps into a new decade with cautious optimism because of higher excise tax imposed on liquor products. However, given its longevity in the industry and experience in dealing with prior increases, the company is better prepared to take on the challenges and seize opportunities that lie ahead.

GSMI has crafted strategies and programs that will allow it to thrive in the midst of competition and adapt to changing market dynamics. In the end, its goals remain the same, continue to grow its brands and increase stakeholder value.



Consolidated
Revenues

P29.06B

Consolidated Income
from Operations

P2.88B

Consolidated
Net Income

P1.67B



Board of Directors

Mr. Eduardo M. Cojuangco, Jr.

Chairman of the Board
Non-executive Director
Chairman, Executive Committee

Mr. Ramon S. Ang

Vice Chairman, President and Chief Executive Officer
Executive Director
Member, Executive Committee

Mr. Francisco S. Alejo III

Chief Operating Officer for Food
Executive Director
Member, Executive Committee

Mr. Roberto N. Huang

Chief Operating Officer for Beer
Executive Director
Member, Executive Committee

Mr. Emmanuel B. Macalalag

Chief Operating Officer for Spirits
Executive Director

Mr. Ferdinand K. Constantino

Treasurer
Non-executive Director
Member, Board Risk Oversight Committee

Ms. Aurora T. Calderon

Non-executive Director
Member, Audit Committee

Mr. Joseph N. Pineda

Non-executive Director

Mr. Menardo R. Jimenez

Non-executive Director
Member, Board Risk Oversight Committee
Member, Corporate Governance Committee

Ms. Ma. Romela M. Bengzon

Non-executive Director

Mr. Carmelo L. Santiago

Independent and Non-executive Director
Chairman, Related Party Transactions Committee
Member, Board Risk Oversight Committee
Member, Corporate Governance Committee

Ms. Minita V. Chico-Nazario

Lead Independent and Non-executive Director
Chairperson, Corporate Governance Committee
Member, Related Party Transactions Committee
Member, Board Risk Oversight Committee

Mr. Ricardo C. Marquez

Independent and Non-executive Director
Chairman, Board Risk Oversight Committee
Member, Audit Committee
Member, Corporate Governance Committee

Mr. Cirilo P. Noel

Independent and Non-executive Director
Chairman, Audit Committee
Member, Related Party Transactions Committee

Mr. Winston A. Chan

Independent and Non-executive Director
Member, Audit Committee
Member, Related Party Transactions Committee

Eduardo M. Cojuangco, Jr., Filipino, 84, is the Chairman and a non-executive director of the Company, a position he has held since May 22, 2001, and Chairman of the Company's Executive Committee (since April 25, 2002). He is also Chairman and Chief Executive Officer of listed companies San Miguel Corporation and Ginebra San Miguel, Inc. He is likewise the Chairman of listed company Petron Corporation, and private companies ECJ and Sons Agricultural Enterprises, Inc., San Miguel Northern Cement, Inc., Northern Cement Corporation and the Eduardo Cojuangco, Jr. Foundation, Inc.; and a Director of Caiñaman Farms, Inc. Mr. Cojuangco attended the College of Agriculture, University of the Philippines, as well as California Polytechnic College in San Luis Obispo, U.S.A. Among others, he was conferred the Degree of Doctor of Economics Honoris Causa by the University of Mindanao and the Degree of Doctor of Agri-Business Honoris Causa by the Tarlac College of Agriculture.

Ramon S. Ang, Filipino, 66, was appointed President and Chief Executive Officer of the Company on July 5, 2018. He is also the Vice Chairman of the Company, a position he has held since May 13, 2011. He has been a director of the Company since May 22, 2001 and a member of the Company's Executive Committee (since April 25, 2002). He was a member of the former Executive Compensation Committee (from November 2013 to May 2017). He also holds, among others, the following positions: Vice Chairman, President and Chief Operating Officer of listed company San Miguel Corporation; Chairman, President, Chief Executive Officer and Chief Operating Officer of SMC Global Power Holdings Corp.; Chairman and President of San Miguel Holdings Corp., San Miguel Equity Investments Inc., San Miguel Properties, Inc., San Miguel Infrastructure Corporation and San Miguel Energy Corporation; Chairman of listed companies Eagle Cement Corporation, San Miguel Brewery Hong Kong Limited (listed in the Hong Kong Stock Exchange) and Petron Malaysia Refining and Marketing Bhd. (a company publicly listed in Malaysia), public company San Miguel Brewery Inc., and private companies, San Miguel Yamamura Packaging Corporation, San Miguel Foods, Inc., San Miguel Mills, Inc., Magnolia Inc., The Purefoods-Hormel Company, Inc., San Miguel Super Coffeemix Co., Inc., Clariden Holdings, Inc., Anchor Insurance Brokerage Corporation, Philippine Diamond Hotel & Resort, Inc. and Manila North Harbour Port, Inc. He is also the President and Chief Executive Officer of listed companies Top Frontier Investment Holdings Inc. and Petron Corporation, and private company Northern Cement Corporation; and President of listed company Ginebra San Miguel, Inc. and private company San Miguel Northern Cement, Inc. He is also the sole director of Master Year Limited and Chairman of Privado Holdings, Corp. He formerly held the following positions: Chairman of Liberty Telecom Holdings, Inc. and Cyber Bay Corporation; President and Chief Operating Officer of PAL Holdings, Inc. and private company Philippine Airlines, Inc.; Vice-Chairman of Manila Electric Company; and Director of Air Philippines Corporation. Mr. Ang holds a Bachelor's Degree in Mechanical Engineering from Far Eastern University, and a Doctorate in Business Engineering, Honoris Causa, from the same university.

Francisco S. Alejo III, Filipino, 71, was appointed Chief Operating Officer – Food on July 5, 2018. Before this appointment, he was the President of the Company (from May 2005 to July 2018). He has been an executive director of the Company since May 22, 2001 and a member of the Company's Executive Committee (since April 25, 2002). He was a member of the former Nomination and Hearing Committee (from May 2005 to May 2017). He also holds the following positions: Chairman of Golden Food Management, Inc., San Miguel Pure Foods (Vn) Co., Ltd., Golden Bay Grain Terminal Corporation, Golden Avenue Corp., and San Miguel Foods International, Limited (BVI); President of San Miguel Foods, Inc., San Miguel Mills, Inc., The Purefoods-Hormel Company, Inc., Magnolia Inc. and San Miguel Super Coffeemix Co., Inc.; Director of listed company Ginebra San Miguel, Inc. and private companies San Miguel Foods & Beverage International Limited (BVI) and San Miguel Foods Investment (BVI) Ltd.; and President Commissioner of PT San Miguel Foods Indonesia. Mr. Alejo holds a Bachelor's Degree in Business Administration from De La Salle University, and is a graduate of the Advanced Management Program of Harvard Business School.

Roberto N. Huang, Filipino, 71, was appointed Chief Operating Officer – Beer on July 5, 2018. He has been an executive director of the Company since January 9, 2019 and member of the Company's Executive Committee since February 6, 2019. Mr. Huang is Director and President of public company San Miguel Brewery Inc., a position that he has held since May 2009. He is also a member of San Miguel Brewery Inc.'s Executive Committee. He is likewise Director of San Miguel Brewing International Limited and San Miguel Brewery Hong Kong Limited; and Chairman and President of Iconic Beverages, Inc., Brewery Properties Inc. and Brewery Landholdings, Inc. Mr. Huang holds a Bachelor of Science Degree in Mechanical Engineering from Mapua Institute of Technology and completed academic requirements for a Master's Degree in Business Administration from De La Salle University.

Emmanuel B. Macalalag, Filipino, 54, was appointed Chief Operating Officer – Spirits on July 5, 2018. He has been an executive director of the Company since January 9, 2019. Mr. Macalalag is General Manager of Ginebra San Miguel, Inc. (GSMI). He currently holds the following positions in the various subsidiaries and affiliate of GSMI: Director and General Manager of Distileria Bago, Inc. and East Pacific Star Bottlers Phils Inc., and Director of Agricrops Industries Inc., Crown Royal Distillers, Inc., Healthy Condiments, Inc., Thai San Miguel Liquor Company Limited and GSM International Holdings Limited. He previously held the following positions in GSMI: Manufacturing Group Manager, Manufacturing Operations Group Manager, and Planning and Management Services Manager. Mr. Macalalag obtained his Bachelor of Science in Mathematics degree from De La Salle University (DLSU), Manila where he graduated cum laude. He also holds a Master's degree in Mathematics from DLSU and PhD degree in Operations Research from the University of Melbourne, Australia.

Ferdinand K. Constantino, Filipino, 68, was appointed Treasurer of the Company on July 5, 2018. He has been a non-executive director of the Company since January 9, 2019, and member of the Company's Board Risk Oversight Committee since February 6, 2019. Mr. Constantino is Director of public company San Miguel Brewery Inc., San Miguel Aerocity Inc. and San Miguel Foods International, Limited (BVI). He also holds, among others, the following positions: Senior Vice President, Group Chief Finance Officer and Treasurer of San Miguel Corporation; Director of listed companies Top Frontier Investment Holdings, Inc. and Petron Malaysia Refining and Marketing Bhd. (a company publicly listed in Malaysia); Director and Vice Chairman of SMC Global Power Holdings, Corp.; President of Anchor Insurance and Brokerage Corporation; Director of San Miguel Yamamura Packaging Corporation, Citra Metro Manila Tollways Corporation, Clariden Holdings Inc., San Miguel Holdings Corp., and Northern Cement Corporation; Director and Chief Finance Officer of San Miguel Northern Cement, Inc.; and Chairman of San Miguel Foundation, Inc. and SMC Stock Transfer Services Corporation. He was formerly a Director of PAL Holdings, Inc. and Philippine Airlines, Inc. Mr. Constantino holds a Bachelor of Arts Degree in Economics from the University of the Philippines and completed academic requirements for a Master's Degree in Economics from the University of the Philippines.

Aurora T. Calderon, Filipino, 65, has been a non-executive director of the Company since January 9, 2019, and member of the Company's Audit Committee since February 6, 2019. Ms. Calderon is the Senior Vice President-Senior Executive Assistant to the President and Chief Operating Officer of San Miguel Corporation (SMC). She is a member of the Corporate Governance Committee of SMC. She holds the following positions in other listed companies, namely: Director and Treasurer of Top Frontier Investment Holdings, Inc.; and Director of Petron Corporation, Petron Malaysia Refining and Marketing Bhd. (a company publicly listed in Malaysia) and Ginebra San Miguel, Inc. She is the Chairman and President of East Pacific Star Bottlers Phils Inc., Agricrops Industries Inc. and Crown Royal Distillers, Inc. She is also a member of the board of directors of SMC Global Power Holdings Corp., Petron Marketing Corporation, Petron Freeport Corporation, New Ventures Realty Corporation, Las Lucas Construction and Development Corporation, Thai San Miguel Liquor Company Limited, and San Miguel Equity Investments Inc. She was formerly a Director of PAL Holdings, Inc., Philippine Airlines, Inc., Trustmark Holdings Corporation, Zuma Holdings and Management Corporation, Air Philippines Corporation, Vega Telecom, Inc. and Bell Telecommunications Philippines, Inc. A certified public accountant, Ms. Calderon graduated magna cum laude from the University of the East with a degree in BS Business Administration, major in Accountancy. She finished her Masters in Business Administration at Ateneo de Manila University (without thesis). In addition, Ms. Calderon holds directorships in various SMC domestic and international subsidiaries.

Joseph N. Pineda, Filipino, 57, has been a non-executive director of the Company since June 5, 2019. He is currently the Senior Vice President and Deputy Chief Finance Officer of listed company San Miguel Corporation; Chairman of SMC Shipping and Lighterage Corporation and Process Synergy, Inc.; and Director and Treasurer of San Miguel Holdings Corp., SMC Stock Transfer Service Corporation, and SMITS, Inc. He also serves as Director for Sea Refinery Corporation, Anchor Insurance Brokerage Corp., San Miguel Equity Investments Inc., SMC TPLEX Holdings Company, Inc., San Miguel Integrated Logistics Services, Inc., San Miguel Aerocity Inc. and Philippine Dealing System Holdings Corp. Mr. Pineda holds a Bachelor of Arts Degree in Economics from San Beda College and took Masters in Business Administration units in De La Salle University.

Menardo R. Jimenez, Filipino, 87, has been a non-executive director of the Company since April 25, 2002. He is a member of its Board Risk Oversight Committee (since May 12, 2017) and Corporate Governance Committee (since February 6, 2019). He was previously a member of its Audit Committee (from June 2008 to February 2019) and Related Party Transactions Committee (from May 2017 to February 2019). He was Chairman of the former Executive Compensation Committee (from May 2006 to May 2017) and a member of the Nomination and Hearing Committee (from November 2013 to May 2017). Mr. Jimenez is a Director of listed company San Miguel Corporation and private company Magnolia Inc. He likewise holds the following positions: Chairman of Majent Management and Development Corporation, Coffee Bean and Tea Leaf Holdings, Inc., Dasoland Holdings Corporation and Meedson Properties Corporation. He was previously Chairman of United Coconut Planters Bank (from 2011 to 2017). Mr. Jimenez holds a Bachelor's Degree in Commerce from Far Eastern University and is a Certified Public Accountant. Among others, he was conferred Doctorates in Business Management Honoris Causa by University of Pangasinan and Pamantasan ng Lungsod ng Maynila.

Ma. Romela M. Bengzon, Filipino, 59, has been a non-executive director of the Company since May 11, 2018. Atty. Bengzon is currently a director of private company Petron Marketing Corporation. She was previously a director of Webforge Philippines, Diezmo Realty Inc. and Geonobel Philippines. She is Managing Partner of the Bengzon Law Firm. Atty. Bengzon holds a Bachelor of Arts Degree in Political Science from University of the Philippines and a Bachelor of Laws Degree from Ateneo de Manila University School of Law. She is also a member of the New York State Bar and a graduate of the Harvard Business School Officers and President Management (OPM) Program 51.

Carmelo L. Santiago, Filipino, 77, has been an independent and non-executive director of the Company since August 12, 2010. He is the Chairman of the Company's Related Party Transactions Committee since February 6, 2019 and a member thereof since May 12, 2017. He is also a member of the Company's Board

Risk Oversight Committee and Corporate Governance Committee, (both since May 12, 2017). Mr. Santiago was previously Chairman of the Audit Committee (from November 2013 to February 2019), Chairman of the former Nomination and Hearing Committee (from May 2011 to May 2017) and member of the former Executive Compensation Committee (from June 2008 to May 2017). He is an Independent Director of public company San Miguel Brewery Inc.; and Director of Terbo Concept, Inc. and Aurora Pacific Economic Zone and Freeport Authority. He is also an Independent Non-Executive Director of San Miguel Brewery Hong Kong Limited. Mr. Santiago is the Founder and Chairman of Melo's Chain of Restaurants and the Founder of Wagyu Restaurant. Mr. Santiago holds a Bachelor's Degree in Business Administration from University of the East.

Minita V. Chico-Nazario, Filipino, 80, has been an independent and non-executive director of the Company since May 8, 2015. She is also Chairman of the Company's Corporate Governance Committee (since May 12, 2017) and member of the Related Party Transactions Committee (since May 12, 2017), and Board Risk Oversight Committee (since February 6, 2019). She was previously a member of the Company's Executive Committee and Audit Committee (from May 2015 to February 2019). Justice Nazario is likewise currently an Independent Director of listed companies Top Frontier Investment Holdings, Inc. and Ginebra San Miguel, Inc., and private company San Miguel Properties, Inc.; Chairman of Philippine Grains International Corporation, and Director of Mariveles Grain Corporation. She is also a Legal Consultant of Union Bank of the Philippines, United Coconut Planters Bank and Philippine Investment One & Two, Inc. She is the incumbent Dean of the College of Law of the University of Perpetual Help in Las Piñas City. She has served the Judiciary in various capacities for 47 years, with the last position she held being Associate Justice of the Supreme Court (from February 2004 to December 2009). Justice Nazario holds a Bachelor of Arts and a Bachelor of Laws Degree from University of the Philippines and is a member of the New York State Bar.

Ricardo C. Marquez, Filipino, 59, has been an independent and non-executive director of the Company since March 16, 2017. He is also Chairman of the Company's Board Risk Oversight Committee (since May 12, 2017) and a member of the Company's Audit Committee (since March 16, 2017) and Corporate Governance Committee (since May 12, 2017). He was previously a member of the Related Party Transactions Committee (from May 2017 to February 2019). Gen. Marquez is likewise currently an Independent Director of listed company Eagle Cement Corporation and a member of the Board of Trustees of the Public Safety Mutual Benefit Fund, Inc. He was previously Chairman of the Board of said corporation (July 2015 to June 2016). Gen. Marquez held several positions in the Philippine National Police (PNP). In the last five years, he was Chief of the PNP (from July 2015 to June 2016) and Director of Operations (from December 2013 to July 2015). Gen. Marquez holds a Bachelor of Science Degree from the Philippine Military Academy, and a Masters in Management Degree from Philippine Christian University.

Cirilo P. Noel, Filipino, 63, has been an independent and non-executive director of the Company since September 12, 2018. He is the Chairman of the Audit Committee since February 6, 2019 and member thereof since September 12, 2018. He is also a member of the Related Party Transactions Committee since February 6, 2019. Mr. Noel currently serves as Director of St. Luke's Medical Center, St. Luke's Foundation, St. Luke's Medical Center College of Medicines, LH Paragon Inc., Cal-Comp Technology Philippines, Inc., Amber Kinetics Holding Co., Eton Properties, Inc., Transnational Diversified Group, Inc. and listed companies Globe Telecoms, Inc., Security Bank Corporation and JG Summit Holdings, Inc. He is also Chairman of Palm Concepcion Power Corporation. Mr. Noel is a founding Board Member of the US-Philippines Society as well as the Audit Committee Chairman and a Trustee of the Makati Business Club. He was a former member of the ASEAN Business Club and a former Trustee of the SGV Foundation. He held various positions in SGV & Co., the last of which was Chairman and Managing Partner (from February 2010 to June 2017). Mr. Noel holds a Bachelor of Science Degree in Business Administration from University of the East, a Bachelor of Laws Degree from Ateneo de Manila University School of Law and a Masters Degree in Law from Harvard Law School. He is also a fellow of the Harvard International Tax Program and attended the Management Development Program at the Asian Institute of Management.

Winston A. Chan, Filipino, 64, is an independent and non-executive director of the Company, as well as a member of the Company's Audit Committee and Related Party Transactions Committee, since February 6, 2019. He is currently a Director of listed company Premiere Horizon Alliance Corporation (since February 2018) and private companies Kairos Business Solutions, Inc. (since February 2018) and DataOne Asia (Philippines), Inc. (since July 2018). In the last five years, Mr. Chan served as Member of the Board of Directors of Letran Alumni Association (January 2018 to July 2019), Advisor to the Board of Directors of listed company 2GO Group, Inc. (January to October 2018), Chairman of the ICT Scholarship Committee of SGV Foundation (July 2002 to June 2017), and held the following positions in SGV & Co.: Management Committee Member and Managing Partner, Advisory Services, (July 2007 to June 2017) and Advisory Committee Member (July 2016 to June 2017). He was also Asia Coordinating Partner for EY Global 360 Accounts: Procter & Gamble, Bayer, Goodyear Tires and Sony (July 2007 to June 2017) and EY ASEAN Finance Advisory Leader (July 2012 to June 2015). Further, he was previously Co-president of the Harvard Club of the Philippines (January 2014 to December 2016) and Harvard Business School Club of the Philippines (January 2012 to December 2014). Mr. Chan holds a Bachelor of Science Degree in Accountancy from Colegio de San Juan de Letran, and is a Certified Information Systems Manager, a Certified Information Systems Auditor, and a Certified Public Accountant. He also completed the Advanced Management Program at Harvard Business School, the Advanced Business Strategy Course at INSEAD Singapore, and the Management Development Program at Asian Institute of Management.

Key Executives

Eduardo M. Cojuangco, Jr.

Chairman of the Board

Ramon S. Ang

Vice Chairman, President and Chief Executive Officer

Francisco S. Alejo III

Chief Operating Officer – Food

Roberto N. Huang

Chief Operating Officer – Beer

Emmanuel B. Macalalag

Chief Operating Officer – Spirits

Ferdinand K. Constantino

Treasurer

Ildefonso B. Alindogan

Vice President, Chief Finance Officer and Chief Strategy Officer

Alexandra Bengson Trillana

Corporate Secretary, Compliance Officer and General Counsel

Corporate Governance

San Miguel Food and Beverage, Inc., formerly San Miguel Pure Foods Company Inc. (“the Company”) recognizes that good governance helps the business to deliver strategy, generate and sustain shareholder value and safeguard shareholders’ rights and interests. The Company’s Board of Directors, management and employees adhere to the highest standards of corporate governance as a vital component of sound business management.

The Company, together with its intermediate parent San Miguel Corporation (SMC), has adopted a Manual on Corporate Governance that is aligned with the new Code of Corporate Governance for Publicly-Listed Companies issued by the Securities and Exchange Commission (SEC) in November 2016 (the “New CG Code”). The Company’s Board of Directors, led by its Chairman, Mr. Eduardo M. Cojuangco, Jr., believes in conducting its business affairs in a fair and transparent manner and in maintaining the highest ethical standards in all the Company’s business dealings.

The Company continues to review and strengthen its policies and procedures, giving due consideration to areas that, for the best interests of the Company and its stockholders, need further improvement.

BOARD OF DIRECTORS

Compliance with the principles of good corporate governance starts with the Company’s Board of Directors (the “Board”), who believes in conducting the affairs of the Company in a fair and transparent manner and in maintaining the highest ethical standards in all the Company’s business transactions. The members of the Board, as well as the senior management of the Company and key finance personnel, have undergone the requisite training on corporate governance.

The Board is primarily responsible for promoting the Company’s long-term growth and success and determining its mission, strategy and objectives. It is the Board’s responsibility to secure and maintain the Company’s competitive edge in a manner consistent with its fiduciary duties. Directors actively participate on a fully informed basis, in good faith, with due diligence and care, and in the best interests of the Company, its shareholders and other stakeholders during Board and Committee meetings. They seek clarification and provide their inputs on matters taken up at the meetings. They give recommendations when necessary or appropriate to protect the interests of the Company and its stakeholders. The Company has no shareholder agreements, provisions in its by-laws, or other arrangements that constrain the directors’ ability to vote independently. Neither does the Company have voting trust agreements, confidentiality agreements and such other agreements that may impact the control, ownership and strategic direction of the Company. Directors with material interest in a transaction affecting the Company are required to abstain from taking part in the deliberations for the approval of the transaction.

In this connection, the Board exercises oversight responsibilities on the business affairs of the Company, reviews and approves the Company's financial statements, and ensures the presence of adequate and effective internal control mechanisms in the Company to manage business risk, as well as potential conflict of interest of management, the Board and the shareholders. The directors consider that the Company's financial statements have been prepared in conformity with the Philippine Financial Reporting Standards and reflect amounts that are based on the best estimates and reasonable, informed and prudent judgment of management and the Board with an appropriate consideration to materiality.

Composition and Qualification

The Board consists of 15 members who hold at least one share each in the capital stock of the Company. All 15 incumbent directors of the Company are proven to possess integrity and probity in addition to the other qualifications of a director specified in the Company's Manual on Corporate Governance. Directors are elected by the stockholders with voting rights during the Annual Stockholders' Meetings (ASM). The Board members hold office for one year and until their successors are duly elected and qualified in accordance with the Company's By-laws and applicable laws and regulations.

A process of selection to ensure a mix of competent directors aligned with the Company's strategic directions is implemented. The broad range of skills, expertise and experience of the directors in the fields of business, finance, accounting and law ensures comprehensive evaluation of, and sound judgment on, matters relevant to the Company's businesses and related interests. More than 50% of the Board of Directors of the Company is comprised of non-executive directors. The Company's orientation program for new or first time directors, wherein such directors are briefed on the Company's corporate structure, its Articles of Incorporation and By-laws (including the Company's ASM and Board meeting schedules), operations and plans of its businesses, financial performance, core purpose, core value, vision and strategic thrusts, Board Committees, key management and other relevant matters necessary and desirable to enable the new director to faithfully fulfill his duties and responsibilities to the Company, ensures meaningful discussion and participation of the Board in the governance of the Company. Copies of the Company's Manual on Corporate Governance, Code of Business Conduct and Ethics, Cash Dividend Policy, Policy on Securities Dealing, Conflict of Interest Policy, Related Party Transactions Policy, Whistle-Blowing Policy, and Group Policy on Solicitation or Acceptance of Gifts are also provided to the new director, for his guidance.

Independent and Non-Executive Directors

Mr. Carmelo L. Santiago, retired Justice Minita V. Chico-Nazario, retired Gen. Ricardo C. Marquez, Mr. Cirilo P. Noel and Mr. Winston A Chan sit as independent and non-executive directors of the Company. Hence, 5 out of the 15 incumbent members of the Board are independent directors.

The Company is therefore compliant with the New CG Code, which requires at least three independent directors or such number as to constitute at least one-third of the members of the Board, whichever is higher. Moreover, one of such independent directors, retired Justice Minita V. Chico-Nazario, is female. All the independent directors of the Company have no ties to its management and substantial shareholders.

The Company defines an independent director as a director who, apart from his/her fees and shareholdings, has no business or relationship with the Company, which could, or could reasonably be perceived to, materially interfere with the exercise of his/her independent judgment in carrying out his/her responsibilities as a director. Among others, independent directors have the power and authority to review related party transactions entered into by the Company at any time.

The independent directors of the Company are nominated and elected in accordance with the rules of the SEC. Accordingly, with the New CG Code taking effect as of January 1, 2017, an independent director may serve as such for a maximum cumulative term of nine (9) years from fiscal year 2012. After which, the independent director, will be perpetually barred from re-election as such in the Company, but may continue to qualify for nomination and election as a non-independent director. However, in the instance that the Company would want to retain an independent director who has served for nine years, the Board should provide meritorious justification and seek shareholders' approval during the ASM.

Further, in business conglomerates such as the San Miguel Group of which the Company is a part, an independent director may be elected as such to only five corporations of the conglomerate.

Pursuant to these rules, each independent director of the Company issues and submits to the Corporate Secretary for filing with the SEC together with the Definitive Information Statement for the ASM, a certification confirming that he/she possesses all the qualifications and none of the disqualifications of an independent director at the time of his/her election and/or re-election.

Moreover, in observance of the New CG Code, the non-executive directors of the Company shall concurrently serve as directors to a maximum of five publicly listed companies to ensure that they have sufficient time to fully prepare for meetings, challenge management's proposals and views, and oversee the long-term strategy of the Company.

As the non-executive directors deem necessary, they shall hold separate periodic meetings with the external auditor and heads of the internal audit group, compliance and risk functions, without the executive directors present to ensure that proper checks and balances are in place within the Company. The meetings shall be chaired by the lead independent director.

The Chairman, Lead Independent Director and the President

The Chairman of the Board is non-executive Director Eduardo M. Cojuangco, Jr. Considering that the Chairman is not an independent director, the Board appointed Ms. Minita V. Chico-Nazario as lead director from among the Company's independent directors, who shall have authority to lead the Board in cases where management has clear conflicts of interest.

The Chairman is not the current or immediate past Chief Executive Officer of the Company. The President and Chief Executive Officer of the Company is Mr. Ramon S. Ang. He was appointed as such by the Board, vice Mr. Francisco S. Alejo III, on July 5, 2018 upon the consolidation of the food and beverage businesses of SMC under the Company effective June 29, 2018. The Chairman and President are held by two separate individuals with their respective roles clearly defined in the Company's Manual on Corporate Governance and By-laws, to ensure independence, accountability, and responsibility in the discharge of their duties. The performance of the President is assessed by the Board on an annual basis. The annual compensation of the President and the top four senior executives of the Company are provided in the Definitive Information Statement distributed to shareholders prior to the ASM. The Chairman and the President attended the last two ASMs of the Company.

The Corporate Secretary

To assist the directors in the discharge of their duties, the directors have access to the Corporate Secretary and Assistant Corporate Secretary, who both serve as legal counsel to the Board of Directors. The Corporate Secretary, Atty. Alexandra B. Trillana, likewise the Compliance Officer of the Company, holds the position of Vice President. She keeps the Board updated on relevant statutory and regulatory developments. The Corporate Secretary communicates with the Board, management, the Company's shareholders, and the investing public. In this regard, the Corporate Secretary assists the Chairman in the preparation of the agenda of Board and shareholder meetings, taking into account the suggestions of the President, management and other directors.

Board Performance

The Board holds regular meetings on a quarterly basis to review and approve the Quarterly Report of the Company (or SEC Form 17-Q), including financial statements as at and for the quarter just ended, and an organizational meeting immediately following the adjournment of the ASM for the election of the Company's key corporate officers and senior management led by the President of the Company and the heads of the other control functions (i.e., Chief Finance Officer, Compliance Officer, internal audit group head), Board Committee members, lead independent director, and trustees of the Company's retirement fund, as well as the designation of the Company's authorized signatories and signing limits for banking and other corporate transactions. Board meetings of the Company are scheduled before the beginning of the year. Particularly, during the last regular meeting of the year, the Board sets the dates for its regular and organizational meetings for the succeeding year. The Board may also hold special meetings for the transaction of such other business as shall properly come before it, such as to approve the declaration of dividends among others, in accordance with the Company's By-laws. Notices of Board and Committee meetings, including the agenda and other board papers or materials for the meetings, are prepared and provided at least five working days in advance of the Board or Committee meeting, as the case may be, in order for the directors to review and study such meeting materials. Further, the directors ask the necessary questions or seek clarifications and explanations if called for during the meetings.

In 2019, the Board held six meetings. Set out below is the record of attendance of the directors in these meetings, and at the ASM.

DIRECTOR	Date of Board Meeting, All in Year 2019					
	Feb 6	Mar 13	May 8	June 5	Aug 7	Nov 6
Eduardo M. Cojuangco, Jr. (Chairman)	Present	Present	Present	Present	Present	Absent
Ramon S. Ang	Present	Present	Present	Present	Present	Present
Francisco S. Alejo III	Present	Present	Present	Present	Present	Present
Roberto N. Huang	Present	Present	Present	Present	Present	Absent
Emmanuel B. Macalalag	Present	Present	Present	Present	Present	Present
Ferdinand K. Constantino	Present	Present	Present	Present	Present	Present
Aurora T. Calderon	Present	Present	Present	Present	Present	Present
Joseph N. Pineda ¹	N/A	N/A	N/A	Present	Present	Present
Menardo R. Jimenez	Present	Present	Present	Present	Present	Present
Ma. Romela M. Bengzon	Present	Absent	Present	Present	Absent	Present
Carmelo L. Santiago	Present	Present	Present	Present	Absent	Present
Minita V. Chico-Nazario	Present	Present	Present	Present	Present	Present
Ricardo C. Marquez	Absent	Present	Present	Present	Present	Present
Cirilo P. Noel	Present	Present	Present	Present	Present	Present
Winston A. Chan	Present	Present	Present	Present	Present	Present

N/A - Not applicable

¹ First elected June 5, 2019

DIRECTOR	June 5, 2019 (Annual Stockholders' Meeting)
Eduardo M. Cojuangco, Jr. (Chairman)	Present
Ramon S. Ang	Present
Francisco S. Alejo III	Present
Roberto N. Huang	Present
Emmanuel B. Macalalag	Present
Ferdinand K. Constantino	Present
Aurora T. Calderon	Present
Joseph N. Pineda ¹	Present
Menardo R. Jimenez	Present
Ma. Romela M. Bengzon	Present
Carmelo L. Santiago	Present
Minita V. Chico-Nazario	Present
Ricardo C. Marquez	Present
Cirilo P. Noel	Present
Winston A. Chan	Present

At the Board meeting on November 6, 2019, self-rating forms, together with the policy and procedures, including criteria, for the annual performance assessment of the Board, were distributed to the directors for them to accomplish. Such annual assessment is intended to appraise and improve the performance of the Board as a governing unit, the individual directors including the Chairman, the different Board Committees, as well as the President, in accordance with the Company's Manual on Corporate Governance. The Board was given until December 6, 2019 to return the accomplished self-rating forms to the office of the Compliance Officer, for

tabulation of results and reporting at a succeeding Board meeting. In this regard, the results of the assessment for the year 2018 were deliberated on by the Board at its meeting on May 8, 2019.

The Company has made such self-rating form available at its corporate website for viewing.

Also at the meeting on November 6, 2019, the last Board meeting for the year, as part of the nomination and election process for directors, which the Board assessed as effective, the Company disclosed the date of the 2020 ASM and invited stockholders who wish to nominate candidates to the Board, to submit the names of their nominees not later than January 31, 2020 to the Corporate Secretary at the 4th Floor, 100 E. Rodriguez Jr. Avenue (C5 Road), Barangay Ugong, Pasig City, for the consideration of the Chairman and the Corporate Governance Committee.

Board Committees

To assist the Board in ensuring strict compliance with the principles of good corporate governance, the Board created several Committees.

Executive Committee. The Executive Committee is composed of four directors that include the Chairman of the Board and the President. Mr. Eduardo M. Cojuangco, Jr. sits as Chairman of the Committee.

The Committee is tasked to help and assist the officers of the Company in the management and direction of the affairs of the Company. It acts within the powers and authority granted upon it by the Board and is called upon when the Board is not in session to exercise the powers of the latter in the management of the Company, with the exception of the power to appoint any entity as general managers or management or technical consultants, to guarantee obligations of other corporations in which the Company has lawful interest, to appoint trustees who, for the benefit of the Company, may receive and retain such properties of the Company or entities in which it has interests, and to perform such acts as may be necessary to transfer ownership of such properties to trustees of the Company, and such other powers as may be specifically limited by the Board or by law.

Corporate Governance Committee. The Corporate Governance Committee is currently composed of four non-executive directors, three of whom are independent directors. Retired Justice Minita V. Chico-Nazario is the Chairperson of the Committee. Atty. Virgilio S. Jacinto is Advisor.

The Corporate Governance Committee is tasked to ensure the Company's compliance and proper observance of corporate governance principles and practices. It oversees the implementation of the Company's corporate governance framework and the performance evaluation of the Board and its Committees, as well as top management, to ensure that management's performance is at par with the standards set by the Board. The Committee advises the Board on the establishment of a formal and transparent procedure for developing policy on remuneration of directors and senior management that is aligned with the long-term interests of the Company, ensuring that compensation is consistent with the Company's culture and strategy, as well as the business environment in which it operates. It likewise reviews and oversees the implementation of policies relating to business interest disclosures and conflict of interest, appointments and promotions of officers, and succession planning. Further, the Committee determines the nomination and election process for the Company's Board of Directors, and screens and shortlists candidates to the Board in accordance with the qualifications and disqualifications for directors defined in the Company's By-laws, Manual on Corporate Governance, applicable laws and regulations.

In 2019, the Corporate Governance Committee held five meetings. In these meetings, the Committee deliberated on the qualifications of nominees for election to the Board of Directors; the reorganization of membership of the Board Committees; the 2018 Integrated Annual Corporate Governance Report (I-ACGR) of the Company for submission to the SEC and Philippine Stock Exchange (PSE) within the prescribed period; the Charter of the Board of Directors; and amendments to the Manual on Corporate Governance to clarify the internal audit of the Company and its subsidiaries, and agreed to endorse the said I-ACGR, Charter and amendments to the Manual to the Board for approval.

The full text of the Corporate Governance Committee Charter may be viewed at the Company's corporate website.

Audit Committee. The Audit Committee is currently composed of four members and one Advisor. All members are non-executive directors, three (or a majority) of whom are independent directors. All Committee members have relevant background, knowledge, skills or experience in the areas of accounting, auditing and finance. Independent Director Cirilo P. Noel was appointed Chairman of the Committee on February 6, 2019. He is not the Chairman of any other Board Committee. Independent Director Carmelo L. Santiago was the previous Chairman of the Committee. The Chairman attended the last two ASMs of the Company.

The Audit Committee is responsible for assisting the Board in the performance of its oversight responsibility on financial reports and financial reporting process, internal control system, audit process and plans, directly interfacing with internal and external auditors, and in monitoring and facilitating compliance with both the internal financial management manual and pertinent accounting standards, including regulatory requirements, elevating to international standards the accounting and auditing processes, practices and methodologies of the Company. The Committee performs financial oversight management functions, specifically in the areas of credit management, markets liquidity, operational, legal and other risks, as well as crisis management.

The Audit Committee has primary responsibility for recommending the appointment and removal of the Company's external auditor.

The Audit Committee held four meetings in 2019. In these meetings, the Committee reviewed, affirmed the truth and fairness of the financial statements and reports of the Company, and approved the Company's 2018 Separate and Consolidated Audited Financial Statements as prepared by the external auditor, as well as the Company's unaudited financial statements for the first, second and third quarters of the year 2019. Further, the Audit Committee monitored, reviewed and confirmed the sufficiency and effectiveness of the Company's internal control systems on the basis of the regular reports of its internal audit group. The Committee also endorsed for the approval of the Board, the 2019 Audit Plan of external Auditor R.G. Manabat & Co. for the Company and its subsidiaries; the 2019 Consolidated Internal Audit Plan and 2019 Consolidated Outsourcing Plan; amendments to the Internal Audit Group Charter to clarify that the Charter applies to the Internal Audit Group of the Company and its Food Division only; and the 2020 Internal Audit Plans for the Company and its Food, Beer and Spirits Divisions.

The Compliance Officer, on the other hand, kept the Audit and Corporate Governance Committees updated on the latest developments in regulatory and corporate governance requirements, as the case may be, by means of reports during Committee meetings.

In order to assess and improve the performance of the Audit Committee, self-assessment worksheets were distributed to the members of the Committee at the meeting on November 6, 2019 for them to accomplish pursuant to the Audit Committee Charter previously adopted by the Committee and approved by the Board, in compliance with SEC guidelines. The Committee members were given until December 6, 2019 to return the accomplished self-assessment worksheets to the office of the Compliance Officer, for tabulation of results and reporting at the next Audit Committee meeting. In this regard, the results of the assessment for the year 2018 were deliberated on by the Committee at its meeting on May 8, 2019.

The Company has made such self-assessment worksheet available at its corporate website for viewing.

The full text of the Audit Committee Charter may be viewed at the Company's corporate website.

Related Party Transactions Committee. The Related Party Transactions Committee is currently composed of four members, all of whom are non-executive and independent directors. Independent Director Carmelo L. Santiago is Chairman of the Committee.

The Related Party Transactions Committee is tasked to review all material related party transactions ("RPTs") of the Company to make certain that these are entered into, as a matter of policy, on an arms-length basis and at market rates. It shall evaluate existing relations between and among businesses and counterparties to ensure the identification of all related parties, including changes in relationships of counterparties, and that RPTs are monitored. The Committee is responsible for ensuring that appropriate disclosures are made relating to the Company's RPT exposures and policies on conflict of interest. It shall also oversee the periodic review of RPT policies and procedures.

In 2019, the Related Party Transactions Committee held three meetings. In these meetings, the Committee deliberated on the amendment to the Related Party Transactions Policy of the Company (the "RPT Policy") at the time, by increasing the threshold for loans and advances that require review by the Committee and approval by the Board, to take into account the greater scale of operations of the Company following the consolidation of the food and beverage businesses under the Company; the utilization of the credit lines of the Company's subsidiaries with Bank of Commerce and Bank of Commerce Trust; the assignment by the Company of its subscription rights in its 100%-owned subsidiary Brightshore Corp. (now named SMC Food Processing Inc.) to SMC, as well as the assignment by the Company's 100%-owned food subsidiaries San Miguel Foods, Inc. and Magnolia Inc. of their shares of stock in their respective 100%-owned subsidiaries RealSnacks Mfg. Corp. (now named SMC Repairs and Maintenance Inc.) and Sugarland Animal Farms Corporation (now named SMC Integrated Farm Specialists, Inc.), to SMC; the adoption of a new Related Party Transactions Policy in compliance with SEC Memorandum Circular No. 10, series of 2019, to supersede the RPT Policy; and the delegation to management of the authority to appoint an external independent party that shall evaluate the fairness of any material RPT that may be entered into by the Company in accordance with the new policy, and agreed to endorse all of these to the Board for approval.

The full text of the Related Party Transactions Committee Charter may be viewed at the Company's corporate website.

Board Risk Oversight Committee. The Board Risk Oversight Committee is currently composed of five non-executive directors, three (or a majority) of whom are independent directors. Independent Director Ricardo C. Marquez is the Chairman of the Committee. He is not the Chairman of any other Board Committee.

The Board Risk Oversight Committee is responsible for the oversight of the Company's enterprise risk management ("ERM") system to ensure its functionality and effectiveness. The Committee is tasked to develop and oversee the implementation of a formal ERM plan and annually review and advise the Board of the Company's risk appetite levels and risk tolerance limits based on changes and developments in the business, the regulatory framework and external economic environment. It shall also assess the probability of each identified risk becoming a reality and estimate its possible financial impact and likelihood of occurrence, and oversee management's activities in identifying, monitoring, assessing and managing credit, market, liquidity, operational, legal and other risk exposures of the Company.

In 2019, the Board Risk Oversight Committee held two meetings, at which meetings the Committee was updated on the Enterprise Risk Management Plan of the Company for its food subsidiaries.

The full text of the Board Risk Oversight Committee Charter may be viewed at the Company's corporate website.

Board Committee Members

The members of each Board Committee and their attendance in Board Committee meetings in 2019 are set out in the table below.

Executive Committee	Date of Committee Meeting, All in the Year 2019
Eduardo M. Cojuangco, Jr. (Chairman)	No Meetings Held
Ramon S. Ang	
Francisco S. Alejo III	
Roberto N. Huang	

AUDIT COMMITTEE		Mar 13	May 8	Aug 7	Nov 6
Cirilo P. Noel (Chairman) Independent Director		Present	Present	Present	Present
Ricardo C. Marquez Independent Director		Present	Present	Present	Present
Winston A. Chan Independent Director (First appointed Feb. 6, 2019)		Present	Present	Present	Present
Aurora T. Calderon		Present	Present	Present	Present
Ferdinand K. Constantino Advisor		Present	Present	Present	Present

CORPORATE GOVERNANCE COMMITTEE	Feb 6	Mar 13	May 8	Aug 7	Nov 6
Minita V. Chico-Nazario (Chairperson) Independent Director	Present	Present	Present	Present	Present
Carmelo L. Santiago Independent Director	Present	Present	Present	Absent	ABsent
Ricardo C. Marquez Independent Director	Absent	Present	Present	Present	Present
Menardo R. Jimenez (First appointed Feb. 6, 2019)	N/A	Present	Present	Present	Present
Virgilio S. Jacinto Advisor (First appointed Feb. 6, 2019)	N/A	Present	Present	Present	Present

RELATED PARTY TRANSACTIONS COMMITTEE		Mar 13	May 8	Aug 7	
Carmelo L. Santiago (Chairman) Independent Director		Present	Present	Absent	
Cirilo P. Noel Independent Director		Present	Present	Present	
Minita V. Chico-Nazario Independent Director		Present	Present	Present	
Winston A. Chan Independent Director (First appointed Feb. 6, 2019)		Present	Present	Present	

BOARD RISK OVERSIGHT COMMITTEE		Mar 13			Nov 6
Ricardo C. Marquez (Chairman) Independent Director		Present			Present
Carmelo L. Santiago Independent Director		Present			Absent
Minita V. Chico-Nazario Independent Director		Present			Present
Menardo R. Jimenez		Present			Present
Ferdinand K. Constantino		Present			Present

Board Remuneration

The By-laws of the Company provides that the members of the Board shall be entitled to a director's fee in the amount to be fixed by the stockholders at a regular or special meeting duly called for such purpose.

The Company provides each director with a reasonable per diem of P10,000 for each Board and Board Committee meeting attended by such director. Effective June 2019, such per diem was increased to P25,000 for each Board meeting attended, and P20,000 for each Board Committee meeting attended. The stockholders have not fixed any fee in the last three years, and thus other than this allowance, there are no arrangements pursuant to which the directors of the Company are compensated, or are to be compensated, directly or indirectly, by the Company for services rendered by such directors.

In the year 2019, the Company paid a total of P2,175,000 in per diem allowances to the Board of Directors, as follows:

Executive Director	P 405,000
Non-executive Directors (other than Independent Directors)	730,000
Independent Directors	1,040,000
Total	P2,175,000

ACCOUNTABILITY AND AUDIT

The Audit Committee provides oversight to both external and internal auditors. The role and responsibilities of the Audit Committee are clearly defined in the Company's Manual on Corporate Governance and Audit Committee Charter.

External Auditor

The external auditor of the Company, whose main function is to facilitate the environment of good corporate governance as reflected in the Company's financial records and reports, is selected and appointed by the shareholders upon the recommendation of the Board after consultations with the Audit Committee. The Company's external auditor is rotated or changed every five years or earlier, or the signing partner of the auditing firm engaged by the Company is changed every five years or earlier, in accordance with SEC rules and regulations. The external auditor conducts an independent annual audit on the Company's financial performance and financial position and provides an objective opinion on the reasonableness of such records and reports.

In 2019, the SEC-accredited accounting firm R.G. Manabat & Co. ("RGM&Co.") served as external auditor of the Company. The Board of Directors will again nominate RGM&Co. to be the Company's external auditor for fiscal year 2020. Representatives of RGM&Co. are expected to be present at the ASM to respond to relevant questions and assist in the counting of votes cast during the meeting. They also have the opportunity to make a statement if they so desire.

In instances where the external auditor suspects fraud or error during their conduct of audit, they are required to disclose and express their findings on the matter.

Audit fees billed for the regular audit services rendered by RGM&Co. to the Company in connection with the Company's annual financial statements and other statutory and regulatory filings for 2019 amounted to approximately P1.6 Million. No non-audit services were rendered by RGM&Co. to the Company in 2019.

Internal Audit

Due to the magnitude of its operations, the internal audit of the Company and its subsidiaries is carried out by three separate and independent internal audit groups – one for the Company and its Food Division (comprised of the Company's food subsidiaries), one for the Company's Beer Division (comprised of the Company's beer subsidiaries), and another for the Company's Spirits Division (comprised of the Company's spirits subsidiaries). While the internal

audit group of the Company and its Food Division reports to the Company's Audit Committee, the internal audit groups of the Beer Division and the Spirits Division report to the Audit Committees of San Miguel Brewery Inc. and Ginebra San Miguel, Inc., respectively. These internal audit groups help the organization accomplish its objectives by bringing a systematic, disciplined approach in evaluating and improving the effectiveness of risk management, control and governance processes. The groups provide an independent objective assurance that key organizational and procedural controls of the Company and its subsidiaries are effective, appropriate, and strictly followed.

The head of the internal audit group of the Company and its Food Division, Ms. Ophelia L. Fernandez, who functionally reports directly to the Audit Committee, is appointed by the Board of Directors upon the endorsement of the Audit Committee, and any change to such head will also require the endorsement of the Audit Committee prior to the approval of the Board. The internal audit group head oversees and is responsible for the internal audit activity of the Company and its Food Division, including that portion that is outsourced to third party service providers.

The internal audit groups of the Company and its subsidiaries identify and evaluate significant risk exposures and contribute to the improvement of risk management and control systems by assessing adequacy and effectiveness of controls covering the organization's governance, operations and information systems. By evaluating their effectiveness and efficiency, and by promoting continuous improvement, the Company's businesses maintain effective controls in their responsibilities and functions.

Regular audits of the business of the Company, its subsidiaries, and support units are conducted according to an annual audit program approved by the Audit Committee. Special audits are also undertaken when and as necessary.

In November 2019, upon the endorsement of the Audit Committee, the Board approved amendments to the Charter of the internal audit group of the Company and its Food Division, which Charter was originally adopted in March 2017. The full text of this Internal Audit Group Charter, as amended, may be viewed at the Company's corporate website.

RISK MANAGEMENT

The Board of Directors has the overall responsibility for the establishment and oversight of the Company's risk management framework.

Due to its extensive operations, the Company faces both financial and non-financial risks on a daily basis. Examples of these risks are market risks, environmental risks, and socio-cultural risks. To manage these risks, the Company has established policies to identify and analyze the key risks faced by the Company and its subsidiaries, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies, systems and processes, as well as practices, are continuously reviewed to reflect changes in market conditions and the organization's activities. The Food Division, in particular, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

Risk management functions are currently performed at the management committee level of each operating subsidiary of the Company, as well as assumed by the Chief Operating Officers and heads of the corporate service units of each Division in the organization. Further, every manager is tasked to ensure compliance with all operational and financial controls in his/her area of responsibility and to implement internal controls as part of the total system to achieve the goals of the group. Managers conduct regular evaluation of existing policies, systems and procedures to ensure that these remain relevant and effective to the current operating environment. Management also gives prompt and cooperative consideration to recommended improvement measures made by independent internal or external audit groups.

At the Board level, for the year 2019, the Audit Committee maintained oversight functions on internal controls, risk management and corporate governance compliance. For the year ended December 31, 2019, the Audit Committee has confirmed the adequacy of the Company's internal controls and risk management system. (See also Audit Committee Report in page 55 of this Annual Report.)

DISCLOSURE AND TRANSPARENCY

The Company adheres to the principle of full corporate disclosure and transparency regarding its financial condition, operations and state of corporate governance.

Directors are required to disclose their business interests, interests in transactions that may come before the Company, or any other conflicts of interest, as well as declare the names of their relatives up to the fourth degree of affinity and consanguinity. In this regard, directors accomplish a Full Business Interest Disclosure (FBID) form on an annual basis, as well as a Declaration of Relatives pursuant to the new Related Party Transactions Policy of the Company, as part of the process to determine whether they continue to have all the qualifications and none of the disqualifications to be a director of the Company pursuant to the Company's By-laws and Manual on Corporate Governance. The refusal to fully disclose the extent of his business interest or comply with disclosure requirements as required under the Securities Regulation Code and its Implementing Rules and Regulations is a ground for the temporary disqualification of a director.

Ownership Structure

As of December 31, 2019, SMC owns and controls 88.76% of the outstanding capital stock of the Company entitled to vote.

The top 20 shareholders of the Company, including the shareholdings of certain record and beneficial owners who own more than 5% of its capital stock, its directors, and key officers, are disclosed annually in the Company's Definitive Information Statement distributed to shareholders prior to the ASM. See also Securities Dealing; Trading in the Company's Shares below.

The aggregate number of shares owned of record by the Chairman, President, key officers and directors as a group as of December 31, 2019 is 252,750 shares or approximately 0.0043% of the Company's outstanding capital stock.

The aggregate number of shares owned by all officers and directors as a group as of December 31, 2019 is 253,550 shares or approximately 0.0043% of the Company's outstanding capital stock.

Financial Reporting

The Company provides the investing community with regular updates on its operating performance and other financial information through adequate and timely disclosures filed with the SEC and PSE.

The Company's financial statements conform to Philippine Accounting Standards and Philippine Financial Reporting Standards, which are all in compliance with International Accounting Standards. Consolidated audited financial statements for the latest completed financial year are submitted to the SEC and PSE not later than the prescribed deadline and are distributed to the shareholders well in advance of the ASM.

Quarterly financial results, on the other hand, are released and are duly disclosed to the SEC and PSE in accordance with relevant regulations. The results are also presented to financial and investment analysts, as well as the press, through quarterly analysts briefings and press statements, as the case may be. These disclosures are posted on the Company's corporate website.

In addition to compliance with structural reportorial requirements, the Company timely discloses via the appropriate channels all market-sensitive information, if any, such as dividend declarations, joint ventures and acquisitions, sale and divestment of significant assets, and related party transactions that may affect share price performance.

Securities Dealing; Trading in the Company's Shares

The Company exerts efforts for its directors and officers to comply with the requirement under the Securities Regulation Code, to disclose any change in their shareholdings in the Company as a result of any purchase, sale or any other dealing that relates to the Company's shares.

The following table sets out the shareholdings of the directors and key officers of the Company as of the start of the year, and as of the year ended December 31, 2019.

Name of Director/ Key Officer	Number of Shares as of December 31, 2018	Number of Shares as of December 31, 2019	% of Capital Stock
Eduardo M. Cojuangco, Jr.	10 common shares (Direct)	10 common shares (Direct)	0%
Ramon S. Ang	10 common shares (Direct)	10 common shares (Direct)	0%
Francisco S. Alejo III	10 common shares (Direct); 230,000 common shares (Indi- rect); 10,000 preferred series 2 shares (Indirect)	10 common shares (Direct); 230,000 common shares (Indi- rect); 10,000 preferred series 2 shares (Indirect)	0%
Roberto N. Huang	10 common shares (Direct); 3,500 preferred series 2 shares (Indirect)	10 common shares (Direct); 3,500 preferred series 2 shares (Indirect)	0%
Emmanuel B. Macalalag	None	10 common shares (Direct)	0%
Ferdinand K. Constantino	10 common shares (Direct); 8,100 preferred series 2 shares (Indirect)	10 common shares (Direct); 8,100 preferred series 2 shares (Indirect)	0%
Aurora T. Calderon*	N/A	10 common shares (Direct)	0%
Joseph N. Pineda**	N/A	10 common shares (Direct)	0%
Menardo R. Jimenez	10 common shares (Direct)	10 common shares (Direct)	0%
Ma. Romela M. Bengzon	10 common shares (Direct)	10 common shares (Direct)	0%
Carmelo L. Santiago	10 common shares (Direct)	10 common shares (Direct)	0%
Minita V. Chico-Nazario	10 common shares (Direct)	10 common shares (Direct)	0%
Ricardo C. Marquez	10 common shares (Direct)	10 common shares (Direct)	0%
Cirilo P. Noel	10 common shares (Direct)	10 common shares (Direct)	0%
Winston A. Chan***	N/A	10 common shares (Direct)	0%
Ildefonso B. Alindogan	None	None	
Kristina Lowella I. Garcia	None	None	
Alexandra B. Trillana	1,000 preferred series 2 shares (Indirect)	1,000 preferred series 2 shares (Indirect)	0%

N/A - Not applicable

* First elected as director on January 9, 2019

** First elected as director on June 5, 2019

*** First elected as independent director on February 6, 2019

The Company has adopted a Policy on Securities Dealing (or insider trading) that regulates the acquisition and disposal of the Company's shares by its directors, officers and key employees, and the use and disclosure of price-sensitive information by such persons.

Under the Policy, directors, officers and employees who have knowledge or are in possession of material non-public information are prohibited from dealing in the Company's securities prior to the disclosure of such information to the public. The Policy likewise prescribes the number of days before and after public disclosure of structured and non-structured reports (the "blackout period"), during which trading in the Company's securities by persons who, by virtue of their functions and responsibilities, are considered to have knowledge or possession of material non-public information, is not allowed.

The Policy was updated in January 2017 to comply with the New CG Code requiring all directors and officers to disclose or report to the Company any dealings in the Company's shares within three business days from the transaction.

The Compliance Officer regularly sends reminders on compliance with the Policy, to the directors, officers and key employees of the Company prior to the start of every blackout period as it relates to structured reports.

The full text of the Policy on Securities Dealing may be found at the Company's corporate website.

SHAREHOLDER RIGHTS

The Company recognizes that the most cogent proof of good corporate governance is that which is visible to the eyes of its investors.

Shareholder Meetings

The Company's By-laws provide that its ASM will be held on the first Wednesday of June of every year. Stockholders are informed at least 30 days before the scheduled date of general meetings.

In this regard, the Company first disclosed on November 13, 2018, the date of the 2019 ASM (held on June 5, 2019). On March 13, 2019, the Company disclosed the Agenda, time and place of the 2019 ASM, record date for stockholders entitled to vote at said meeting, period when the stock transfer books of the Company will be closed, deadline for submission of proxies and date of validation of proxies. The Notice and Definitive Information Statement to the 2019 ASM, including the date, time and place for the validation of proxies, as well as rationale and explanation for each relevant Agenda item requiring shareholder approval, were sent to the stockholders on or around April 26, 2019, more than 30 days before the ASM.

For the 2020 ASM, the Company disclosed on November 6, 2019 that the date of the 2020 ASM will be on June 3, 2020, in accordance with the Company's amended By-laws. The disclosure invited stockholders who wish to propose the inclusion of additional items to the usual Agenda of the ASM and/or to nominate candidates to the Board, to submit their proposals not later than January 31, 2020 to the Corporate Secretary at the 4th Floor, 100 E. Rodriguez Jr. Avenue (C5 Road), Barangay Ugong, Pasig City, for the consideration of the Chairman and the appropriate Board Committee/s.

In view of the enhanced community quarantine in Luzon imposed by the national government brought about by the coronavirus disease 2019 (COVID-19) global pandemic, however, the Company disclosed on April 2, 2020 the postponement of the 2020 ASM, from June 3, 2020 to June 24, 2020.

Voting Rights and Voting Procedures

Each common share in the name of the shareholder entitles such shareholder to one vote that may be exercised in person or by proxy at shareholder meetings, including the ASM. Common shareholders, even minority or non-controlling shareholders, have the right to nominate, elect, remove, and replace directors, as well as vote on certain corporate acts, including decisions concerning significant transactions, in accordance with the Revised Corporation Code and other applicable laws and regulations. In such cases, the Company provides the rationale and explanation for each agenda item that requires shareholders' approval in the Definitive Information Statement distributed prior to the ASM.

Preferred shareholders have the right to vote on matters involving certain fundamental corporate changes in accordance with Section 6 of the Revised Corporation Code. They also enjoy certain preferences over holders of common shares in terms of dividends and in the event of liquidation of the Company.

Voting procedures on matters presented for approval to the stockholders in the ASM are provided in the Definitive Information Statement.

Pre-emptive Rights

Unless denied in its Articles of Incorporation or an amendment thereto, stockholders have the right to subscribe to all issues of shares of the Company in proportion to their shareholdings.

On November 3, 2010 and January 18, 2018, the stockholders approved to amend the Articles of Incorporation of the Company to deny pre-emptive rights to the issuances of preferred and common shares, respectively. Such amendments to the Articles of Incorporation were approved by the SEC on December 23, 2010 and March 23, 2018, respectively.

Right to Information

Shareholders and prospective investors may request relevant information on the Company, including copies of periodic reports filed with the regulatory authorities and disclosures via the PSE, through the Investor Relations group of the Company headed by Ms. Kristina Lowella I. Garcia, whose contact details are provided below. These reports, disclosures, press releases and statements, as well as investor and analyst briefing materials, are also posted on the Company's corporate website.

Ms. Kristina Lowella I. Garcia

San Miguel Food and Beverage, Inc. Investor Relations
7th Floor, SMC Head Office Complex
40 San Miguel Avenue, Mandaluyong City
Telephone: (632) 8632-3752; Fax (632) 8632-3313/8632-3749
Email: kigarcia@sanmiguel.com.ph

Dividends and Dividend Policy

Shareholders are entitled to receive dividends as the Board of Directors may, in its sole discretion, declare from time to time. However, the Company is required, subject to certain exceptions allowed under the law, to declare dividends when its retained earnings equal or exceed its paid-up capital stock.

Dividends declared at the discretion of the Board will depend upon the Company's future results of operations and general financial condition, capital requirements, its ability to receive dividends and other distributions and payments from its subsidiaries, foreign exchange rates, legal, regulatory and contractual restrictions, loan obligations both at the parent company and subsidiary level and other factors the Board may deem relevant.

Since August 8, 2018, the cash dividend policy of the Company has been to entitle holders of its common shares to receive annual cash dividends of up to 60% of the prior year's recurring net income. Recurring net income is net income calculated without respect to extraordinary events that are not expected to recur. The Company expects that the dividend distributions shall be made over the four quarters of the year, subject to the applicable laws and regulations and based on the recommendation of the Board. In considering dividend declarations for each quarter, the Board has in the past and will in the future, take into consideration dividend payments on the preferred shares, and other factors, such as the implementation of business plans, debt service requirements, debt covenant restrictions, funding of new investments, major capital expenditure requirements, appropriate reserves and working capital, among others.

Under the terms of the perpetual series 2 preferred shares offer of the Company in February 2015 (the "FBP2 Shares"), as and if dividends are declared by the Board, dividends on the FBP2 Shares shall be at a fixed rate of 5.6569% per annum applicable up to the fifth anniversary of the issue date of such shares.

In 2017, the Company paid out cash dividends of P6.00 per common share and P56.56900 per FBP2 Share.

In 2018, the Company paid out cash dividends of P3.00 per common share and P56.56900 per FBP2 Share.

In 2019, the Company paid out cash dividends of P1.60 per common share and P56.56900 per FBP2 Share.

As a matter of and pursuant to its policy, the Company paid out the dividends for its common shares within 30 days after being declared and approved by the Board, as follows:

Date of Declaration and Approval	Amount	Date of Payment
February 6, 2019	P0.40 per share	March 6, 2019
May 8, 2019	P0.40 per share	June 7, 2019
August 7, 2019	P0.40 per share	September 5, 2019
November 6, 2019	P0.40 per share	December 5, 2019

STAKEHOLDER RELATIONS

The Company exercises transparency when dealing with shareholders, customers, employees, creditors, suppliers and other trade partners. The Company ensures that these transactions adhere to fair business practices in order to establish long-term and mutually beneficial relationships.

The Company recognizes and places importance on the interdependence between business and society, and promotes a mutually beneficial relationship that allows the Company to grow its business, while contributing to the advancement of the society where it operates. Accordingly, the Company exerts efforts to interact positively with the communities in which it operates.

Complete contact details of the Company's various business units, through which its stakeholders can properly address their concerns, are found in the Company's corporate website.

Shareholder and Investor Relations

The investor relations program of the Company aims to effectively communicate the organization's performance and plans to the capital market, as well as develop a long-term relationship of trust with stakeholders, using the discipline in finance, communication and marketing, and manage the content and flow of the group's information and disclosures to the financial markets.

Among others, the communications strategy of the Company endeavors to encourage shareholders, including minority shareholders and institutional investors, to attend and participate in the ASM of the Company.

The Company communicates with the investing community and keeps shareholders informed through timely disclosures via the PSE, reports filed with the SEC, stockholder meetings, regular quarterly briefings, investor conferences, press releases and statements, its corporate website, emails and telephone calls. The Company's disclosures and other reports submitted to the SEC and PSE are available for download from its corporate website.

The Investor Relations Group of SMC organizes quarterly briefings on SMC and its consolidated group of companies, including the Company, for investment and financial analysts. Invitations and materials for such briefings are posted on the Company's website. All interested persons may attend these briefings. In the year 2019, the following were the analyst and media briefings conducted:

DATE	AGENDA
March 14, 2019	2018 Full Year Results
May 9, 2019	2019 First Quarter Results
August 8, 2019	2019 First Semester Results
November 7, 2019	2019 Third Quarter Results

The Company, through its own Investor Relations Group, also holds briefings and meetings with investment and financial analysts from time to time, as and when necessary or requested by said analysts.

Suppliers/Contractors, Creditors and Customers

The Company recognizes the importance of its other stakeholders, such as its customers, suppliers or contractors and creditors, in the creation and growth of value, stability and long-term competitiveness of its businesses. The Company is committed to delivering products and services that delight and inspire loyalty in its customers. The Company adheres to a stringent selection process for its suppliers and contractors. A dedicated team of buyers in the Procurement Groups of each of its Food, Beer and Spirits Divisions is tasked with the important role of canvassing, assessing bids and accrediting potential suppliers.

The Company also recognizes the value of working hand-in-hand with its suppliers and contractors, to help them grow and assure them of reasonable and fair returns. At the same time, the Company is mindful that it chooses and maintains only those suppliers and contractors who share the same core beliefs as the Company, and who uphold the values of integrity and honor in their day-to-day dealings. Thus, the principles embodied in the Company's Code of Business Conduct and Ethics expressly apply to the Company's business partners, such as its suppliers, contractors and customers.

The Company honors its obligations to its suppliers and creditors, including payments in accordance with agreements.

MANAGEMENT

Each of the Food, Beer and Spirits Divisions of the Company has its own Chief Operating Officer and management team primarily responsible for the day-to-day operations and business of such Division. The annual compensation of the President and the key officers of the Company, as well as their shareholdings in the Company, are set out in the Definitive Information Statement distributed to shareholders prior to the ASM.

EMPLOYEE RELATIONS, HEALTH, SAFETY AND WELFARE

The Company is committed to its employees' safety, health and welfare, and to nurture their individual capabilities.

Programs are in place to ensure the safety of its workers. These programs include the elimination of occupational hazards in the workplace, provision of protective wear and/or equipment, proper training in the handling and use of machinery and materials, safety reminders and other measures that may be necessary to maintain their safety. Employees are protected from undue exposure to chemicals, biological and physical hazards, and in the event exposure to these are inevitable, safety information is provided to educate, train and safeguard employees.

The Company identifies, assesses and prepares for potential emergency situations in the workplace, and minimizes their impact through prevention and readiness to implement emergency plans and response procedures. In case such an emergency occurs, the proper authorities are informed immediately.

To promote sustainable development, the Company complies with all environmental regulations applicable to every step in its value chain. All required environmental permits, licenses, authorizations, registrations and clearances are obtained and their operational and reporting requirements followed.

The Company has systems in place to ensure the safe handling, movement, recycling, reuse, storage or release, and management of waste, air emissions, waste water discharges and hazardous materials. Any waste, waste water or emissions with the potential to adversely impact human or environmental health are appropriately managed, controlled and treated prior to release into the environment.

The Company provides comprehensive health care services directed at prevention of disease, protection from health hazards and maintenance of health. Programs are implemented to identify personal risks to health and to detect diseases in the early and most treatable stages.

The Company is committed to improve the quality of life of its employees through healthy living and piloting of wellness initiatives to encourage employees to maintain active and healthy lifestyles. The Company provides regular information to assist employees in making better decisions regarding their health, as well as the health of their dependents.

The Company is committed to promote a workplace that is free from drug abuse as it is detrimental to the health, safety and work performance of employees and poses risks to operations and product quality.

The Company strives to protect its employees from harassment of any form. The Company provides a workplace free of harassment, discrimination, harsh and inhumane treatment. Any abusive behavior such as sexual harassment, corporal punishment, mental or physical coercion, or verbal abuses or threats among workers is not tolerated. Discrimination for reasons of race, age, gender, gender-orientation, ethnicity, disability, religion, political affiliation, union membership or marital status is not condoned. The Company actively implements mechanisms for dealing with such occurrences and ensures that it will act justly, swiftly and decisively in addressing such complaints.

The Company respects individuals in a manner consistent with the rights to privacy and data protection. Information about people are used appropriately for necessary business purposes and is protected from misuse to prevent undue harm to individuals such as discrimination, stigmatization or other damage to reputation and personal dignity, impact on physical integrity, fraud, financial loss or identity theft.

The Company's performance management framework ensures that its personnel's performance is aligned with the standards set by the Board and senior management. The Company adopts a performance management system and salary review program wherein employees are appraised annually on the basis of achievement of specific objectives and key performance indicators, i.e., financial results of the business, business/functional priorities, internal processes and learning and growth, as well as participation in centerpiece projects and critical incidents. Bonuses are determined in accordance with SMC's Business Performance and Annual Incentive Programs, which tracks attainment of the San Miguel Group's earnings targets. The Company is also part of the Long Term Incentive Program (LTIP) of SMC for the San Miguel Group. The LTIP is a variable reward program that provides key executives with financial incentives that are contingent to the achievement of the Group's medium to long range business goals, sustained growth, expansion, and continued financial success.

Career advancement and improvement are provided by the Company through various training programs and seminars. In particular, in 2010, the Company launched the San Miguel Pure Foods University, which is an institution of higher learning that aims to synergize all training initiatives of the Food Division and provide employees a formal training ground specific to their functions and geared towards their professional development.

Majority of the subsidiaries of the Company have funded, non-contributory defined benefit retirement plans covering all of their permanent employees.

Each employee is provided with an Employee Handbook and Code of Business Conduct and Ethics containing the house rules, policies and guidelines setting out the duties and responsibilities of an employee of the Company.

Through internal newsletters and e-mail news briefs facilitated by the Corporate Affairs and Human Resources groups, as well as SMC's Corporate Affairs Office, employees are updated on any one-time benefits that may be granted by senior management, significant events and programs, as well as material developments within the organization. In particular, the Food Division issues internal newsletters which document the Division's various activities and efforts to address the needs and interest of its employees and other stakeholders, including customers, suppliers, contractors and communities.

CORPORATE MISSION AND VISION

In the first quarter of 2010, the Company formally launched its corporate mission where it determined its long-term growth objectives. The Company has further defined its vision of "nourishing and nurturing families worldwide" and its core purpose of Malasakit, which it espouses in every one of its endeavors. This is part of the transformational programs that the Company has undertaken in order to reach its goals.

The Board reviews and approves the corporate mission and vision of the Company every three years or after such period as it deems necessary, or upon the recommendation of management. The Board last reviewed and approved the vision and mission of the Company during its meeting on February 2, 2017.

CORPORATE OBJECTIVES AND STRATEGIES

The Board of Directors oversees the development, review and approval of the Company's business objectives and strategy, as well as monitors the implementation of such objectives and strategy. In pursuit of its long-term growth objectives, the Company continues to strive to achieve and maintain market leadership in the various categories in which it is present. In its strategy to further shift from commodities to value-added products where margins are more stable, the Company aims to launch several new innovative products in the coming years, to cater to the changing tastes of its consumers. Recognizing the need to constantly improve and adapt, the Company is poised to start operations of several new plants and facilities to be in a better position to respond to the demands of its customers.

CORPORATE SOCIAL RESPONSIBILITY

Corporate social responsibility is vitally important to the Company, owing to its roots as a subsidiary of SMC, a conglomerate deeply committed to far-reaching social and environmental initiatives. Policies ensure that the Company adheres to the highest standards of ethical behavior, environmental sustainability, and commitment to its communities.

CODE OF ETHICS, WHISTLEBLOWING AND OTHER POLICIES

The Company adheres to the SMC Code of Ethics and Conduct that describes fundamental standards of conduct and values consistent with the principles of good governance and business practices, which guide and define the actions and decisions of the directors, officers and employees of the entire San Miguel Group, including the Company.

The Board of Directors of the Company, at its meeting on August 8, 2013, approved the adoption of the Company's own Code of Business Conduct and Ethics that embodies the guidelines and principles on acceptable behavior and performance of the employees and business partners (i.e., contractors, suppliers, distributors) of the organization, including their directors. It is aligned with the SMC Code of Ethics and Conduct, and supports SMC's program on corporate governance.

The Company's Code of Business Conduct and Ethics is the centerpiece program of the Company that integrates, as well as serves as the foundation for existing and future policies to be observed by the organization's employees and business partners. It intends to enlist employees and business partners to the Company's core purpose, value and envisioned future, thus engaging them to become more conscientious employees and committed stakeholders in the Company.

Aside from making the Code of Business Conduct and Ethics available for review and download in the corporate website, the Company formally launched the Code in the annual Employee Service Awards in 2013 and then cascaded the same to all employees in all offices and plants of the organization nationwide. Employees were also given copies of the Code during the cascade and thereafter made to sign their commitment to comply with the Code and adopt the fundamental standards of conduct and values set out therein.

Procedures are also established for the communication and investigation of concerns regarding the Company's accounting, internal accounting controls, auditing, and financial reporting matters under a San Miguel Group-wide Whistleblowing policy.

The Company will not tolerate retaliation in any form against a director, officer, employee or other interested party who, in good faith, raises a concern or reports a possible violation under the Whistleblowing policy. This policy, however, shall not be used for addressing or taking up personal grievances.

The Board of Directors of the Company, at its meeting on November 6, 2015, ratified the approval by the Audit Committee of the Company's own Whistle-Blowing Policy. The Policy is aligned with San Miguel Corporation's Whistleblowing policy for the San Miguel Group. However, the Company deemed it necessary to have a supplemental Whistle-Blowing Policy that is broader in coverage, which aims to deter and uncover corrupt, illegal, unethical, fraudulent or other conduct detrimental to the interest of the Company committed by its employees, as well as the latter's contractors and suppliers.

The Board ensures the proper and efficient implementation and monitoring of compliance with the Code of Business Conduct and Ethics, Whistle-Blowing Policy, and other related internal policies of the Company, including the recent Personal Data Privacy Policy and Related Party Transactions Policy.

The full texts of the Code of Business Conduct and Ethics, Whistle-Blowing Policy and other related policies may be found at the Company's corporate website.

COMPLIANCE MONITORING

To ensure adherence to corporate governance principles and best practices, as well as applicable laws and relevant regulations, the Board of Directors has appointed a Compliance Officer for the Company, Atty. Alexandra Bengson Trillana. The Compliance Officer is responsible for monitoring compliance by the Company with the provisions and requirements of its Manual on Corporate Governance, as amended from time to time, applicable laws and the rules and regulations of the relevant regulatory agencies. Such review on compliance with laws and relevant regulations is conducted on a periodic basis as may be necessary upon the effectivity of such laws and regulations, and at least annually. Appropriate training and awareness initiatives to facilitate understanding, acceptance and compliance with the said issuances are also conducted. The Compliance Officer holds the position of Vice President. She is also General Counsel of the Company and the Food Division. As Compliance Officer, she has direct reporting responsibilities to the Chairman of the Board.

In May 2017, the Board of Directors approved a new Manual on Corporate Governance to align with the New CG Code under SEC Memorandum Circular No. 19, series of 2016. The new Manual included the creation of a Corporate Governance Committee (to take the place of the Nomination and Hearing Committee and Executive Compensation Committee), a Related Party Transactions Committee and a Board Risk Oversight Committee, in addition to the existing Audit Committee.

In November 2019, the Board of Directors approved amendments to the new Manual to document the practice that in view of the magnitude of the Company's operations following the consolidation of the food and beverage businesses of SMC under the Company in 2018, the Company has in place an internal audit function carried out by three separate and independent internal audit groups – one for the Company and its Food Division (comprised of the Company's food subsidiaries), one for the Company's Beer Division (comprised of the Company's beer subsidiaries), and one for the Company's Spirits Division (comprised of the Company's spirits subsidiaries). Each Internal Audit Group shall be headed by a qualified Internal Audit Group Head, who shall functionally report directly to the Audit Committees of the relevant company, which is San Miguel Food and Beverage, Inc. for the Company and its Food Division, San Miguel Brewery Inc. for the Beer Division, and Ginebra San Miguel, Inc. for the Spirits Division. Each Internal Audit Group Head shall further administratively report directly to the Chief Operating Officers of the Food, Beer and Spirits Division, respectively. The new Manual, as amended, is available for viewing and download at the Company's corporate website.

In August 2017, the Board approved the adoption by the Corporate Governance Committee, Related Party Transactions Committee and Board Risk Oversight Committee of their respective Charters, as reviewed and endorsed by each Committee. The approval of the adoption by the Audit Committee of its Charter was approved by the Board in August 2012 upon the endorsement of the Audit Committee. The Charters of the Audit Committee, Corporate Governance Committee, Related Party Transactions Committee and Board Risk Oversight Committee each outline the purpose, membership and qualifications, structure and operations, duties and responsibilities, reporting process and performance evaluation of the said Board Committees, and the procedures which shall guide the conduct of its functions, to ensure adherence by the Company to the best practices of good corporate governance. The full texts of said Charters may be viewed at the Company's corporate website.

In March 2017, upon the endorsement of the Audit Committee, the Board approved the Charter of the Internal Audit Group of the Company. The Charter was further amended in November 2019, to reflect the new name of the Company (formerly San Miguel Pure Foods Company Inc.) and clarify that the Charter applies to the Internal Audit Group of the Company and its Food Division only.

On May 29, 2018, the Company submitted its first I-ACGR in accordance with SEC Memorandum Circular No. 17, series of 2017. Since then, the Company has submitted and will continue to submit its I-ACGR within the prescribed period.

In August 2019, upon the endorsement of the Corporate Governance Committee, the Board approved the Charter of the Board of Directors of the Company that formalizes and clearly states its roles, responsibilities and accountabilities in carrying out its fiduciary role.

In December 2019, in accordance with recent SEC pronouncements, the Company submitted a Letter-Advisement to the SEC on the attendance of Directors at Board and stockholder meetings in the year 2019.

The Company is assessed annually in accordance with the ASEAN Corporate Governance Scorecard for publicly listed companies in the ASEAN region.

In June 2019, the Institute of Corporate Directors once again recognized the Company as a top performing publicly listed company in the Philippines under the 2018 ASEAN Corporate Governance Scorecard. The Company continues to improve its policies and institutionalize good corporate governance practices, to make this a competitive edge in the way it conducts business.

ANNUAL TRAINING OR PROGRAM ON CORPORATE GOVERNANCE

The Company encourages its directors and officers to attend continuous professional education programs.

The Company organizes an annual seminar or program on Corporate Governance for directors and key officers, in accordance with SEC regulations. In 2019, the topics covered in the four-hour course were on effective Corporate Governance model and the updated definition of Corporate Governance; the SEC's New Code of Corporate Governance, Updates on Sustainability Reporting Guidelines, Reporting Principles of Sustainability, Sustainability Reporting Framework, Benefits of Sustainability Reporting and Disclosure topics; and the Revised Corporation Code. All directors and key officers, including the Corporate Secretary and Compliance Officer of the Company, as well as its internal audit group head, attended a seminar on corporate governance conducted by a SEC-accredited training provider in 2019.

The Company certifies that, for 2019, it has complied with the provisions of its Manual on Corporate Governance, as amended in accordance with the New CG Code.

WEBSITE

The Company's Articles of Incorporation, By-laws, Manual on Corporate Governance, Board Committee charters, policies, up-to-date information on the Company and its businesses and products, results of business operations, financial statements, career opportunities and other relevant information to encourage shareholders including institutional shareholders to attend the ASM, may be viewed at its corporate website www.smfb.com.ph.

REPORT OF THE AUDIT COMMITTEE

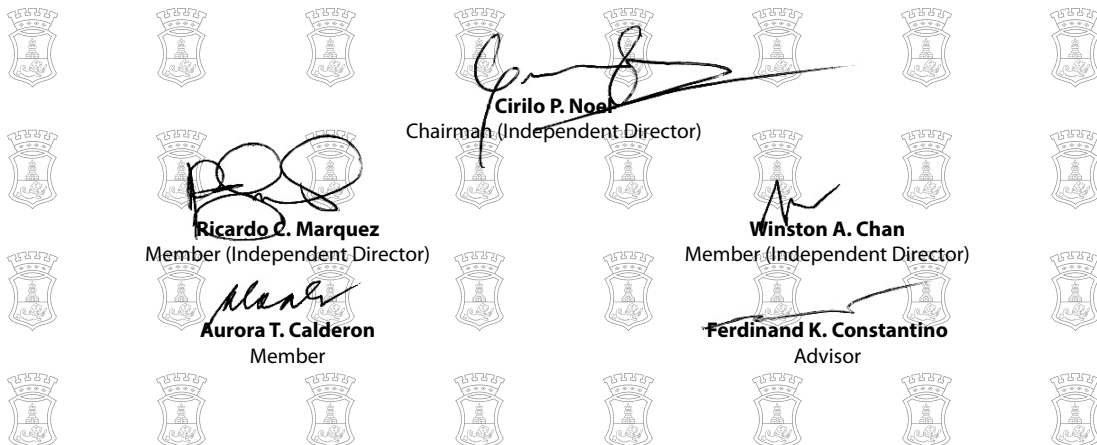
For the year ended December 31, 2019

The undersigned Audit Committee assists the Board of Directors of San Miguel Food and Beverage, Inc. (the "Company") in its corporate governance and oversight responsibilities in relation to financial reporting, risk management, internal controls and internal and external audit processes and methodologies.

In fulfillment of these responsibilities, the Audit Committee performed the following in 2019:

- We endorsed for approval by the stockholders, and the stockholders approved the appointment of R.G. Manabat & Co. as the Company's independent external auditors for 2019;
- We reviewed and approved the terms of engagement of the external auditor, including the audit, audit-related and any non-audit services provided by the external auditor to the Company and the fees for such services, and ensured that the same did not impair the external auditor's independence and objectivity;
- We endorsed for approval by the Board, and the Board approved, the appointment of Ms. Ophelia L. Fernandez, head of the internal audit group of the Company and its food subsidiaries;
- We reviewed and approved the scope of the audit and audit programs of the external auditor, as well as the Company's internal audit group, and have discussed the results of their audit processes and their findings and assessment of the Company's internal controls and financial reporting systems;
- We reviewed, discussed and recommended for approval of the Board of Directors the Company's annual and quarterly consolidated financial statements, and the reports required to be submitted to regulatory agencies in connection with such consolidated financial statements, to ensure that the information contained in such statements and reports presents a true and balanced assessment of the Company's position and condition and comply with the regulatory requirements of the Securities and Exchange Commission (SEC) and applicable laws;
- We reviewed the effectiveness and sufficiency of the Company's financial and internal controls, risk management systems, and control and governance processes, confirm that these are adequate, and ensured that, where applicable, necessary measures are taken to address any concern or issue arising therefrom; and
- We reported compliance to the SEC on the results of the accomplishment by the members of the Audit Committee Self-Rating Form in accordance with the Audit Committee Charter and in compliance with the requirements of the SEC Memorandum Circular No. 4, Series of 2012.

All five members of the Audit Committee, three of whom are independent directors, are satisfied with the scope and appropriateness of the Committee's mandate and that the Committee substantially met its mandate in 2019.



Cirilo P. Noel
Chairman (Independent Director)

Ricardo C. Marquez
Member (Independent Director)

Aurora T. Calderon
Member

Winston A. Chan
Member (Independent Director)

Ferdinand K. Constantino
Advisor

STATEMENT OF MANAGEMENT’S RESPONSIBILITY FOR CONSOLIDATED FINANCIAL STATEMENTS

The management of San Miguel Food and Beverage, Inc. (the Company) is responsible for the preparation and fair presentation of the consolidated financial statements including the schedules attached therein, for the years ended December 31, 2019, 2018 and 2017 in accordance with the prescribed financial reporting framework indicated therein, 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 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.

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

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

R.G. Manabat and Co., the independent auditor appointed by the stockholders, has audited the consolidated financial statements of the Company for the years ended December 31, 2019 and 2018, in accordance with Philippine Standards on Auditing (PSA), and its report to the stockholders, has expressed its opinion on the fairness of presentation upon completion of such audit. For the year ended December 31, 2017, the consolidated financial statements were audited by Reyes, Tacandong & Co., appointed by the stockholders, and was audited in accordance with PSA and expressed its opinion on the fairness of presentation upon completion of such audit.

 EDUARDO M. COJUANGCO, JR. Chairman and Chief Executive Officer								
 RAMON S. ANG President and Chief Operating Officer								
 ILDEFONSO B. ALINDOGAN Vice President and Chief Finance Officer								
								

Signed this 11th day of March 2020



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REPORT OF INDEPENDENT AUDITORS

The Board of Directors and Stockholders
San Miguel Food and Beverage, Inc.
 100 E. Rodriguez Jr. Avenue (C5 Road)
 Barangay Ugong, Pasig City

Opinion

We have audited the consolidated financial statements of San Miguel Food and Beverage, Inc. (*Formerly San Miguel Pure Foods Company Inc.*) and its subsidiaries (the "Group"), which comprise the consolidated statements of financial position as at December 31, 2019 and 2018, and the consolidated statements of income, consolidated statements of comprehensive income, consolidated statements of changes in equity and consolidated statements of cash flows for the years then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2019 and 2018, and its consolidated financial performance and its consolidated cash flows for the years then ended, in accordance with Philippine Financial Reporting Standards (PFRS).

Basis for Opinion

We conducted our audit in accordance with Philippine Standards on Auditing (PSAs). Our responsibilities under those standards are further described in the *Auditors' 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 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.



Impairment Testing of Trademarks and Brand Names (P37,369 million)

Refer to Note 16 to the consolidated financial statements.

The risk

The Group has assessed that the trademarks and brand names have indefinite useful lives in view of the fact that there is no foreseeable limit to the period over which the assets are expected to generate cash inflows for the Group. Trademarks and brand names represent 14% of the consolidated total assets of the Group. As required by Philippine Accounting Standard (PAS) 36, *Impairment of Assets*, impairment testing is required annually for intangible assets with indefinite useful lives, irrespective of whether there is an indication that the related assets may be impaired.

We focused on this area because of the subjectivity and complexity of determining the recoverable amounts which involve significant estimation uncertainty. As a result, we assessed that the impairment testing is a key audit matter.

Our response

Our audit work included an evaluation and assessment of the methodology applied in the impairment review in accordance with PAS 36. We have updated our understanding of the management's annual impairment process. We evaluated the reasonableness of the future cash flow forecasts, by comparing them with the latest Board of Directors' approved budgets and considered the historical accuracy of management's forecasts by comparing prior year forecasts to actual results. We challenged the key assumptions for long term growth rates in the forecasts by comparing them with historical results, economic and industry forecasts; and the discount rate used by recalculating the Group's weighted average cost of capital using market comparable information. We have involved our own valuation specialist in the evaluation. We have also assessed the appropriateness and adequacy of the presentation and the relevant disclosures in the consolidated financial statements.

Revenue Recognition (P310,785 million)

Refer to Notes 7, 22 and 30 to the consolidated financial statements.

The risk

Revenue is an important measure used to evaluate the performance of the Group. It is accounted for when control of the goods or services is transferred to the customer over time or at a point in time, at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The nature of the Group's operations poses a risk that revenue recognized may be inconsistent with the requirements of PFRS 15, *Revenue from Contracts with Customers*, since there is a timing difference between recording the transaction and transfer of significant control to the customers. Revenues may be inappropriately recognized in order to improve business results and achieve capital and revenue growths in line with the objectives of the Group, thus increasing the risk of material misstatement. Moreover due to materiality of revenue in the consolidated financial statements, it is deemed as one of our key audit matters.

Our response

Our audit work included evaluation and assessment of the revenue recognition policies of the Group in accordance with PFRS 15. We have identified and assessed key controls over the revenue process. We have also involved our Information Technology (IT) specialists to assist in the audit of automated controls, including interface controls between different IT applications, for the evaluation of relevant IT systems and the design and operating effectiveness of controls over the recording of revenue transactions. We tested sales throughout the period by selecting samples of transactions to ascertain that it met the revenue recognition criteria and traced it to source documentation to ensure propriety of recording. We tested, on a sampling basis, journal entries posted to revenue accounts to identify unusual or irregular items. We tested, on a sampling basis, sales transactions for the last month of the financial year and also the first month of the following financial year to supporting documentation such as sales invoices and delivery documents to assess whether these transactions are recorded in the appropriate financial year. In addition, a combination of third party confirmations and testing of subsequent collections of credit sales were conducted. We tested, on a sampling basis, credit notes issued after the financial year, to identify and assess any credit notes that relate to sales transactions recognized during the year. We have also evaluated the appropriateness and adequacy of the presentation and the relevant disclosures in the consolidated financial statements.



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, 2019, but does not include the consolidated financial statements and our auditors' report thereon. The SEC Form 20-IS (Definitive Information Statement), SEC Form 17-A and Annual Report for the year ended December 31, 2019 are expected to be made available to us after the date of this auditors' 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 audit 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 audit or otherwise appears to be materially misstated.

Other Matter Relating to Comparative Information

The consolidated financial statements of San Miguel Food and Beverage, Inc. and Subsidiaries as at and for the year ended December 31, 2017, excluding the retrospective adjustments from the acquisition of San Miguel Brewery Inc. and Ginebra San Miguel Inc. in 2018 described in Note 1 and the reclassification described in Note 37 to the consolidated financial statements, were audited by other auditors, who expressed an unmodified opinion on those consolidated financial statements on March 14, 2018.

As part of our audit of the consolidated financial statements as at and for the years ended December 31, 2019 and 2018, we have also audited the retrospective adjustments to the consolidated financial statements that were applied to restate the comparative information in 2017. We were not engaged to audit, review, or apply any procedures to the comparative information in 2017, other than with respect to the retrospective adjustments. Accordingly, we do not express an opinion or any other form of assurance on the comparative information in 2017. However, in our opinion, the retrospective adjustments to the consolidated financial statements are appropriate and have been properly applied.

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 PFRS, 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.

Auditors' 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 auditors' 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 auditors' report to the related disclosures in the 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 auditors' 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 group audit. We remain solely responsible for our audit opinion.

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

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, 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 auditors' 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 auditors' report is John Molina.

R.G. MANABAT & CO.

JOHN MOLINA

Partner

CPA License No. 0092632

SEC Accreditation No. 1101-AR-2, Group A, valid until August 10, 2020

Tax Identification No. 109-916-107

BIR Accreditation No. 08-001987-023-2019

Issued August 7, 2019; valid until August 6, 2022

PTR No. MKT 8116776

Issued January 2, 2020 at Makati City

March 11, 2020
Makati City, Metro Manila

SAN MIGUEL FOOD AND BEVERAGE, INC.
(Formerly San Miguel Pure Foods Company Inc.)
AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2019 AND 2018
(with January 1, 2018)
(In Millions)

	<i>Note</i>	December 31, 2019	December 31, 2018 As restated - Note 37)	January 1, 2018 (As restated - Note 37)
ASSETS				
Current Assets				
Cash and cash equivalents	4, 7, 33, 34	P36,451	P39,425	P35,540
Trade and other receivables - net	4, 8, 30, 33, 34	24,199	19,554	18,237
Inventories	4, 9	33,771	32,469	26,878
Current portion of biological assets - net	4, 10	4,151	4,245	3,422
Prepaid expenses and other current assets	3, 11, 30, 33, 34	7,547	5,148	4,872
Total Current Assets		106,119	100,841	88,949
Noncurrent Assets				
Investments - net	4, 12	117	339	399
Property, plant and equipment - net	3, 4, 13	75,537	61,921	51,125
Right-of-use assets - net	3, 4, 14	4,785	-	-
Investment property - net	3, 4, 15	2,955	2,348	2,100
Biological assets - net of current portion	4, 10	2,808	2,844	2,695
Goodwill - net	4, 16	996	996	996
Other intangible assets - net	3, 4, 16	39,754	40,950	40,786
Deferred tax assets	3, 4, 28	2,526	2,463	2,791
Other noncurrent assets - net	3, 4, 17, 29, 30, 33, 34	30,370	25,802	18,995
Total Noncurrent Assets		159,848	137,663	119,887
		P265,967	P238,504	P208,836
LIABILITIES AND EQUITY				
Current Liabilities				
Notes payable	18, 30, 33, 34	P15,851	P21,979	P13,939
Trade payables and other current liabilities	19, 30, 33, 34	49,780	43,370	37,342
Lease liabilities - current portion	3, 4, 33, 34	670	-	-
Income and other taxes payable		6,496	5,602	5,734
Dividends payable	21	41	34	30
Current maturities of long-term debt - net of debt issue costs	20, 33, 34	234	12,920	114
Total Current Liabilities		73,072	83,905	57,159

Forward

	Note	December 31, 2019	December 31, 2018 As restated - Note 37)	January 1, 2018 (As restated - Note 37)
Noncurrent Liabilities				
Long-term debt - net of current maturities and debt issue costs	20, 33, 34	44,419	22,788	34,665
Deferred tax liabilities	3, 28	26	53	53
Lease liabilities - net of current portion	3, 4, 33, 34	3,861	-	-
Other noncurrent liabilities	3, 4, 29, 30, 33, 34	1,408	1,643	2,338
Total Noncurrent Liabilities		49,714	24,484	37,056
Equity				
Equity Attributable to Equity Holders of the Parent Company				
Capital stock	21	P6,251	P6,251	P6,251
Additional paid-in capital	21	366,620	366,620	367,342
Equity adjustments from common control transactions	1	(328,273)	(328,273)	(328,273)
Other equity reserves		(1,286)	(1,050)	(1,784)
Retained earnings:	21			
Appropriated		22,874	23,312	12,378
Unappropriated	3	44,089	35,916	37,950
Treasury stock	21	(15,182)	(15,182)	(15,182)
		95,093	87,594	78,682
Non-controlling Interests	2, 3, 5	48,088	42,521	35,939
Total Equity		143,181	130,115	114,621
		P265,967	P238,504	P208,836

See Notes to the Consolidated Financial Statements.

SAN MIGUEL FOOD AND BEVERAGE, INC.
(Formerly San Miguel Pure Foods Company Inc.)
AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF INCOME
FOR THE YEARS ENDED DECEMBER 31, 2019, 2018 AND 2017
(In Millions, Except Per Share Data)

	<i>Note</i>	2019	2018	2017
SALES	22, 30	P310,785	P286,378	P251,589
COST OF SALES	23, 30	212,030	194,236	168,460
GROSS PROFIT		98,755	92,142	83,129
SELLING AND ADMINISTRATIVE EXPENSES	24, 30	(50,974)	(46,192)	(40,728)
INTEREST EXPENSE AND OTHER FINANCING CHARGES	18, 20, 27	(3,120)	(2,998)	(2,658)
INTEREST INCOME	7, 27, 30	1,133	1,178	669
EQUITY IN NET LOSSES OF JOINT VENTURES	12	(238)	(83)	(186)
GAIN (LOSS) ON SALE OF INVESTMENTS AND PROPERTY AND EQUIPMENT	12, 13	(3)	7	-
OTHER INCOME (CHARGES) - Net	27	554	(693)	(365)
INCOME BEFORE INCOME TAX		46,107	43,361	39,861
INCOME TAX EXPENSE	28	13,828	12,828	11,635
NET INCOME		P32,279	P30,533	P28,226
Attributable to:				
Equity holders of the Parent Company		P18,278	P18,245	P17,305
Non-controlling interests	5	14,001	12,288	10,921
		P32,279	P30,533	P28,226
Basic and Diluted Earnings per Common Share Attributable to Equity Holders of the Parent Company	31	P2.95	P2.94	P2.78

See Notes to the Consolidated Financial Statements.

SAN MIGUEL FOOD AND BEVERAGE, INC.
(Formerly San Miguel Pure Foods Company Inc.)
AND SUBSIDIARIES

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEARS ENDED DECEMBER 31, 2019, 2018 AND 2017
(In Millions)

	<i>Note</i>	2019	2018	2017
NET INCOME		P32,279	P30,533	P28,226
OTHER COMPREHENSIVE INCOME (LOSS)				
Items that will not be reclassified to profit or loss				
Remeasurement gain (loss) on reserve for retirement plan	29	(303)	850	(149)
Income tax benefit (expense)	28	94	(258)	53
Share in other comprehensive income of joint ventures	12	16	17	67
Net gain on financial assets at fair value through other comprehensive income		1	3	-
		(192)	612	(29)
Items that may be reclassified to profit or loss				
Gain (loss) on exchange differences on translation of foreign operations		(346)	800	434
Net gain on available-for-sale financial assets		-	-	12
		(346)	800	446
OTHER COMPREHENSIVE INCOME (LOSS) - Net of tax		(538)	1,412	417
TOTAL COMPREHENSIVE INCOME - Net of tax		P31,741	P31,945	P28,643
Attributable to:				
Equity holders of the Parent Company		P18,042	P18,979	P17,501
Non-controlling interests	5	13,699	12,966	11,142
		P31,741	P31,945	P28,643

See Notes to the Consolidated Financial Statements.

SAN MIGUEL FOOD AND BEVERAGE, INC
(Formerly San Miguel Pure Foods Company Inc.)
AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED DECEMBER 31, 2019, 2018 AND 2017
(In Millions)

	Note	Equity Attributable to Equity Holders of the Parent Company													Non-controlling Interests	Total Equity
		Capital Stock		Additional Paid-in Capital	Equity Adjustments from Common Control Transactions	Reserve for Retirement Plan	Other Equity Reserves			Retained Earnings		Treasury Stock		Total		
		Common	Preferred				Fair Value Reserve	Translation Reserve	Other Equity Reserve	Appropriated	Unappropriated	Common	Preferred			
As of January 1, 2019 (Audited)		P5,951	P300	P366,620	(P328,273)	(P1,601)	P11	P617	(P77)	P23,312	P35,916	(P182)	(P15,000)	P87,594	P42,521	P130,115
Adjustment due to Philippine Financial Reporting Standards (PFRS) 16	3	-	-	-	-	-	-	-	-	-	(236)	-	-	(236)	(48)	(284)
As of January 1, 2019 (As adjusted)		5,951	300	366,620	(328,273)	(1,601)	11	617	(77)	23,312	35,680	(182)	(15,000)	87,358	42,473	129,831
Remeasurement loss on reserve for retirement plan, net of deferred tax	29	-	-	-	-	(127)	-	-	-	-	-	-	-	(127)	(82)	(209)
Share in other comprehensive income of joint ventures	12	-	-	-	-	-	-	11	-	-	-	-	-	11	5	16
Gain on exchange differences on translation of foreign operations		-	-	-	-	-	-	(121)	-	-	-	-	-	(121)	(225)	(346)
Net gain financial assets at fair value through other comprehensive income		-	-	-	-	-	1	-	-	-	-	-	-	1	-	1

Forward

Equity Attributable to Equity Holders of the Parent Company																
	Note	Capital Stock		Additional Paid-in Capital	Equity Adjustments from Common Control Transactions	Other Equity Reserves			Retained Earnings		Treasury Stock		Total	Non- controlling Interests	Total Equity	
		Common	Preferred			Reserve for Retirement Plan	Fair Value Reserve	Translation Reserve	Other Equity Reserve	Appro- priated	Unappro- priated	Common				Preferred
Other comprehensive income		-	-	-	-	(127)	1	(110)	-	-	-	-	-	(236)	(302)	(538)
Net income		-	-	-	-	-	-	-	-	-	18,278	-	-	18,278	14,001	32,279
Total comprehensive income		-	-	-	-	(127)	1	(110)	-	-	18,278	-	-	18,042	13,699	31,741
Share issuance costs		-	-	-	-	-	-	-	-	-	(4)	-	-	(4)	(2)	(6)
Additions to non-controlling interests	5	-	-	-	-	-	-	-	-	-	-	-	-	-	480	480
Reversal of appropriations	21	-	-	-	-	-	-	-	-	(438)	438	-	-	-	-	-
Cash dividends declared	21	-	-	-	-	-	-	-	-	-	(10,303)	-	-	(10,303)	(8,562)	(18,865)
As at December 31, 2019		P5,951	P300	P366,620	(P328,273)	(P1,728)	P12	P507	(P77)	P22,874	P44,089	(P182)	(P15,000)	P95,093	P48,088	P143,181

	Equity Attributable to Equity Holders of the Parent Company																
	Note	Capital Stock		Additional Paid-in Capital	Equity Adjustments from Common Control Transactions	Other Equity Reserves					Retained Earnings		Treasury Stock		Total	Non-controlling Interests	Total Equity
		Common	Preferred			Reserve for Retirement Plan	Fair Value Reserve	Translation Reserve	Other Equity Reserve	Appropriated	Unappropriated	Common	Preferred				
As at January 1, 2018, As Restated		P5,951	P300	P367,342	(P328,273)	(P1,910)	P6	P197	(P77)	P12,378	P37,950	(P182)	(P15,000)	P78,682	P35,939	P114,621	
Adjustment due to Philippine Financial Reporting Standards (PFRS) 9	3	-	-	-	-	-	-	-	-	-	51	-	-	51	49	100	
As at January 1, 2018, As Adjusted		5,951	300	367,342	(328,273)	(1,910)	6	197	(77)	12,378	38,001	(182)	(15,000)	78,733	35,988	114,721	
Remeasurement loss on reserve for retirement plan, net of deferred tax	29	-	-	-	-	309	-	-	-	-	-	-	-	309	283	592	
Share in other comprehensive income of joint ventures	12	-	-	-	-	-	-	12	-	-	-	-	-	12	5	17	
Gain on exchange differences on translation of foreign operations		-	-	-	-	-	-	408	-	-	-	-	-	408	392	800	
Net gain (loss) on financial assets at fair value through other comprehensive income		-	-	-	-	-	5	-	-	-	-	-	-	5	(2)	3	
Other comprehensive income		-	-	-	-	309	5	420	-	-	-	-	-	734	678	1,412	
Net income		-	-	-	-	-	-	-	-	-	18,245	-	-	18,245	12,288	30,533	
Total comprehensive income		-	-	-	-	309	5	420	-	-	18,245	-	-	18,979	12,966	31,945	
Additions to non-controlling interests		-	-	-	-	-	-	-	-	-	-	-	-	-	60	60	
Appropriations	21	-	-	-	-	-	-	-	-	10,934	(10,934)	-	-	-	-	-	
Share issuance costs:																	
Share swap transaction		-	-	(722)	-	-	-	-	-	-	-	-	-	(722)	-	(722)	
Increase in authorized capital stock		-	-	-	-	-	-	-	-	-	(9)	-	-	(9)	-	(9)	

Forward

	Equity Attributable to Equity Holders of the Parent Company															
	Note	Capital Stock		Additional Paid-in Capital	Equity Adjustments from Common Control Transactions	Other Equity Reserves				Retained Earnings		Treasury Stock		Total	Non-controlling Interests	Total Equity
		Common	Preferred			Reserve for Retirement Plan	Fair Value Reserve	Translation Reserve	Other Equity Reserve	Appropriated	Unappropriated	Common	Preferred			
Cash dividends declared	21	-	-	-	-	-	-	-	-	-	(6,244)	-	-	(6,244)	(3,492)	(9,736)
Cash dividends declared by San Miguel Brewery Inc. to San Miguel Corporation before the restructuring		-	-	-	-	-	-	-	-	-	(3,143)	-	-	(3,143)	(3,001)	(6,144)
As at December 31, 2018		P5,951	P300	P366,620	(P328,273)	(P1,601)	P11	P617	(P77)	P23,312	P35,916	(P182)	(P15,000)	P87,594	P42,521	P130,115

	Equity Attributable to Equity Holders of the Parent Company															
	Note	Capital Stock		Additional Paid-in Capital	Equity Adjustments from Common Control Transactions	Other Equity Reserves				Retained Earnings		Treasury Stock		Non-controlling Interests	Total Equity	
		Common	Preferred			Reserve for Retirement Plan	Fair Value Reserve	Translation Reserve	Other Equity Reserve	Appropriated	Unappropriated	Common	Preferred			Total
As at January 1, 2017		P5,951	P300	P367,342	(P328,273)	(P1,771)	P -	(P132)	(P77)	P7,359	P33,178	(P182)	(P15,000)	P68,695	P30,349	P99,044
Remeasurement loss on reserve for retirement plan, net of deferred tax		-	-	-	-	(139)	-	-	-	-	-	-	-	(139)	43	(96)
Share in other comprehensive income of joint ventures		-	-	-	-	-	-	46	-	-	-	-	-	46	21	67
Gain on exchange differences on translation of foreign operations		-	-	-	-	-	-	283	-	-	-	-	-	283	151	434
Net gain on available-for-sale financial assets, net of deferred tax		-	-	-	-	-	6	-	-	-	-	-	-	6	6	12
Other comprehensive income		-	-	-	-	(139)	6	329	-	-	-	-	-	196	221	417
Net income		-	-	-	-	-	-	-	-	-	17,305	-	-	17,305	10,921	28,226
Total comprehensive income		-	-	-	-	(139)	6	329	-	-	17,305	-	-	17,501	11,142	28,643
Appropriations		-	-	-	-	-	-	-	-	5,019	(5,019)	-	-	-	-	-
Additions to non-controlling interests		-	-	-	-	-	-	-	-	-	-	-	-	-	88	88
Share issuance cost		-	-	-	-	-	-	-	-	-	(7)	-	-	(7)	-	(7)
Cash dividends declared	21	-	-	-	-	-	-	-	-	-	(1,849)	-	-	(1,849)	(238)	(2,087)
Cash dividends declared by San Miguel Brewery Inc. to San Miguel Corporation before the restructuring		-	-	-	-	-	-	-	-	-	(5,658)	-	-	(5,658)	(5,402)	(11,060)
As at December 31, 2017		P5,951	P300	P367,342	(P328,273)	(P1,910)	P6	P197	(P77)	P12,378	P37,950	(P182)	(P15,000)	P78,682	P35,939	P114,621

See Notes to the Consolidated Financial Statements.

SAN MIGUEL FOOD AND BEVERAGE, INC.
(Formerly San Miguel Pure Foods Company Inc.)
AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2019, 2018 AND 2017
(In Millions)

	<i>Note</i>	2019	2018 (As restated - Note 37)	2017 (As restated - Note 37)
CASH FLOWS FROM OPERATING ACTIVITIES				
Income before income tax		P46,107	P43,361	P39,861
Adjustments for:				
Depreciation and amortization and others – net	25	11,084	8,807	7,615
Interest expense and other financing charges	27	3,120	2,998	2,658
Retirement costs	29	827	987	915
Impairment losses on receivables and write-down of inventories	8, 9	674	701	690
Impairment loss on property, plant and equipment and other noncurrent assets	27	1,015	655	534
Equity in net losses of joint ventures	12	238	83	186
Other charges (income) net of loss (gain) on derivative transactions		(68)	20	(179)
Loss (gain) on fair valuation of agricultural produce	9	(26)	7	(37)
Loss (gain) on sale of investments and property and equipment		3	(7)	-
Interest income	27	(1,133)	(1,178)	(669)
Operating income before working capital changes		61,841	56,434	51,574
Decrease (increase) in:				
Trade and other receivables		(4,599)	(1,038)	631
Inventories		4,820	(5,073)	(2,218)
Current portion of biological assets		93	(822)	(301)
Prepaid expenses and other current assets		(3,034)	(675)	(787)
Other noncurrent assets		(6,988)	(6,193)	
Increase in trade payables and other current liabilities		7,063	9,724	5,812
Cash generated from operations		59,196	52,357	54,711
Income taxes paid		(12,785)	(12,725)	(10,783)
Contributions paid	29	(1,085)	(1,033)	(1,013)
Interest received		1,133	1,113	630
Interest paid		(3,287)	(2,885)	(2,647)
Net cash flows provided by operating activities		43,172	36,827	40,898

Forward

	Note	2019	2018 (As restated - Note 37)	2017 (As restated - Note 37)
CASH FLOWS FROM INVESTING ACTIVITIES				
Additions to property, plant and equipment and investment property	13, 15	(18,506)	(14,246)	(12,959)
Increase in biological assets, intangible assets and other noncurrent assets	10, 16, 17	(10,904)	(11,795)	(7,758)
Proceeds from sale of investments and property and equipment		960	28	307
Net cash flows used in investing activities		(28,450)	(26,013)	(20,410)
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from:				
Short-term borrowings	18	P264,281	P164,251	P194,395
Long-term borrowings	20	21,835	992	-
Payments of:				
Short-term borrowings	18	(270,409)	(156,209)	(193,579)
Long-term borrowings	20	(12,928)	(114)	(3,115)
Cash dividends paid	37	(18,858)	(15,876)	(13,146)
Payment of lease liabilities	37	(1,331)	-	-
Payment of share issuance costs		(6)	(722)	(10)
Additions to non-controlling interests		90	-	88
Increase in other noncurrent liabilities		-	300	-
Proceeds from deposit for future stock subscription		-	-	60
Net cash flows used in financing activities		(17,326)	(7,378)	(15,307)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS				
		(370)	449	27
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS				
		(2,974)	3,885	5,208
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR				
		39,425	35,540	30,332
CASH AND CASH EQUIVALENTS AT END OF YEAR				
	7	P36,451	P39,425	P35,540

See Notes to the Consolidated Financial Statements.

SAN MIGUEL FOOD AND BEVERAGE, INC.
(Formerly San Miguel Pure Foods Company Inc.)
AND SUBSIDIARIES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
(Amounts in Millions, Unless Otherwise Indicated)

1. Reporting Entity

San Miguel Food and Beverage, Inc. (SMFB or the Parent Company, formerly San Miguel Pure Foods Company Inc.), a subsidiary of San Miguel Corporation (SMC or the Intermediate Parent Company), was incorporated and registered with the Philippine Securities and Exchange Commission (SEC) in October 1956 for a term of 50 years. On August 8, 2006, the stockholders approved the amendment to the Articles of Incorporation of the Parent Company, extending the term for which the corporation is to exist for another 50 years from October 30, 2006 or until October 30, 2056. The amendment was subsequently approved by the SEC.

On February 20, 2019, the President of the Philippines signed into the law Republic Act No. 11232 or the Revised Corporation Code of the Philippines (Revised Code). The Revised Code expressly repeals Batas Pambansa Blg. 68 or the Corporation Code of the Philippines. Section 11 of the Revised Code states that a corporation shall have perpetual existence unless the articles of incorporation provides otherwise. Corporations with certificates of incorporation issued prior to the effectivity of this Revised Code, and which continue to exist, shall have perpetual existence, unless the corporation, upon vote of its stockholders representing a majority of its outstanding capital stock, notifies the SEC that it elects to retain its specific corporate term pursuant to its articles of incorporation: Provided, that any change in the corporate term under this section is without prejudice to the appraisal right of dissenting stockholders in accordance with the provisions of this Revised Code. The Revised Code took effect on February 23, 2019.

The Parent Company is a public company under Section 17.2 of the Securities Regulation Code. Its common and preferred shares are listed on the Philippine Stock Exchange (PSE) since 1973 and 2011, respectively. Top Frontier Investment Holdings, Inc. (Top Frontier) is the ultimate parent company of SMFB and its subsidiaries (SMFB and its subsidiaries collectively referred to as the Group). SMC and Top Frontier are both public companies under Section 17.2 of the Securities Regulation Code (SRC).

The accompanying consolidated financial statements comprise the financial statements of the Parent Company and its Subsidiaries and the Group's interests in joint ventures (collectively referred to as the Group).

The Group is engaged in various business activities, which include poultry operations, livestock farming and processing and selling of meat products, processing and marketing of refrigerated and canned meat products, manufacturing and marketing of feeds and flour products, specialty oils, spreads, desserts and dairy-based products, snacks and condiments, importation and marketing of coffee and coffee-related products, and grain terminal handling. Following the corporate reorganization in June 2018, the Group is also engaged in manufacturing, selling and distribution of alcoholic and non-alcoholic beverages (NAB).

On November 3, 2017, the Board of Directors (BOD) of SMC approved the internal restructuring to consolidate its food and beverage businesses under SMFB. The corporate reorganization is expected to result in synergies in the food and beverage business units of the San Miguel Group, unlock greater shareholder value by providing a sizeable consumer vertical market under SMC, and provide investors direct access to the consumer business of the San Miguel Group through SMFB.

In this connection, the following corporate actions were approved by the BOD of the Parent Company on November 3, 2017: (a) amendments to the Articles of Incorporation to change/expand the primary purpose of SMFB to include the beverage business and accordingly change its corporate name from "San Miguel Pure Foods Company Inc." to "San Miguel Food and Beverage, Inc.", reduce the par value of SMFB's common shares from P10.00 per share to P1.00 per share, and deny pre-emptive rights for issuances or dispositions of all common shares (collectively, the "First Amendments"); (b) upon approval by the SEC of the First Amendments, the increase in SMFB's authorized capital stock by P9,540 divided into 9,540,000,000 common shares with a par value of P1.00 per share, and the amendment to the Articles of Incorporation to reflect such increase (the "Increase"); (c) the acquisition of all of SMC's common shares in San Miguel Brewery Inc. (SMB) and Ginebra San Miguel Inc.

(GSMI) (collectively, the "Exchange Shares") and issuance by SMFB of 4,242,549,130 new common shares (the "New Shares") to SMC from the Increase, as consideration for the Exchange Shares; (d) the tender offer for SMB and GSMI shares held by minority shareholders, if required; and (e) the listing on the PSE of the additional shares resulting from the reduction of par value of common shares and the New Shares to be issued to SMC.

On January 18, 2018, the stockholders of SMFB, in its special stockholders' meeting, approved the foregoing corporate actions.

On March 14, 2018, the following amendments to the By-laws of SMFB were approved by the BOD of the Parent Company: (i) the change in corporate name to "San Miguel Food and Beverage, Inc." in the Title of the By-laws; (ii) the change in Official Seal of SMFB to reflect the said new corporate name in Article XI of the By-laws; and (iii) the disqualification for director in SMFB to the effect that persons engaged in any business that competes with or is antagonistic to that of SMFB are disqualified from sitting in the Board of Directors of SMFB, in Article II, Section 1 of the By-laws (collectively, the "Corporate Name Related Amendments").

On March 23, 2018, the SEC approved the First Amendments to the Articles of Incorporation of SMFB.

On April 5, 2018, SMC and SMFB signed the Deed of Exchange of Shares pursuant to which SMC will transfer to SMFB the Exchange Shares at the total transfer value of P336,349. As consideration for its acquisition of the Exchange Shares, SMFB shall issue unto SMC the New Shares which will be taken out of the Increase. As such, the issuance of the New Shares to SMC and the transfer of the Exchange Shares to SMFB were conditioned upon the approval by the SEC of the Increase.

On May 11, 2018, the stockholders of SMFB, in its regular stockholders' meeting, approved the: (i) amendments to the By-laws of SMFB to reflect the Corporate Name Related Amendments, and (ii) delegation to management of the authority previously approved by the BOD on March 14, 2018, to sign, execute and deliver all documents on behalf of SMFB, as well as to take all other actions in order for SMFB to comply with the minimum public ownership requirement of the SEC and PSE for publicly listed companies, including the offer and issuance of new common shares to the public.

On June 18, 2018, the SEC approved the Corporate Name Related Amendments to the By-laws of SMFB.

On June 29, 2018, the SEC approved the Increase by virtue of the issuance to SMFB of the Certificate of Approval of Increase of Capital Stock and Certificate of Filing of Amended Articles of Incorporation. As a result of the approval of the Increase, which involved the issuance by SMFB of the New Shares to SMC in consideration for the Exchange Shares, the consolidation of the food and beverage businesses of SMC under SMFB was completed.

With the approval of the Increase, the SEC consequently accepted and approved the transfer value of the Exchange Shares amounting to P336,349, the investment value of SMFB in SMB and GSMI.

As the issuance of the New Shares resulted in SMFB's public ownership level falling below the minimum ten percent (10%) requirement under the PSE's Amended Rule on Minimum Public Ownership ("MPO Rule"), the PSE suspended the trading of SMFB's common and preferred shares (collectively, the "FB Shares") commencing July 6, 2018 and until SMFB is able to secure a favorable ruling/opinion from the Bureau of Internal Revenue (BIR) on the appropriate taxes to be imposed on the trades of FB Shares through the PSE during the period not exceeding six months (the "MPO Exemption Period").

On July 20, 2018, SMFB received BIR Ruling No. 1092-2018 which confirmed that the share swap and the follow-on offer of common shares and all trades of FB Shares through the PSE during the MPO Exemption Period are not subject to capital gains tax of 15% under of Revenue Regulations (RR) No.16-2012 as amended by RR No. 11-2018 (TRAIN Law), and that the stock transaction tax at the rate of six-tenths of one percent (6/10 of 1%) shall be imposed on all trades through the PSE of FB Shares during the same period. The temporary exemption is effective until December 31, 2018. On July 23, 2018, the PSE lifted the trading suspension of FB Shares.

On September 19, 2018, SMFB filed with the PSE an Application for Listing of Stocks, for the listing of the New Shares issued by SMFB to SMC. The PSE issued a Notice of Approval for the listing of the New Shares on November 5, 2018 and such shares were listed with the PSE effective November 9, 2018.

On October 12, 2018, the BIR issued BIR Certification No. 010-2018, which confirmed the tax-free transfer by SMC of the Exchange Shares, in consideration for the New Shares. On October 31, 2018, the BIR issued the Electronic Certificate Authorizing Registration (eCAR) covering this transaction. The Exchange Shares were issued and registered in the name of SMFB in the stock and transfer books of SMB and GSMI, as the case may be, on November 5, 2018.

On October 26, 2018, the SEC issued the Order of Registration of Securities and Certificate of Permit to Offer Securities for Sale relating to the offer of up to 1,020,050,000 common shares in SMFB owned by SMC in a secondary sale transaction to institutional investors inclusive of the PSE Trading Participants' share allocation at an offer price of P85.00 per share.

On November 12, 2018, the secondary offering was completed. A total of 400,940,590 SMFB common shares plus the over-allotment option of 60,141,090 SMFB common shares owned by SMC have been sold at a price of P85.00 per share to institutional investors inclusive of the PSE Trading Participants' share allocation, for a total amount of P39,192 million. With the completion of the offering, SMFB is compliant with the MPO Rule.

The principal office address of the Parent Company as appearing in its Articles of Incorporation is at the 23rd Floor, The JMT Corporate Condominium, ADB Avenue, Ortigas Center, Pasig City. SMFB, however, transferred its office address to 100 E. Rodriguez Jr. Avenue (C-5 Road), Barangay Ugong, also in Pasig City, effective June 17, 2019. The move was disclosed to the PSE on the said effective date of transfer, and to the SEC on June 19, 2019 via the submission of its General Information Sheet (GIS) reflecting its new complete principal office address. As previously disclosed, the change in office address was approved by the BOD of SMFB on March 13, 2019. Per SEC Memorandum Circular No. 6, Series of 2016, however, as the new office address is in another location within the same city, Pasig City, it was not necessary to amend the Articles of Incorporation of the Parent Company to reflect the new address. As noted, SMFB instead submitted to the SEC its GIS declaring the new office address upon its transfer.

As a result of the consolidation, SMFB now operates its business through major operating food subsidiaries as well as the major operating beverage subsidiaries of SMB and GSMI.

The acquisition of SMB and GSMI by SMFB is considered to be a business combination of entities under common control as they are all under the common control of SMC before and after the acquisition.

The Group recognized the assets acquired and liabilities assumed at their carrying amounts in the consolidated financial statements of SMC. The carrying amounts in the consolidated financial statements of SMC are based on the fair values of assets and liabilities as of the date SMB and GSMI became subsidiaries of SMC and adjusted for subsequent transactions. Any goodwill relating to SMB and GSMI recognized in the consolidated financial statements of SMC is also recognized. The difference between the consideration paid or transferred and the net assets acquired amounting to P328,273 is recognized under "Equity adjustments from common control transactions" account in the consolidated statements of changes in equity.

SMB

SMB was incorporated and registered with the SEC on July 26, 2007. SMB is a public company under Section 17.2 of the SRC and its outstanding Peso-denominated fixed rate bonds issued in 2009, 2012 and 2014 are listed on the Philippine Dealing & Exchange Corp. (PDEX).

SMB's common shares were listed on the PSE on May 12, 2008. SMB filed a petition for voluntary delisting with the PSE following the PSE's adoption of the minimum public ownership rule and denial by SEC of all requests made (including SMB's request) for the extension of the grace period to comply with such rule. The petition was approved by the PSE on April 24, 2013 and SMB's common shares were delisted effective May 15, 2013.

SMB and its subsidiaries are primarily engaged in manufacturing, selling and distribution of fermented and malt-based alcoholic beverages, as well as non-alcoholic beverages. SMB is also engaged in acquiring, developing and licensing trademarks and intellectual property rights and in the management, sale, exchange, lease and holding for investment of real estate of all kinds including buildings and other structures.

GSMI

GSMI, formerly La Tondeña Distiller's, Inc., was incorporated and registered with the SEC on July 10, 1987. GSMI is a public company under Section 17.2 of the SRC and its shares are listed on the PSE.

GSMI and its subsidiaries are primarily engaged in production of hard liquor in the form of gin, Chinese wine, brandy, rum, vodka and other hard liquor variants which are available nationwide, while some are exported to select countries. GSMI used to engage in the NAB business until the sale of the NAB assets to SMB in 2015.

2. Basis of Preparation

Statement of Compliance

The accompanying consolidated financial statements have been prepared in compliance with Philippine Financial Reporting Standards (PFRS). PFRS are based on International Financial Reporting Standards issued by the International Accounting Standards Board (IASB). PFRS consist of PFRS, Philippine Accounting Standards (PAS) and Philippine Interpretations issued by the Philippine Financial Reporting Standards Council (FRSC).

The consolidated financial statements were approved and authorized for issue in accordance with a resolution by the BOD on March 11, 2020.

Basis of Measurement

The consolidated financial statements of the Group have been prepared on a historical cost basis except for the following items which are measured on an alternative basis on each reporting date:

Items	Measurement Basis
Derivative financial instruments	Fair value
Financial assets at fair value through profit or loss (FVPL)	Fair value
Financial assets at fair value through other comprehensive income (FVOCI)	Fair value
Defined benefit retirement asset (liability)	Fair value of the plan assets less the present value of the defined benefit retirement obligation
Agricultural produce	Fair value less estimated costs to sell at the point of harvest

Functional and Presentation Currency

The consolidated financial statements are presented in Philippine peso, which is the functional currency of the Parent Company. All financial information are rounded off to the nearest million (000,000), except when otherwise indicated.

Basis of Consolidation

The consolidated financial statements include the financial statements of the Parent Company and its subsidiaries:

	Percentage of Ownership		Country of Incorporation
	2019	2018	
Food			
San Miguel Mills, Inc. (SMMI) and subsidiaries [including Golden Bay Grain Terminal Corporation and Golden Avenue Corp. (GAC)]	100.00	100.00	Philippines
Magnolia Inc. and subsidiaries [including Golden Food Management, Inc. (formerly Golden Food & Dairy Creamery Corporation) ⁽¹⁾ and SMC Integrated Farm Specialists, Inc. (SMC IFSI) (formerly Sugarland Animal Farms Corporation(SAFC)) ⁽²⁾	100.00	100.00	Philippines
San Miguel Foods, Inc. (SMFI) and subsidiaries [including Foodcrave Marketing, Inc. and SMC Repair and Maintenance Inc. (formerly RealSnacks Mfg. Corp. or RealSnacks) ⁽³⁾	99.99	99.99	Philippines
PT San Miguel Foods Indonesia (PTSMFI, formerly PT San Miguel Pure Foods Indonesia) ⁽⁴⁾	75.00	75.00	Indonesia
San Miguel Super Coffeemix Co., Inc. (SMSCCI)	70.00	70.00	Philippines
The Purefoods-Hormel Company, Inc. (PF-Hormel)	60.00	60.00	Philippines
San Miguel Foods International, Limited (formerly San Miguel Pure Foods International, Limited) ⁽⁵⁾ and subsidiary [including San Miguel Foods Investment (BVI) Limited (formerly San Miguel Pure Foods Investment (BVI) Limited) ⁽⁶⁾ and subsidiary, San Miguel Pure Foods (VN) Co., Ltd.]	100.00	100.00	British Virgin Islands (BVI)
Brightshore Corp. (Brightshore) ⁽⁷⁾	-	100.00	Philippines

Forward

	Percentage of Ownership		Country of Incorporation
	2019	2018	
Beer and NAB			
San Miguel Brewery Inc. and Subsidiaries	51.16	51.16	Philippines
San Miguel Brewing International Limited and subsidiaries [including Neptunia Corporation Limited and subsidiaries {including San Miguel Company Limited, San Miguel Company Limited (Taiwan Branch), San Miguel Brewery Hong Kong Ltd. (SMBHK) and subsidiaries (including Ravelin Limited, Hong Kong Brewery Limited, San Miguel Shunde Holdings Limited and subsidiary, San Miguel (Guangdong) Brewery Co., Ltd.), San Miguel (Guangdong) Limited and subsidiary, Guangzhou San Miguel Brewery Co. Ltd., San Miguel (China) Investment Company Limited and San Miguel (Baoding) Brewery Co., Ltd. (SMBB)}, San Miguel Holdings (Thailand) Limited and subsidiary, San Miguel Beer (Thailand) Limited, San Miguel Marketing (Thailand) Limited and subsidiaries {including Dragon Island Investments Limited, San Miguel (Vietnam) Limited, San Miguel Brewery Vietnam Company Limited, San Miguel Malaysia (L) Pte. Ltd. and Pt. Delta Jakarta Tbk and subsidiary}]			
Iconic Beverages, Inc. (IBI)			
Brewery Properties Inc. (BPI) and subsidiary, Brewery Landholdings, Inc.			
Spirits			
Ginebra San Miguel Inc. and Subsidiaries [including Distileria Bago, Inc., East Pacific Star Bottlers Phils Inc. (EPSBPI), Ginebra San Miguel International Ltd. (GSMIL), GSM International Holdings Limited (GSMIHL), Global Beverages Holdings Limited, Siam Holdings Limited, Agricrops Industries Inc., Healthy Condiments, Inc. and Crown Royal Distillers, Inc.]	67.99	67.99	Philippines

(1) Change in corporate name effective September 20, 2018

(2) Change in corporate name effective August 8, 2019 and sold to SMC on September 3, 2019

(3) Change in corporate name effective September 10, 2019 and sold to SMC on September 18, 2019

(4) Change in corporate name effective September 6, 2019

(5) Change in corporate name effective September 30, 2019

(6) Change in corporate name effective September 25, 2019

(7) Sold to SMC on June 28, 2019 and changed corporate name to SMC Food Processing Inc. (SMCFPI) on August 19, 2019

A subsidiary is an entity controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The Group reassesses 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.

When the Group has less than majority of the voting or similar rights of an investee, the Group 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 Group's voting rights and potential voting rights.

The financial statements of the subsidiaries are included in the consolidated financial statements from the date when the Group obtains control, and continue to be consolidated until the date when such control ceases.

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. Intergroup balances and transactions, including intergroup unrealized profits and losses, are eliminated in preparing the consolidated financial statements.

Non-controlling interests represent the portion of profit or loss and net assets not attributable to the Parent Company and are presented in the consolidated statements of income, consolidated statements of comprehensive income and within equity in the consolidated statements of financial position, separately from the equity attributable to equity holders of the Parent Company.

Non-controlling interests include the interests not held by the Parent Company in its subsidiaries as follows: SMFI, PTSMFI, SMSCCI, PF-Hormel, SMB and GSMI (Note 5).

A change in the ownership interest in a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, the Group: (i) derecognizes the assets (including goodwill) and liabilities of the subsidiary, the carrying amount of any non-controlling interests and the cumulative translation differences recorded in equity; (ii) recognizes the fair value of the consideration received, the fair value of any investment retained and any surplus or deficit in the consolidated statements of income; and, (iii) reclassifies the Parent Company's share of components previously recognized in other comprehensive income to profit or loss or retained earnings, as appropriate, as would be required if the Group had directly disposed of the related assets or liabilities.

3. Significant Accounting Policies

The accounting policies set out below have been applied consistently to all periods presented in the consolidated financial statements, except for the changes in accounting policies as explained below.

Adoption of New and Amended Standards and Interpretation

The FRSC approved the adoption of a number of new and amended standards and interpretation as part of PFRS.

The Group has adopted the following PFRS starting January 1, 2019 and accordingly, changed its accounting policies in the following areas:

- PFRS 16, *Leases*, supersedes PAS 17, *Leases*, and the related Philippine Interpretations. The new standard introduces a single lease accounting model for lessees under which all major leases are recognized on-balance sheet, removing the lease classification test. Lease accounting for lessors essentially remains unchanged except for a number of details including the application of the new lease definition, new sale-and-leaseback guidance, new sub-lease guidance and new disclosure requirements.

Practical expedients and targeted reliefs were introduced including an optional lessee exemption for short-term leases (leases with a term of 12 months or less) and low-value items, as well as the permission of portfolio-level accounting instead of applying the requirements to individual leases. New estimates and judgmental thresholds that affect the identification, classification and measurement of lease transactions, as well as requirements to reassess certain key estimates and judgments at each reporting date were also introduced.

The Group has adopted PFRS 16 using the modified retrospective approach, under which the cumulative effect of initial application is recognized in retained earnings as at January 1, 2019. Accordingly, the comparative information has not been restated and is presented, as previously reported, under PAS 17 and related interpretations.

As a lessee, the Group recognized right-of-use assets and lease liabilities for leases classified as operating leases under PAS 17, except for short-term leases and leases of low-value assets. The right-of-use assets are measured based on the carrying amount as if PFRS 16 had always been applied, discounted using the incremental borrowing rate at the date of initial application. Lease liabilities are measured at the present value of the remaining lease payments, discounted using the incremental borrowing rates ranging from 5.6% to 9.04% as at January 1, 2019.

The Group used the following practical expedients for leases previously classified as operating leases under PAS 17:

- applied the exemption not to recognize right-of-use assets and liabilities for leases with lease term that ends within 12 months at the date of initial application;
- excluded initial direct costs from measuring the right-of-use asset at the date of initial application; and
- used hindsight in determining the lease term where the contract contains options to extend or terminate the lease.

For leases previously classified as finance leases, the Group determined the carrying amount of the lease assets and lease liabilities immediately before the transition as the carrying amount of the right-of-use assets and lease liabilities at the date of initial application.

Right-of-use assets and lease liabilities are presented separately in the consolidated statement of financial position. Right-of-use assets that meet the definition of investment property are presented within investment property.

The impact of the adoption of PFRS 16 as at January 1, 2019 is as follows:

	<i>Note</i>	Amount
ASSETS		
Prepaid expenses and other current assets	5	(P38)
Property, plant and equipment - net	13	13
Right-of-use assets - net	14	4,145
Investment property - net	15	457
Other intangible assets - net	16	(1,115)
Deferred tax assets		107
Other noncurrent assets - net		(44)
		P3,525
LIABILITIES AND EQUITY		
Lease liabilities - current portion		P781
Lease liabilities - net of current portion		3,174
Deferred tax liabilities		(28)
Other noncurrent liabilities		(118)
Total Liabilities		3,809
Retained earnings		(236)
Non-controlling interests		(48)
Total Equity		(284)
		P3,525

The reconciliation of operating lease commitments as at December 31, 2018 to the recognized lease liabilities as at January 1, 2019 are as follows:

Operating lease commitments as at December 31, 2018	P2,896
Recognition exemption for short-term leases	(74)
Extension and termination options reasonably certain to be exercised	3,903
Effect of discounting at the incremental borrowing rate as at January 1, 2019	(2,770)
Lease liabilities recognized as at January 1, 2019	P3,955

- Philippine Interpretation IFRIC 23, *Uncertainty over Income Tax Treatments*. The interpretation clarifies how to apply the recognition and measurement requirements in PAS 12, *Income Taxes*, when there is uncertainty over income tax treatments. Under the interpretation, whether the amounts recorded in the consolidated financial statements will differ to that in the tax return, and whether the uncertainty is disclosed or reflected in the measurement, depends on whether it is probable that the tax authority will accept the chosen tax treatment. If it is not probable that the tax authority will accept the chosen tax treatment, the uncertainty is reflected using the measure that provides the better prediction of the resolution of the uncertainty - either the most likely amount or the expected value.

The interpretation also requires the reassessment of judgments and estimates applied if facts and circumstances change - e.g., as a result of examination or action by tax authorities, following changes in tax rules or when a tax authority's right to challenge a treatment expires.

- Long-term Interests (LTI) in Associates and Joint Ventures (Amendments to PAS 28, *Investments in Associates and Joint Ventures*). The amendments require the application of PFRS 9, *Financial Instruments*, to other financial instruments in an associate or joint venture to which the equity method is not applied. These include LTI that, in substance, form part of the entity's net investment in an associate or joint venture.

The amendment explains the annual sequence in which PFRS 9 and PAS 28 are to be applied. In effect, PFRS 9 is first applied ignoring any PAS 28 loss absorption in prior years. If necessary, prior years' PAS 28 loss allocation is adjusted in the current year which may involve recognizing more prior years' losses, reversing these losses or re-allocating them between different LTI instruments. Any current year PAS 28 losses are allocated to the extent that the remaining LTI balance allows and any current year PAS 28 profits reverse any unrecognized prior years' losses and then allocations against LTI.

- Prepayment Features with Negative Compensation (Amendment to PFRS 9). The amendment covers the following areas:
 - *Prepayment Features with Negative Compensation*. The amendment clarifies that a financial asset with a prepayment feature could be eligible for measurement at amortized cost or FVOCI irrespective of the event or circumstance that causes the early termination of the contract, which may be within or beyond the control of the parties, and a party may either pay or receive reasonable compensation for that early termination.
 - *Modification of Financial Liabilities*. The amendment to the Basis for Conclusions on PFRS 9 clarifies that the standard provide an adequate basis for an entity to account for modifications and exchanges of financial liabilities that do not result in derecognition and the treatment is consistent with the requirements for adjusting the gross carrying amount of a financial asset when a modification does not result in the derecognition of the financial asset - i.e. the amortized cost of the modified financial liability is recalculated by discounting the modified contractual cash flows using the original effective interest rate and any adjustment is recognized in the consolidated statements of income.
- Plan Amendment, Curtailment or Settlement (Amendments to PAS 19, *Employee Benefits*). The amendments clarify that on amendment, curtailment or settlement of a defined benefit plan, an entity now uses updated actuarial assumptions to determine its current service cost and net interest for the period. The effect of the asset ceiling is disregarded when calculating the gain or loss on any settlement of the plan and is dealt with separately in other comprehensive income.
- Annual Improvements to PFRS Cycles 2015 - 2017 contain changes to four standards:
 - *Previously Held Interest in a Joint Operation* (Amendments to PFRS 3, *Business Combinations* and PFRS 11, *Joint Arrangements*). The amendments clarify how an entity accounts for increasing its interest in a joint operation that meets the definition of a business. If an entity maintains (or obtains) joint control, the previously held interest is not remeasured. If an entity obtains control, the transaction is a business combination achieved in stages and the acquiring entity remeasures the previously held interest at fair value.
 - *Income Tax Consequences of Payments on Financial Instrument Classified as Equity* (Amendments to PAS 12). The amendments clarify that all income tax consequences of dividends, including payments on financial instruments classified as equity, are recognized consistently with the transactions that generated the distributable profits - i.e., in profit or loss, other comprehensive income or equity.
 - *Borrowing Costs Eligible for Capitalization* (Amendments to PAS 23, *Borrowing Costs*). The amendments clarify that the general borrowings pool used to calculate eligible borrowing costs excludes borrowings that specifically finance qualifying assets that are still under development or construction. Borrowings that were intended to specifically finance qualifying assets that are now ready for their intended use or sale, or any non-qualifying assets, are included in that general pool.

Except as otherwise indicated, the adoption of the new and amended standards and interpretation did not have a material effect on the consolidated financial statements.

New and Amended Standards and Framework Not Yet Adopted

A number of new and amended standards and framework are effective for annual periods beginning after January 1, 2019 and have not been applied in preparing the consolidated financial statements. Unless otherwise indicated, none of these is expected to have a significant effect on the consolidated financial statements.

The Group will adopt the following new and amended standards and framework on the respective effective dates:

- Amendments to References to Conceptual Framework in PFRS sets out amendments to PFRS, their accompanying documents and PFRS practice statements to reflect the issuance of the revised Conceptual Framework for Financial Reporting in 2018 (2018 Conceptual Framework). The 2018 Conceptual Framework includes: (a) a new chapter on measurement; (b) guidance on reporting financial performance; (c) improved definitions of an asset and a liability, and guidance supporting these definitions; and (d) clarifications in important areas, such as the roles of stewardship, prudence and measurement uncertainty in financial reporting.

Some standards, their accompanying documents and PFRS practice statements contain references to, or quotations from, the International Accounting Standards Committee's Framework for the Preparation and Presentation of Financial Statements adopted by the IASB in 2001 or the Conceptual Framework for Financial Reporting issued in 2010. The amendments update some of those references and quotations so that they refer to the 2018 Conceptual Framework and makes other amendments to clarify which version of the Conceptual Framework is referred to in particular documents.

The amendments are effective for annual periods beginning on or after January 1, 2020.

- Definition of a Business (Amendments to PFRS 3). The amendments narrowed and clarified the definition of a business. The amendments also permit a simplified assessment of whether an acquired set of activities and assets is a group of assets rather than a business. The amendments: (a) confirmed that a business must include inputs and a process, and clarified that the process must be substantive and the inputs and process must together significantly contribute to creating outputs; (b) narrowed the definitions of a business by focusing the definition of outputs on goods and services provided to customers and other income from ordinary activities, rather than on providing dividends or other economic benefits directly to investors or lowering costs; and (c) added a test that makes it easier to conclude that a company has acquired a group of assets, rather than a business, if the value of the assets acquired is substantially all concentrated in a single asset or group of similar assets.

The amendments apply to business combinations and asset acquisitions in annual reporting periods beginning on or after January 1, 2020, with early application permitted.

- Definition of Material (Amendments to PAS 1, *Presentation of Financial Statements* and PAS 8, *Accounting Policies, Changes in Accounting Estimates and Errors*). The amendments refine the definition of what is considered material. The amended definition of what is considered material states that such information is material if omitting, misstating or obscuring it could reasonably be expected to influence the 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 the definition of what is considered material and its application by: (a) raising the threshold at which information becomes material by replacing the term 'could influence' with 'could reasonably be expected to influence'; (b) including the concept of 'obscuring information' alongside the concept of 'omitting' and 'misstating' information in the definition; (c) clarifying that the users to which the definition refers are the primary users of general purpose financial statements referred to in the Conceptual Framework; (d) clarifying the explanatory paragraphs accompanying the definition; and (e) aligning the wording of the definition of what is considered material across PFRS and other publications. The amendments are expected to help entities make better materiality judgments without substantively changing existing requirements.

The amendments apply prospectively for annual periods beginning on or after January 1, 2020, with early application permitted.

- Interest Rate Benchmark Reform (Amendments to PFRS 9, PAS 39, *Financial Instruments: Recognition and Measurement* and PFRS 7, *Financial Instruments: Disclosures*). The amendments provide temporary exceptions to all hedging relationships directly affected by interest rate benchmark reform - the market-

wide reform of an interest rate benchmark, including the replacement of an interest rate benchmark with an alternative benchmark rate such as that resulting from the recommendations set out in the Financial Stability Board's July 2014 report 'Reforming Major Interest Rate Benchmarks'. The exceptions relate to the following requirements:

- *The Highly Probable Requirement.* When determining whether a forecast transaction is highly probable, an entity shall assume that the interest rate benchmark on which the hedged cash flows are based is not altered as a result of the reform.
- *Prospective Assessments.* When performing prospective assessments, a company shall assume that the interest rate benchmark on which the hedged item, hedged risk and/or hedging instrument are based is not altered as a result of the interest rate benchmark reform.
- *PAS 39 Retrospective Assessment.* An entity is not required to undertake the PAS 39 retrospective assessment for hedging relationships directly affected by the reform. However, the entity must comply with all other PAS 39 hedge accounting requirements, including the prospective assessment.
- *Separately Identifiable Risk Components.* For hedges of a non-contractually specified benchmark component of interest rate risk, an entity shall apply the separately identifiable requirement only at the inception of such hedging relationships.

An entity shall cease applying the exceptions when the uncertainty arising from interest rate benchmark reform is no longer present with respect to the timing and the amount of the interest rate benchmark-based cash flows or the hedging relationship is discontinued. End of application does not apply to the test for separately identifiable risk components.

Specific disclosure requirements apply to hedging relationships affected by the amendments including information about the significant interest rate benchmarks, extent of risk exposure directly affected by the reform, how the entity manages the process to transition to alternative benchmark rates, significant assumptions and judgements made in applying the exceptions, and the nominal amount of the hedging instruments in those hedging relationships.

The amendments apply for annual reporting periods beginning on or after January 1, 2020, with early application permitted.

The amendments are still subject to the approval by the FRSC.

- PFRS 17, *Insurance Contracts*, replaces the interim standard, PFRS 4, *Insurance Contracts*, and establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts within the scope of the standard. The new standard reflects the view that an insurance contract combines features of both a financial instrument and a service contract, and considers the fact that many insurance contracts generate cash flows with substantial variability over a long period. PFRS 17 introduces a new approach that: (a) combines current measurement of the future cash flows with the recognition of profit over the period services are provided under the contract; (b) presents insurance service results (including presentation of insurance revenue) separately from insurance finance income or expenses; and (c) requires an entity to make an accounting policy choice portfolio-by-portfolio of whether to recognize all insurance finance income or expenses for the reporting period in profit or loss or to recognize some of that income or expenses in other comprehensive income.

PFRS 17 is effective for annual periods beginning on or after January 1, 2023. Full retrospective application is required, unless it is impracticable, in which case the entity chooses to apply the modified retrospective approach or the fair value approach. However, if the entity cannot obtain reasonable and supportable information necessary to apply the modified retrospective approach, then it applies the fair value approach. Early application is permitted for entities that apply PFRS 9 and PFRS 15, *Revenue from Contracts with Customers*, on or before the date of initial application of PFRS 17.

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

- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to PFRS 10 and PAS 28). The amendments address an inconsistency in the requirements in PFRS 10 and PAS 28 in dealing with the sale or contribution of assets between an investor and its associate or joint venture. The

amendments require that a full gain or loss is recognized when a transaction involves a business (whether it is housed in a subsidiary or not). A partial gain or loss is recognized when a transaction involves assets that do not constitute a business, even if these assets are housed in a subsidiary.

Originally, the amendments apply prospectively for annual periods beginning on or after January 1, 2016, with early adoption permitted. However, on January 13, 2016, the FRSC decided to postpone the effective date until the IASB has completed 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.

Current versus Noncurrent Classification

The Group presents assets and liabilities in the consolidated statements of financial position based on current and noncurrent classification. An asset is current when it is: (a) expected to be realized or intended to be sold or consumed in the normal operating cycle; (b) held primarily for the purpose of trading; (c) expected to be realized within 12 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 12 months after the reporting period.

A liability is current when: (a) it is expected to be settled in the normal operating cycle; (b) it is held primarily for trading; (c) it is due to be settled within 12 months after the reporting period; or (d) there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period.

The Group classifies all other assets and liabilities as noncurrent. Deferred tax assets and liabilities are classified as noncurrent.

Financial Instruments

Recognition and Initial Measurement. 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 recognizes a financial asset or a financial liability in the consolidated statements of financial position when it becomes a party to the contractual provisions of the instrument.

A financial asset (unless a trade receivable without a significant financing component) or financial liability is initially measured at the fair value of the consideration given or received. The initial measurement of financial instruments, except for those designated as at FVPL, includes transaction costs. A trade receivable without a significant financing component is initially measured at the transaction price.

Financial Assets

The Group classifies its financial assets, at initial recognition, as subsequently measured at amortized cost, FVOCI and FVPL. The classification depends on the contractual cash flow characteristics of the financial assets and the business model of the Group for managing the financial assets.

Subsequent to initial recognition, financial assets are not reclassified unless the Group changes the business model for managing financial assets. All affected financial assets are reclassified on the first day of the reporting period following the change in the business model.

The business model refers to how the Group manages the 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. The Group considers the following information in assessing the objective of the business model in which a financial asset is held at a portfolio level, which reflects the way the business is managed and information is provided to management:

- the stated policies and objectives for the portfolio and the operation of those policies in practice;
- how the performance of the portfolio is evaluated and reported to the Group's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how employees of the business are compensated; and
- the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

The Group considers the contractual terms of the instrument in assessing whether the contractual cash flows are solely payments of principal and interest. For purposes of this assessment, "principal" is defined as the fair value of the financial asset on initial recognition. "Interest" is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as profit margin. The assessment includes whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. The Group considers the following in making the assessment:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable rate features;
- prepayment and extension features; and
- terms that limit the Group's claim to cash flows from specified assets.

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable additional compensation for early termination of the contract. Additionally, for a financial asset acquired at a discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable additional compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

For purposes of subsequent measurement, financial assets are classified in the following categories: financial assets at amortized cost, financial assets at FVOCI (with or without recycling of cumulative gains and losses) and financial assets at FVPL.

Financial Assets at Amortized Cost. A financial asset is measured at amortized cost if it meets both of the following conditions and is not designated as at FVPL:

- it is held within a business model with the object of holding financial assets to collect contractual cash flows; and
- its contractual terms 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 method and are subject to impairment. Gains and losses are recognized in the consolidated statements of income when the financial asset is derecognized, modified or impaired.

The Group's cash and cash equivalents, trade and other receivables and noncurrent receivables and deposits are included under this category (Notes 7, 8, 17, 33 and 34).

Cash includes cash on hand and in banks which are stated at face value. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

Financial Assets at FVOCI. Investment in debt instruments is measured at FVOCI if it meets both of the following conditions and is not designated as at FVPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

At initial recognition of an investment in equity instrument that is not held for trading, the Group may irrevocably elect to present subsequent changes in the fair value in other comprehensive income. This election is made on an instrument-by-instrument basis.

Financial assets at FVOCI are subsequently measured at fair value. Changes in fair value are recognized in other comprehensive income.

Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment on investment in debt instruments are recognized in the consolidated statements of income. When investment in debt instruments at FVOCI is derecognized, the related accumulated gains or losses previously reported in the consolidated statements of changes in equity are transferred to and recognized in the consolidated statements of income.

Dividends earned on holding an investment in equity instrument are recognized as dividend income in the consolidated statements of income when the right to receive the payment has been established, unless the dividend clearly represents a recovery of the part of the cost of the investment. When investment in equity instruments at FVOCI is derecognized, the related accumulated gains or losses previously reported in the consolidated statements of changes in equity are never reclassified to the consolidated statements of income.

The Group has no investment in debt securities as at December 31, 2019 and 2018.

The Group's investments in equity instruments at FVOCI are classified under this category (Notes 12, 33 and 34).

Financial Assets at FVPL. All financial assets not classified as measured at amortized cost or FVOCI are measured at FVPL. This includes derivative financial assets that are not designated as cash flow hedge. Financial assets that are held for trading or are managed and whose performance is evaluated on a fair value basis are measured at FVPL.

At initial recognition, the Group may irrevocably designate a financial asset as at FVPL if the designation eliminates or significantly reduces an accounting mismatch that would otherwise arise from measuring assets or liabilities or recognizing the gains and losses on different bases.

The Group carries financial assets at FVPL using their fair values. Attributable transaction costs are recognized in the consolidated statements of income as incurred. Changes in fair value and realized gains or losses are recognized in the consolidated statements of income. Fair value changes from derivatives accounted for as part of an effective cash flow hedge are recognized in other comprehensive income. Any interest earned from investment in debt instrument designated as at FVPL is recognized in the consolidated statements of income. Any dividend income from investment in equity instrument is recognized in the consolidated statements of income when the right to receive payment has been established, unless the dividend clearly represents a recovery of the part of the cost of the investment.

The Group's derivative assets that are not designated as cash flow hedge are classified under this category (Notes 11, 33 and 34).

Financial Liabilities

The Group determines the classification of its financial liabilities, at initial recognition, in the following categories: financial liabilities at FVPL and other financial liabilities. All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings, net of directly attributable transaction costs.

Financial Liabilities at FVPL. Financial liabilities are classified under this category through the fair value option. Derivative instruments (including embedded derivatives) with negative fair values, except those covered by hedge accounting relationships, are also classified under this category.

The Group carries financial liabilities at FVPL using their fair values and reports fair value changes in the consolidated statements of income. Fair value changes from derivatives accounted for as part of an effective accounting hedge are recognized in other comprehensive income and presented in the consolidated statements of changes in equity. Any interest expense incurred is recognized as part of "Interest expense and other financing charges" account in the consolidated statements of income.

The Group's derivative liabilities that are not designated as cash flow hedge are classified under this category (Notes 19, 33 and 34).

Other Financial Liabilities. This category pertains to financial liabilities that are not designated or classified as at FVPL. After initial measurement, other financial liabilities are carried at amortized cost using the effective interest method. Amortized cost is calculated by taking into account any premium or discount and any directly attributable transaction costs that are considered an integral part of the effective interest rate of the liability. The

effective interest rate amortization is included in "Interest expense and other financing charges" account in the consolidated statements of income. Gains and losses are recognized in the consolidated statements of income when the liabilities are derecognized as well as through the amortization process.

Debt issue costs are considered as an adjustment to the effective yield of the related debt and are deferred and amortized using the effective interest method. When a loan is paid, the related unamortized debt issue costs at the date of repayment are recognized in the consolidated statements of income.

The Group's liabilities arising from its trade or borrowings such as notes payable, trade payables and other current liabilities, lease liabilities, long-term debt and other noncurrent liabilities are included under this category (Notes 18, 19, 20, 33 and 34).

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 rights to receive cash flows from the asset have expired; or
- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay them 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 nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group 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 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 the associated liability. The transferred asset and the associated liability are measured on the 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 is required to repay.

Financial Liabilities. A financial liability is derecognized when the obligation under the liability is discharged or cancelled, or expires. When 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. The difference in the respective carrying amounts is recognized in the consolidated statements of income.

Impairment of Financial Assets

The Group recognizes allowance for expected credit loss (ECL) on financial assets at amortized cost and investments in debt instruments at FVOCI.

ECLs are probability-weighted estimates of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e., the difference between the cash flows due to the Group in accordance with the contract and the cash flows that the Group expects to receive), discounted at the effective interest rate of the financial asset, and reflects reasonable and supportable information that is available without undue cost or effort about past events, current conditions and forecasts of future economic conditions.

The Group recognizes an allowance for impairment based on either 12-month or lifetime ECLs, depending on whether there has been a significant increase in credit risk since initial recognition.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward-looking information.

The Group recognizes lifetime ECLs for receivables that do not contain significant financing component. The Group uses provision matrix that is based on the Group's historical credit loss experience, adjusted for forward-looking factors specific to the borrowers and the economic environment.

At each reporting date, the Group assesses whether these financial assets at amortized cost and investments in debt instruments at FVOCI are credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit-impaired include observable data about the following events:

- (a) significant financial difficulty of the issuer or the borrower;
- (b) a breach of contract, such as a default or past due event;
- (c) the restructuring of a financial asset by the Group on terms that the Group would not consider otherwise;
- (d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganization; or
- (e) the disappearance of an active market for that financial asset because of financial difficulties.

The Group considers a financial asset to be in default when a counterparty fails to pay its contractual obligations, or there is a breach of other contractual terms, such as covenants.

The Group directly reduces the gross carrying amount of a financial asset when there is no reasonable expectation of recovering the contractual cash flows on a financial asset, either partially or in full. This is generally the case when the Group determines that the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

The ECLs on financial assets at amortized cost are recognized as allowance for impairment losses against the gross carrying amount of the financial asset, with the resulting impairment losses (or reversals) recognized in the consolidated statements of income. The ECLs on investments in debt instruments at FVOCI are recognized as accumulated impairment losses in other comprehensive income, with the resulting impairment losses (or reversals) recognized in the consolidated statements of income.

Classification of Financial Instruments between Liability and Equity

Financial instruments are classified as liability or equity in accordance with the substance of the contractual arrangement. Interest, dividends, gains and losses relating to a financial instrument or a component that is a financial liability, are reported as expense or income. Distributions to holders of financial instruments classified as equity are charged directly to equity, net of any related income tax benefits.

A financial instrument is classified as liability if it provides for a contractual obligation to:

- deliver cash or another financial asset to another entity;
- exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavorable to the Group; or
- satisfy the obligation other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of own equity shares.

If the Group does not have an unconditional right to avoid delivering cash or another financial asset to settle its contractual obligation, the obligation meets the definition of a financial liability.

The components of issued financial instruments that contain both liability and equity elements are accounted for separately, with the equity component being assigned the residual amount after deducting from the instrument as a whole or in part, the amount separately determined as the fair value of the liability component on the date of issue.

Offsetting Financial Instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statements 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 assets and settle the liabilities simultaneously.

Derivative Financial Instruments and Hedge Accounting

The Group uses derivative financial instruments, such as forwards, swaps and options to manage its exposure on foreign currency, interest rate and commodity price risks. Derivative financial instruments are initially recognized at fair value on the date the derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. Changes in the fair value of derivatives that are not designated as hedging instruments are recognized in the consolidated statements of income.

Freestanding Derivatives

The Group designates certain derivatives as hedging instruments to hedge the exposure to variability in cash flows associated with recognized liabilities arising from changes in foreign exchange rates and interest rates.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which the Group wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The Group also documents the economic relationship between the hedged item and the hedging instrument, including whether the changes in cash flows of the hedging instrument are expected to offset the changes in cash flows of the hedged item.

Cash Flow Hedge. When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognized in other comprehensive income and accumulated in the hedging reserve. The effective portion of changes in the fair value of the derivative that is recognized in other comprehensive income is limited to the cumulative change in fair value of the hedged item. Any ineffective portion of changes in the fair value of the derivative is recognized immediately in the consolidated statements of income.

The Group designates only the intrinsic value of options and the change in fair value of the spot element of forward contracts as the hedging instrument in cash flow hedging relationships. The change in fair value of the time value of options, the forward element of forward contracts and the foreign currency basis spread of financial instruments are separately accounted for as cost of hedging and recognized in other comprehensive income. The cost of hedging is removed from other comprehensive income and recognized in the consolidated statements of income, either over the period of the hedge if the hedge is time related, or when the hedged transaction affects the consolidated statements of income if the hedge is transaction related.

When the hedged transaction subsequently results in the recognition of a non-financial item, the amount accumulated in equity is transferred and included in the initial cost of the hedged asset or liability. For all other hedged transactions, the amount accumulated in equity is reclassified to the consolidated statements of income as a reclassification adjustment in the same period or periods during which the hedged cash flows affect the consolidated statements of income.

If the hedge no longer meets the criteria for hedge accounting or the hedging instrument expires, is sold, is terminated or is exercised, hedge accounting is discontinued prospectively. The amount that has been accumulated in equity is: (a) retained until it is included in the cost of non-financial item on initial recognition, for a hedge of a transaction resulting in the recognition of a non-financial item; or (b) reclassified to the consolidated statements of income as a reclassification adjustment in the same period or periods as the hedged cash flows affect the consolidated statements of income, for other cash flow hedges. If the hedged future cash flows are no longer expected to occur, the amounts that have been accumulated in equity are immediately reclassified to the consolidated statements of income.

The Group has no outstanding derivatives accounted for as cash flow hedge as at December 31, 2019 and 2018.

Embedded Derivatives

The Group assesses whether embedded derivatives are required to be separated from the host contracts when the Group becomes a party to the contract.

An embedded derivative is separated from the host contract and accounted for as a derivative if all of the following conditions are met:

- (a) the economic characteristics and risks of the embedded derivative are not closely related to the economic characteristics and risks of the host contract;
- (b) a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and

(c) the hybrid or combined instrument is not recognized as at FVPL.

However, an embedded derivative is not separated if the host contract is a financial asset.

Reassessment only occurs if there is a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required.

Embedded derivatives that are bifurcated from the host contracts are accounted for either as financial assets or financial liabilities at FVPL.

The Group has embedded derivatives as at December 31, 2019 and 2018 (Note 34).

Inventories

Finished goods, goods in process, materials and supplies are valued at the lower of cost and net realizable value.

Costs incurred in bringing each inventory to its present location and condition are accounted for as follows:

Finished goods and goods in process	-	at cost, which includes direct materials and labor and a proportion of manufacturing overhead costs based on normal operating capacity but excluding borrowing costs; finished goods also include unrealized gain (loss) on fair valuation of agricultural produce; costs are determined using the moving-average method.
Materials and supplies	-	at cost, using the moving-average method.

Finished Goods. Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs necessary to make the sale.

Goods in Process. Net realizable value 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.

Materials and Supplies. Net realizable value is the current replacement cost.

Any write-down of inventories to net realizable value and all losses of inventories are recognized as expense in the year of write-down or loss occurrence. The amount of reversals, if any, of write-down of inventories arising from an increase in net realizable value are recognized as reduction in the amount of inventories recognized as expense in the year in which the reversal occurs.

Prepaid Expenses and Other Current Assets

Prepaid expenses represent expenses not yet incurred but already paid in cash. These are initially recorded as assets and measured at the amount of cash paid. Subsequently, these are recognized in the consolidated statements of income as they are consumed or expire with the passage of time.

Other current assets pertain to assets which are expected to be realized within 12 months after the reporting period. Otherwise, these are classified as noncurrent assets.

Biological Assets and Agricultural Produce

The Group's biological assets include breeding stocks, growing hogs, poultry livestock and goods in process which are grouped according to their physical state, transformation capacity (breeding, growing or laying), as well as their particular stage in the production process.

Breeding stocks are carried at accumulated costs net of amortization and any impairment in value while growing hogs and poultry livestock, and goods in process are carried at accumulated costs. The costs and expenses incurred up to the start of the productive stage are accumulated and amortized over the estimated productive lives of the breeding stocks. The Group uses this method of valuation since fair value cannot be measured reliably. The Group's biological assets or any similar assets prior to point of harvest have no active market available in the Philippine poultry and hog industries. Further, the existing sector benchmarks are determined to be irrelevant and the estimates (i.e., revenues due to highly volatile prices, input costs and efficiency values) necessary to compute for the present value of expected net cash flows comprise a wide range of data which will not result in a reliable basis for determining the fair value.

The carrying amounts of the biological assets are reviewed for impairment when events or changes in circumstances indicate that the carrying amounts may not be recoverable.

The Group's agricultural produce, which consists of grown broilers and marketable hogs harvested from the Group's biological assets, are measured at their fair value less estimated costs to sell at the point of harvest. The fair value of grown broilers is based on the quoted prices for harvested mature grown broilers in the market at the time of harvest. For marketable hogs, the fair value is based on the quoted prices in the market at any given time.

The Group, in general, does not carry any inventory of agricultural produce at any given time as these are either sold as live broilers and hogs or transferred to the different poultry or meat processing plants and immediately transformed into processed or dressed chicken and carcass.

Amortization is computed using the straight-line method over the following estimated productive lives of breeding stocks:

	Amortization Period
Hogs - sow	3 years or 6 births, whichever is shorter
Hogs - boar	2.5 - 3 years
Poultry breeding stock	38 - 42 weeks

Contract Assets

A contract asset is the right to consideration in exchange for goods or services that the Group has transferred to a customer that is conditioned on something other than the passage of time. The contract asset is transferred to receivable when the right becomes unconditional.

A receivable represents the Group's right to an amount of consideration that is unconditional, only the passage of time is required before payment of the consideration is due.

Business Combination

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 interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included as part of "Selling and administrative expenses" account in the consolidated statements of income.

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.

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 at the acquisition date fair value and any resulting gain or loss is recognized in the consolidated statements of income.

The Group measures goodwill at the acquisition date as: a) the fair value of the consideration transferred; plus b) the recognized amount of any non-controlling interests in the acquiree; plus c) if the business combination is achieved in stages, the fair value of the existing equity interest in the acquiree; less d) the net recognized amount (generally fair value) of the identifiable assets acquired and liabilities assumed. When the excess is negative, a bargain purchase gain is recognized immediately in the consolidated statements of income. Subsequently, goodwill is measured at cost less any accumulated impairment in value. Goodwill is reviewed for impairment, annually or more frequently, if events or changes in circumstances indicate that the carrying amount may be impaired.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognized in the consolidated statements of income. Costs related to the acquisition, other than those associated with the issuance of debt or equity securities that the Group incurs in connection with a business combination, are expensed as incurred. Any contingent consideration payable is measured at fair value at the acquisition date. If the contingent consideration is classified as equity, it is not remeasured and settlement is accounted for within equity. Otherwise, subsequent changes to the fair value of the contingent consideration are recognized in the consolidated statements of income.

- *Goodwill in a Business Combination*

Goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units, or groups of cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities are assigned to those units or groups of units.

Each unit or group of units to which the goodwill is allocated:

- represents the lowest level within the Group at which the goodwill is monitored for internal management purposes; and
- is not larger than an operating segment determined in accordance with PFRS 8, *Operating Segments*.

Impairment is determined by assessing the recoverable amount of the cash-generating unit or group of cash-generating units, to which the goodwill relates. Where the recoverable amount of the cash-generating unit or group of cash-generating units is less than the carrying amount, an impairment loss is recognized. Where goodwill forms part of a cash-generating unit or group of cash-generating units 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 cash-generating unit retained. An impairment loss with respect to goodwill is not reversed.

▪ *Intangible Assets Acquired in a Business Combination*

The cost of an intangible asset acquired in a business combination is the fair value as at the date of acquisition, determined using discounted cash flows as a result of the asset being owned.

Following initial recognition, intangible asset is carried at cost less any accumulated amortization and impairment losses, if any. The useful life of an intangible asset is assessed to be either finite or indefinite.

An intangible asset with finite life is 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. A change in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for as a change in accounting estimate. The amortization expense on intangible asset with finite life is recognized in the consolidated statements of income.

Business Combinations under Common Control

The Group accounts for business combinations involving entities that are ultimately controlled by the same ultimate parent before and after the business combination and the control is not transitory, using the pooling of interests method.

The assets and liabilities of the combining entities are reflected in the consolidated statements of financial position at their carrying amounts. No adjustments are made to reflect fair values, or recognize any new assets or liabilities, at the date of the combination. The only adjustments are those to align accounting policies between the combining entities.

No new goodwill is recognized as a result of the business combination. The only goodwill that is recognized is any existing goodwill relating to either of the combining entities. Any difference between the consideration paid or transferred and the equity acquired is recognized in equity.

The consolidated statements of income reflect the results of the combining entities for the full year, irrespective of when the combination took place.

Comparatives are presented as if the entities had been combined for the period that the entities were under common control.

Non-controlling Interests

The acquisitions of non-controlling interests are accounted for as transactions with owners in their capacity as owners and therefore no goodwill is recognized as a result of such transactions. Any difference between the purchase price and the net assets of the acquired entity is recognized in equity. The adjustments to non-controlling interests are based on a proportionate amount of the identifiable net assets of the subsidiary.

Investments in Joint Ventures

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.

The considerations made in determining joint control is similar to those necessary to determine control over subsidiaries.

The Group's investments in joint ventures are accounted for using the equity method.

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

The Group's share in profit or loss of a joint venture is recognized as "Equity in net losses of joint ventures" account in the consolidated statements of income. Adjustments to the carrying amount may also be necessary for changes in the Group's proportionate interest in the joint venture's other comprehensive income. The Group's share on these changes is recognized as "Share in other comprehensive income of joint ventures" account in the consolidated statements of comprehensive income. Unrealized gains and losses resulting from transactions between the Group and the joint venture are eliminated to the extent of the interest in the joint venture.

After application of the equity method, the Group determines whether it is necessary to recognize an impairment loss on its investment in joint venture. At each reporting date, the Group determines whether there is objective evidence that the investment in joint venture is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount and carrying amount of the investment in joint venture and then recognizes the loss as part of "Equity in net losses of joint ventures" account in the consolidated statements of income.

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

The financial statements of the 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.

Property, Plant and Equipment

Property, plant and equipment, except for land, are stated at cost less accumulated depreciation and amortization and any accumulated impairment in value. Such cost includes the cost of replacing part of the property, plant and equipment at the time the cost is incurred, if the recognition criteria are met, and excludes the costs of day-to-day servicing. Land is stated at cost less any impairment in value, if any.

The initial cost of property, plant and equipment comprises its construction cost or purchase price, including import duties, taxes and any directly attributable costs in bringing the asset to its working condition and location for its intended use. Cost also includes related asset retirement obligation (ARO), if any. Expenditures incurred after the asset has been put into operation, such as repairs, maintenance and overhaul costs, are normally recognized as expense in the period the costs are incurred. Major repairs are capitalized as part of property, plant and equipment only when it is probable that future economic benefits associated with the items will flow to the Group and the cost of the items can be measured reliably.

Capital projects in progress (CPIP) represents the amount of accumulated expenditures on unfinished and/or ongoing projects. This includes the costs of construction and other direct costs. Borrowing costs that are directly attributable to the construction of plant and equipment are capitalized during the construction period. CPIP is not depreciated until such time that the relevant assets are ready for use.

Depreciation and amortization, which commence when the assets are available for their intended use, are computed using the straight-line method over the following estimated useful lives of the assets:

	Number of Years
Land improvements	5 - 20
Buildings and improvements	3 - 50
Machinery and equipment	2 - 50
Furniture, other equipment and others	2 - 20
Leasehold improvements	3 - 50 or term of the lease, whichever is shorter

The remaining useful lives, residual values, and depreciation and amortization methods are reviewed and adjusted periodically, if appropriate, to ensure that such periods and methods of depreciation and amortization are consistent with the expected pattern of economic benefits from the items of property, plant and equipment.

The carrying amounts of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying amounts may not be recoverable.

Fully depreciated assets are retained in the accounts until they are no longer in use.

An item of property, plant and equipment is derecognized when either it has been disposed of or when it is permanently withdrawn from use and no future economic benefits are expected from its use or disposal. Any gain or loss arising from the retirement and disposal of an item of property, plant and equipment (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is recognized in the consolidated statements of income in the period of retirement and disposal.

Leases

Policy Applicable from January 1, 2019

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset for a period of time, the Group assesses whether, throughout the period of use:

- the Group has the right to obtain substantially all the economic benefits from use of the identified asset; and
- the Group has the right to direct the use of the identified asset.

Group as a Lessee

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date (i.e., the date the underlying asset is available for use). The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise of the following:

- fixed payments, including in-substance fixed payments, less any lease incentives receivable;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortized cost using the effective interest method. The carrying amount of the lease liability is remeasured when there is a change in future lease payments arising from a change in an index

or rate, a change in the estimate of the amount expected to be payable under a residual value guarantee, or a change in the assessment of whether a purchase or extension option is reasonably certain to be exercised or a termination option is reasonably certain not to be exercised.

When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recognized in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group has elected not to recognize right-of use assets and lease liabilities for short-term leases (i.e., lease that have a lease term of 12 months or less from the commencement date and do not contain a purchase option) and leases of low-value assets. The Group recognizes the lease payments associated with these leases as expense on a straight-line basis over the lease term.

Group as a Lessor

The Group determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, the lease is classified as a finance lease; if not, it is classified as an operating lease. As part of the assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

When the Group is an intermediate lessor, it accounts for the head lease and the sublease separately. It assesses the lease classification of a sublease with reference to the right-of-use asset arising from the head lease. If a head lease is a short-term lease to which the Group applies the recognition exemption, it classifies the sublease as an operating lease.

If an arrangement contains lease and non-lease components, the Group applies PFRS 15 to allocate the consideration in the contract.

The Group recognizes lease payments received under operating leases as rent income on a straight-line basis over the lease term.

Policy Applicable before 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 the 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 an extension is 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 specific asset; or
- (d) there is a substantial change to the asset.

Where a reassessment is made, lease accounting shall commence or cease from the date when the change in circumstances gives rise to the reassessment for scenarios (a), (c) or (d), and at the date of renewal or extension period for scenario (b) above.

Finance Lease

Finance leases, which transfer to the Group substantially all the risks and rewards incidental to ownership of the leased item, are capitalized at the inception of the lease at the fair value of the leased property or, if lower, at the present value of the minimum lease payments. Obligations arising from plant assets under finance lease agreement are classified in the consolidated statements of financial position as finance lease liabilities.

Lease payments are apportioned between financing charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Financing charges are recognized in the consolidated statements of income.

Capitalized leased assets are depreciated over the estimated useful lives of the assets when there is reasonable certainty that the Group will obtain ownership by the end of the lease term.

Operating Lease

Group as Lessee. Leases which do not transfer to the Group substantially all the risks and rewards of ownership of the asset are classified as operating leases. Operating lease payments are recognized as an expense in the consolidated statements of income on a straight-line basis over the lease term. Associated costs such as maintenance and insurance are expensed as incurred.

Group as Lessor. Leases where the Group does not transfer substantially all the risks and rewards of ownership of the assets are classified as operating leases. Rent income from operating leases is recognized as income on a straight-line basis over the lease term. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognized as an expense over the lease term on the same basis as rent income. Contingent rents are recognized as income in the period in which they are earned.

Investment Property

Investment property consists of property held to earn rentals and/or for capital appreciation but not for sale in the ordinary course of business, used in the production or supply of goods or services or for administrative purposes. Investment property, except for land, is measured at cost including transaction costs less accumulated depreciation and amortization and any accumulated impairment in value. The carrying amount includes the cost of replacing part of an existing investment property at the time the cost is incurred, if the recognition criteria are met, and excludes the costs of day-to-day servicing of an investment property. Land is stated at cost less any impairment in value.

Depreciation and amortization, which commence when the assets are available for their intended use, are computed using the straight-line method over the following estimated useful lives of the assets:

	Number of Years
Land improvements	5 - 50
Land use rights	42 - 50 or term of the lease, whichever is shorter
Buildings and improvements	5 - 50

The useful lives, residual values and depreciation and amortization method are reviewed and adjusted, if appropriate, at each reporting date.

Investment property is derecognized either when it has been disposed of or when it is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains and losses on the retirement and disposal of investment property are recognized in the consolidated statements of income in the period of retirement and disposal.

Transfers are made to investment property when, and only when, there is an actual change in use, evidenced by ending of owner-occupation or commencement of an operating lease to another party. Transfers are made from investment property when, and only when, there is an actual change in use, evidenced by commencement of the owner-occupation or commencement of development with a view to sell.

For a transfer from investment property to owner-occupied property or inventories, the cost of property for subsequent accounting is its carrying amount at the date of change in use. If the property occupied by the Group as an owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

Intangible Assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of an intangible asset acquired in a business combination is its fair value at the date of acquisition. Subsequently, intangible assets are carried at cost less accumulated amortization and any accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized and expenditures are recognized in the consolidated statements of income in the year in which the related expenditures are incurred.

The useful lives of intangible assets are assessed to be either finite or indefinite.

Intangible assets with finite lives are amortized over the useful life and assessed for impairment whenever there is an indication that the intangible assets may be impaired. The amortization period and the amortization method used 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 are accounted for by changing the amortization period or method, as appropriate, and are treated as changes in accounting estimate. The amortization expense on intangible assets with finite lives is recognized in the consolidated statements of income consistent with the function of the intangible asset.

Amortization is computed using the straight-line method over the following estimated useful lives of other intangible assets with finite lives:

	Number of Years
Land use rights	42 - 50 or term of the lease, whichever is shorter
Computer software and licenses	2 - 10

The Group assessed the useful lives of licenses, trademarks and brand names, formulas and recipes, and franchise to be indefinite. Based on an analysis of all the relevant factors, there is no foreseeable limit to the period over which the assets are expected to generate cash inflows for the Group.

Licenses, trademarks and brand names, formulas and recipes, and franchise with indefinite useful lives are tested for impairment annually, either individually or at the cash-generating unit level. Such intangibles are not amortized. The useful life of an intangible asset with an indefinite life is reviewed annually to determine whether indefinite life assessment continues to be supportable. If not, the change in the useful life assessment from indefinite to finite is made on a prospective basis.

Gains or losses arising from the disposal 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 statements of income when the asset is derecognized.

Deferred Containers

Returnable bottles and shells are measured at cost less accumulated amortization and impairment, if any. These are presented as "Deferred Containers - net" under "Other noncurrent assets" account in the consolidated statements of financial position and are amortized over the estimated useful lives of two to ten years. Depreciable amount is equal to cost less estimated residual value, equivalent to the deposit value. Amortization of deferred containers is included under "Selling and administrative expenses" account in the consolidated statements of income.

The remaining useful lives, residual values, and amortization method are reviewed and adjusted periodically, if appropriate, to ensure that such periods and method of amortization are consistent with the expected pattern of economic benefits from deferred containers.

The carrying amount of deferred containers is reviewed for impairment when events or changes in circumstances indicate that the carrying amount may not be recoverable.

Refundable containers deposits are collected from customers based on deposit value and refunded when the containers are returned to the Group in good condition. These deposits are financial liabilities presented as "Containers deposit" under "Trade payables and other current liabilities" account in the consolidated statements of financial position.

Impairment of Non-financial Assets

The carrying amounts of investments and advances, property, plant and equipment, right-of-use assets, investment property, biological assets - net of current portion, other intangible assets with finite useful lives, deferred containers and idle assets are reviewed for impairment when events or changes in circumstances indicate that the carrying amount may not be recoverable. Goodwill, licenses and trademarks and brand names with indefinite useful lives are tested for impairment annually either individually or at the cash-generating unit level. If any such indication exists, and if the carrying amount exceeds the estimated recoverable amount, the assets or cash-generating units are written down to their recoverable amounts. The recoverable amount of the asset is the greater of 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 between knowledgeable, willing parties, less costs of disposal. 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.

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 cash-generating unit to which the asset belongs. Impairment losses are recognized in the consolidated statements of income in those expense categories consistent with the function of the impaired asset.

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 statements of income. 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. An impairment loss with respect to goodwill is not reversed.

Contract Liabilities

A deferred income is the Group's obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a deferred income is recognized when the payment is made or the payment is due (whichever is earlier). Deferred income is recognized as revenue when the Group performs under the contract.

Fair Value Measurements

The Group measures financial and non-financial assets and liabilities at fair value at each reporting date.

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: (a) in the principal market for the asset or liability; or (b) in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or most advantageous market must be accessible to the Group.

The fair value of an asset or liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their best economic 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 prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3: inputs for the asset or liability that are not based on observable market data.

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 the categorization at the end of each reporting period.

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.

Provisions

Provisions are recognized when: (a) the Group has a present obligation (legal or constructive) as a result of past events; (b) 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 (c) a reliable estimate of the amount of the obligation can be made. Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognized as a separate asset only when it is virtually certain that reimbursement will be received. The amount recognized for the reimbursement shall not exceed the amount of the provision. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate.

If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessment of the time value of money and 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.

Capital Stock and Additional Paid-in Capital*Common Shares*

Common shares are classified as equity. Incremental costs directly attributable to the issue of common shares and share options are recognized as a deduction from equity, net of any tax effects.

Preferred Shares

Preferred shares are classified as equity if they are non-redeemable, or redeemable only at the option of the Parent Company, and any dividends thereon are discretionary. Dividends thereon are recognized as distributions within equity upon approval by the BOD of the Parent Company.

Preferred shares are classified as a liability if they are redeemable on a specific date or at the option of the shareholders, or if dividend payments are not discretionary. Dividends thereon are recognized as interest expense in the consolidated statements of income as accrued.

Additional Paid-in Capital

When the shares are sold at premium, the difference between the proceeds and the par value is credited 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 the shares are issued to extinguish or settle the liability of the Parent Company, the shares are measured either at the fair value of the shares issued or fair value of the liability settled, whichever is more reliably determinable.

Retained Earnings

Retained earnings represent the accumulated net income or losses, net of any dividend distributions and other capital adjustments. Appropriated retained earnings represent that portion which is restricted and therefore not available for any dividend declaration.

Treasury Shares

Own equity instruments which are reacquired are carried at cost and deducted from equity. No gain or loss is recognized on the purchase, sale, reissuance or cancellation of the Parent Company's own equity instruments. 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 retained earnings for the remaining balance.

Revenue

The Group recognizes revenue from contracts with customers 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, excluding amounts collected on behalf of third parties.

The transfer of control can occur over time or at a point in time. Revenue is recognized at a point in time unless one of the following criteria is met, in which case it is recognized over time: (a) the customer simultaneously receives and consumes the benefits as the Group performs its obligations; (b) the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or (c) the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

The Group assesses its revenue arrangements to determine if it is acting as principal or agent. The Group has concluded that it acts as a principal as it controls the goods or services before transferring to the customer.

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

Revenue from Sale of Goods

Revenue from sale of goods is recognized at the point in time when control of the goods is transferred to the customer, which is normally upon delivery of the goods. Trade discounts and volume rebate do not result to significant variable consideration and are generally determined based on concluded sales transactions as at the end of each period. Payment is generally due within 30 to 60 days from delivery.

Revenue from Services

Revenue from services is recognized when the performance of contractually agreed task has been rendered and control over the service has been transferred to the customer. General payment terms is on an average of 30 days from invoice date.

Revenue from Terminal Handling

Revenue from terminal fees is recognized as the services are rendered overtime based on the actual quantity of items handled during the period multiplied by a predetermined rate.

Revenue from usage fees is recognized as the services are rendered overtime based on the gross weight of vessels entering the port multiplied by a predetermined rate.

Revenue from Other Sources

Revenue from Agricultural Produce. Revenue from initial recognition of agricultural produce is measured at fair value less estimated costs to sell at the point of harvest. Fair value is based on the relevant market price at the point of harvest.

Interest Income. Interest income is recognized using the effective interest method. In calculating interest income, the effective interest rate is applied to the gross carrying amount of the asset.

Dividend Income. Dividend income is recognized when the Group's right to receive the payment is established.

Rent Income. Rent income from operating lease is recognized on a straight-line basis over the related lease terms. Lease incentives granted are recognized as an integral part of the total rent income over the term of the lease.

Gain or Loss on Sale of Investments in Shares of Stock. Gain or loss is recognized when the Group disposes of its investment in shares of stock of a subsidiary and joint venture, financial assets at FVOCI and financial assets at FVPL. Gain or loss is computed as the difference between the proceeds of the disposed investment and its carrying amount, including the carrying amount of goodwill, if any. Gain or loss for financial assets at FVOCI are recognized in OCI.

Costs and Expenses

Costs and expenses are decreases in economic benefits during the reporting period in the form of outflows or decrease of assets or incurrence of liabilities that result in decreases in equity, other than those relating to distributions to equity participants. Expenses are recognized when incurred.

Share-based Payment Transactions

Under the Group's Employee Stock Purchase Plan (ESPP), employees of the Group receive remuneration in the form of share-based payment transaction, whereby the employees render services as consideration for equity instruments of SMFB. Such transaction is handled centrally by SMC.

Share-based transaction in which SMFB grants option rights to its equity instruments directly to the Group's employees are accounted for as equity-settled transaction. SMFB charges the Group for the costs related to such transaction. The Group recognized such costs in the consolidated statements of income.

The cost of ESPP is measured by reference to the market price at the time of the grant less subscription price. The cumulative expenses recognized for share-based payment transaction at each reporting date until the vesting date reflect the extent to which the vesting period has expired and SMFB's best estimate of the number of equity instruments that will ultimately vest. Where the terms of a share-based award are modified, as a minimum, an expense is recognized as if the terms had not been modified. In addition, an expense is recognized for any modification, which increases the total fair value of the share-based payment arrangement or is otherwise beneficial to the employee as measured at the date of modification.

Where an equity-settled award is cancelled, it is treated as if it had vested on the date of cancellation, and any expense not yet recognized for the award is recognized immediately.

However, if a new award is substituted for the cancelled award and designated as a replacement award on the date that it is granted, the cancelled and new awards are treated as if they were a modification of the original award.

Borrowing Costs

Borrowing costs directly attributable to the acquisition or construction of an asset that necessarily takes a substantial period of time to get ready for its intended use are capitalized as part of the cost of the respective assets. All other borrowing costs are expensed in the period they occur. Capitalization of borrowing costs commences when the activities to prepare the asset are in progress and expenditures and borrowing costs are being incurred. Borrowing costs are capitalized until the assets are substantially ready for their intended use.

Investment income earned on the temporary investment of specific borrowings pending expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalization.

Research and Development Costs

Research costs are expensed as incurred. Development costs incurred on an individual project are carried forward when their future recoverability can be reasonably regarded as assured. Any expenditure carried forward is amortized in line with the expected future sales from the related project.

The carrying amount of development costs is reviewed for impairment annually when the related asset is not yet in use. Otherwise, this is reviewed for impairment when events or changes in circumstances indicate that the carrying amount may not be recoverable.

Employee Benefits

Short-term Employee Benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognized for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Retirement Costs

The net defined benefit retirement liability or asset is the aggregate of the present value of the amount of future benefit that employees have earned in return for their service in the current and prior periods, 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 economic benefits available in the form of reductions in future contributions to the plan.

The cost of providing benefits under the defined benefit retirement plan is actuarially determined using the projected unit credit method. Projected unit credit method reflects services rendered by employees to the date of valuation and incorporates assumptions concerning projected salaries of employees. Actuarial gains and losses are recognized in full in the period in which they occur in other comprehensive income. Such actuarial gains and losses are also immediately recognized in equity and are not reclassified to profit or loss in subsequent period.

Defined benefit costs comprise the following:

- Service costs;
- Net interest on the defined benefit retirement liability or asset; and
- Remeasurements of defined benefit retirement 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 consolidated statements of income. Past service costs are recognized when plan amendment or curtailment occurs. These amounts are calculated periodically by independent qualified actuary.

Net interest on the net defined benefit retirement liability or asset is the change during the period as a result of contributions and benefit payments, which is determined by applying the discount rate based on the government bonds to the net defined benefit retirement liability or asset. Net interest on the net defined benefit retirement liability or asset is recognized as expense or income in the consolidated statements of income.

Remeasurements of net defined benefit retirement liability or asset comprising actuarial gains and losses, return on plan assets, and any change in the effect of the asset ceiling (excluding net interest) are recognized immediately in other comprehensive income in the period in which they arise. Remeasurements are not reclassified to consolidated statements of income in subsequent periods.

When the benefits of a plan are changed, or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognized immediately in the consolidated statements of income. The Group recognizes gains and losses on the settlement of a defined benefit retirement plan when the settlement occurs.

Foreign Currency

Foreign Currency Translations

Transactions in foreign currencies are initially recorded in the respective functional currencies of the Group entities at exchange rates at the dates of the transactions.

Monetary assets and monetary liabilities denominated in foreign currencies are translated to the functional currency at exchange rate at the reporting date.

Non-monetary assets and non-monetary liabilities denominated in foreign currencies that are measured at fair value are translated to the functional currency at the exchange rate when the fair value was determined. Non-monetary items denominated in foreign currencies that are measured based on historical cost are translated using the exchange rate at the date of the transaction.

Foreign currency differences arising on translation are recognized in the consolidated statements of income, except for differences arising on the translation of monetary items that in substance form part of a net investment in a foreign operation and hedging instruments in a qualifying cash flow hedge or hedge of a net investment in a foreign operation which are recognized in other comprehensive income.

Foreign Operations

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to Philippine peso at exchange rates at the reporting date. The income and expenses of foreign operations are translated to Philippine peso at average exchange rates for the period.

Foreign currency differences are recognized in other comprehensive income and presented in the "Translation reserve" account in the consolidated statements of changes in equity. However, if the operation is not a wholly-owned subsidiary, the relevant proportionate share of the translation difference is allocated to the non-controlling interests. When a foreign operation is disposed of such that control, significant influence or joint control is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to the profit or loss as part of the gain or loss on disposal.

When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation while retaining control, the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of its investment in shares of stock of an associate or joint venture that includes a foreign operation while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to profit or loss.

When the settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely to occur in the foreseeable future, foreign exchange gains and losses arising from such a monetary item are considered to form part of a net investment in a foreign operation and are recognized in other comprehensive income and presented in the "Translation reserve" account in the consolidated statements of changes in equity.

Taxes

Current Tax. Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Current tax relating to items recognized directly in equity is recognized in equity and not in profit or loss. The Group periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretations and establishes provisions where appropriate.

Deferred Tax. Deferred tax is recognized using the liability method in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax liabilities are recognized for all taxable temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- with respect to taxable temporary differences associated with investments in shares of stock of subsidiaries and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognized for all deductible temporary differences, carryforward benefits of unused tax credits - Minimum Corporate Income Tax (MCIT) and unused tax losses - Net Operating Loss Carry Over (NOLCO), to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carryforward benefits of MCIT and NOLCO can be utilized, except:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- with respect to deductible temporary differences associated with investments in shares of stock of subsidiaries, interests in joint ventures, deferred tax assets are recognized only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilized.

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

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in 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.

Current tax and deferred tax are recognized in the consolidated statements of income, except to the extent that it relates to a business combination, or items recognized directly in equity or in other comprehensive income.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred 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, except:

- where the tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the tax is recognized as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- receivables and payables that are stated with the amount of tax included.

The net amount of tax recoverable from, or payable to, the taxation authority is included as part of "Prepaid expenses and other current assets" or "Trade payables and other current liabilities" accounts in the consolidated statements of financial position.

Related Parties

Parties are considered to be related if one party has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operating decisions. Parties are also considered to be related if they are subject to common control and significant influence. Related parties may be individuals or corporate entities. Transactions between related parties are on an arm's length basis in a manner similar to transactions with non-related parties.

Basic and Diluted Earnings Per Common Share (EPS)

Basic EPS is computed by dividing the net income for the period attributable to equity holders of the Parent Company, net of dividends on preferred shares, by the weighted average number of issued and outstanding common shares during the period, with retroactive adjustment for any stock dividends declared.

Diluted EPS is computed in the same manner, adjusted for the effect of all potential dilutive debt or equity instruments.

Operating Segments

The Group's operating segments 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. Financial information on operating segments is presented in Note 6 to the consolidated financial statements. The Chief Executive Officer (the chief operating decision maker) reviews management reports on a regular basis.

The measurement policies the Group used for segment reporting under PFRS 8 are the same as those used in the consolidated financial statements. There have been no changes in the measurement methods used to determine reported segment profit or loss from prior periods. All inter-segment transfers are carried out at arm's length prices.

Segment revenues, expenses and performance include sales and purchases between business segments. Such sales and purchases are eliminated in consolidation.

Contingencies

Contingent liabilities are not recognized in the consolidated financial statements. They are disclosed in the notes to the consolidated financial statements unless the possibility of an 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

Post year-end events that provide additional information about the Group's financial position at the reporting date (adjusting events) are reflected in the consolidated financial statements. Post year-end events that are not adjusting events are disclosed in the notes to the consolidated financial statements when material.

4. Use of Judgments, Estimates and Assumptions

The preparation of the consolidated financial statements in accordance with PFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the amounts of assets, liabilities, income and expenses reported in the consolidated financial statements at the reporting date. However, uncertainty about these judgments, estimates and assumptions could result in an outcome that could require a material adjustment to the carrying amount of the affected asset or liability in the future.

Judgments and estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Revisions are recognized in the period in which the judgments and estimates are revised and in any future period affected.

Judgments

In the process of applying the accounting policies, the Group has made the following judgments, apart from those involving estimations, which have an effect on the amounts recognized in the consolidated financial statements:

Measurement of Biological Assets. Breeding stocks are carried at accumulated costs net of amortization and any impairment in value while growing hogs, poultry livestock and goods in process are carried at accumulated costs. The costs and expenses incurred up to the start of the productive stage are accumulated and amortized over the estimated productive lives of the breeding stocks. The Group uses this method of valuation since fair value cannot be measured reliably. The Group's biological assets or any similar assets prior to point of harvest have no active market available in the Philippine poultry and hog industries. Further, the existing sector benchmarks are determined to be irrelevant and the estimates (i.e., revenues due to highly volatile prices, input costs and efficiency values) necessary to compute for the present value of expected net cash flows comprise a wide range of data which will not result in a reliable basis for determining the fair value.

Determining whether a Contract Contains a Lease (Upon the Adoption of PFRS 16). The Group uses its judgment in determining whether a contract contains a lease. At inception of a contract, the Group makes an assessment whether it has the right to obtain substantially all the economic benefits from the use of the identified asset and the right to direct the use of the identified asset.

Determining whether an Arrangement Contains a Lease (Prior to the Adoption of PFRS 16). The Group uses its judgment in determining whether an arrangement contains a lease, based on the substance of the arrangement at inception date and makes assessment of whether the arrangement is dependent on the use of a specific asset or assets.

Operating Lease Commitments - Group as Lessor/Lessee (Prior to the Adoption of PFRS 16). The Group has entered into various lease agreements either as a lessor or a lessee. The Group had determined that it retains all the significant risks and rewards of ownership of the property leased out on operating leases while the significant risks and rewards for property leased from third parties are retained by the lessors.

Rent income recognized in the consolidated statements of income amounted to P173, P171 and P153 in 2019, 2018 and 2017, respectively (Notes 27, 30 and 32).

Rent expense recognized in the consolidated statements of income amounted to P3,118, P3,386 and P3,222 in 2019, 2018 and 2017, respectively (Notes 23, 24 and 32).

Determining the Lease Term of Contracts with Renewal Options - Group as Lessee (Upon the Adoption of PFRS 16). The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised.

The Group has several lease contracts that include extension options. At lease commencement date, the Group applies judgment in evaluating whether it is reasonably certain to exercise the option to renew the lease by considering all relevant factors that create an economic incentive for it to exercise the renewal option. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or change in circumstances within its control.

Estimating the Incremental Borrowing Rate (Upon the Adoption of PFRS 16). The Group cannot readily determine the interest rate implicit in the leases. Therefore, it uses its relevant incremental borrowing rate to measure lease liabilities. The incremental borrowing rate 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 incremental borrowing rate, therefore, reflects what the Group would have to pay, which requires estimation when no observable rates are available and to make adjustments to reflect the terms and conditions of the lease. The Group estimates the incremental borrowing rate using observable inputs (such as market interest rates) when available and is required to consider certain contract and entity-specific estimates.

The Group's lease liabilities amounted to P4,531 as at December 31, 2019 (Notes 33, 34, and 37).

Distinction Between Investment Property and Owner-occupied Property. The Group determines whether a property qualifies as investment property or owner-occupied property. In making its judgment, the Group considers whether the property generates cash flows largely independent of the other assets held by the Group. Owner-occupied properties generate cash flows that are attributable not only to the property but also to the other assets used in marketing or administrative functions.

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in marketing or for administrative purposes. If the portions can be sold separately (or leased out separately under finance lease), the Group accounts for the portions separately. If the portions cannot be

sold separately, the property is accounted for as investment property only if an insignificant portion is held for use in the supply of 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.

Evaluating Control over its Investee. Determining whether the Group has control in an investee requires significant judgment. Although the Group owns less than 50% of the voting rights of BPI, management has determined that the Group has control in this entity by virtue of its exposure and rights to variable returns from its involvement in this investee and its ability to affect those returns through its power over the investee.

The Group receives substantially all of the returns related to BPI's operations and net assets and has the current ability to direct BPI's activities that most significantly affect the returns. The Group controls BPI since it is exposed, and has rights, to variable returns from its involvement with BPI and has the ability to affect those returns through such power over BPI.

Classification of Joint Arrangements. The Group has determined that it has rights only to the net assets of the joint arrangements based on the structure, legal form, contractual terms and other facts and circumstances of the arrangement. As such, the Group classified its joint arrangements in Thai San Miguel Liquor Co. Ltd. (TSML) and Thai Ginebra Trading (TGT) as joint ventures (Note 12).

Adequacy of Tax Liabilities. The Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretation of tax laws and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgments about future events. New information may become available that causes the Group to change its judgment regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

Classification of Financial Instruments. The Group exercises judgments in classifying financial instruments, or its component parts, on initial recognition as a financial asset, a financial liability, or an equity instrument in accordance with the substance of the contractual arrangement and the definitions of a financial asset, a financial liability or an equity instrument. The substance of a financial instrument, rather than its legal form, governs its classification in the consolidated statements of financial position.

The Group uses its judgment in determining the classification of financial assets based on its business model in which assets are managed and their cash flow characteristics. The classification and fair values of financial assets and financial liabilities are presented in Note 34.

Contingencies. The Group is currently involved in various pending claims and lawsuits which could be decided in favor of or against the Group. The Group's estimate of the probable costs for the resolution of these pending claims and lawsuits has been developed in consultation with in-house as well as outside legal counsel handling the prosecution and defense of these matters and is based on an analysis of potential results. The Group currently does not believe that these pending claims and lawsuits will have a material adverse effect on its financial position and financial performance. It is possible, however, that future financial performance could be materially affected by the changes in the estimates or in the effectiveness of strategies relating to these proceedings (Note 37).

Estimates and Assumptions

The key estimates and assumptions used in the consolidated financial statements are based upon the Group's evaluation of relevant facts and circumstances as of the date of the consolidated financial statements. Actual results could differ from such estimates.

Assessment of ECL on Trade Receivables. The Group, in applying the simplified approach in the computation of ECL, initially uses a provision matrix based on historical default rates for trade receivables for at least two years. The Group also uses appropriate groupings if its historical credit loss experience shows significantly different loss patterns for different customers. The Group then adjusts the historical credit loss experience with forward-looking information on the basis of current observable data affecting each customer to reflect the effects of current and forecasted economic conditions.

The Group has assessed that the forward-looking default rate component of its ECL on trade receivables is not material because substantial amount of trade receivables are normally collected within one year. Moreover, based on management's assessment, current conditions and forward-looking information does not indicate a significant increase in credit risk exposure of the Group from its trade receivables.

Trade receivables written off amounted to P187 and P40 in 2019 and 2018, respectively. The allowance for impairment losses on trade receivables amounted to P641 and P866 as at December 31, 2019 and 2018, respectively. The carrying amount of trade receivables amounted to P20,538 and P16,707 as of December 31, 2019 and 2018, respectively (Note 8).

Assessment of ECL on Other Financial Assets at Amortized Cost. The Group determines the allowance for ECL using general approach based on the probability-weighted estimate of the present value of all cash shortfalls over the expected life of financial assets at amortized cost. ECL is provided for credit losses that result from possible default events within the next 12 months unless there has been a significant increase in credit risk since initial recognition in which case ECL is provided based on lifetime ECL.

When determining if there has been a significant increase in credit risk, the Group considers reasonable and supportable information that is available without undue cost or effort and that is relevant for the particular financial instrument being assessed such as, but not limited to, the following factors:

- actual or expected external and internal credit rating downgrade;
- existing or forecasted adverse changes in business, financial or economic conditions; and
- actual or expected significant adverse changes in the operating results of the borrower.

The Group also considers financial assets at day one to be the latest point at which lifetime ECL should be recognized unless it can demonstrate that this does not represent a significant risk in credit risk such as when non-payment was an administrative oversight rather than resulting from financial difficulty of the borrower.

The Group has assessed that the ECL on other financial assets at amortized cost is not material because the transactions with respect to these financial assets were entered into by the Group only with reputable banks and companies with good credit standing and relatively low risk of defaults. Accordingly, no additional provision for ECL on other financial assets at amortized cost was recognized in 2019 and 2018. The carrying amounts of other financial assets at amortized cost are as follows:

	<i>Note</i>	2019	2018
Other Financial Assets at Amortized Cost			
Cash and cash equivalents (excluding cash on hand)	7	P35,729	P39,230
Other current receivables - net (included under "Trade and other receivables - net" account)	8	3,841	2,847
Noncurrent receivables and deposits - net (included under "Other noncurrent assets - net" account)	17	311	526

The allowance for impairment losses on noncurrent receivables and deposits, included as part of "Other noncurrent assets - net" account in the consolidated statements of financial position, amounted to P149 and P164 as of December 31, 2019 and 2018, respectively (Note 17).

Fair Value Measurements. A number of the Group's accounting policies and disclosures require the measurement of fair values for both financial and non-financial assets and liabilities.

The Group has an established control framework with respect to the measurement of fair values. This includes a valuation team that has the overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values. The valuation team regularly reviews significant unobservable inputs and valuation adjustments. If third party information is used to measure fair values, then the valuation team assesses the evidence obtained to support the conclusion that such valuations meet the requirements of PFRS, including the level in the fair value hierarchy in which such valuations should be classified.

The Group uses market observable data when measuring the fair value of an asset or liability. Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques (Note 3).

If the inputs used to measure the fair value of an asset or a liability can be categorized in different levels of the fair value hierarchy, then the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy based on the lowest level input that is significant to the entire measurement.

The Group recognizes transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

The methods and assumptions used to estimate the fair values for both financial and non-financial assets and liabilities are discussed in Notes 9, 10, 12, 13, 14, 15, 16, 17, 19 and 34.

Write-down of Inventory. The Group writes-down the cost of inventory to net realizable value whenever net realizable value becomes lower than cost due to damage, physical deterioration, obsolescence, changes in price levels or other causes.

Estimates of net realizable value are based on the most reliable evidence available at the time the estimates are made of the amount the inventories are expected to be realized. These estimates take into consideration fluctuations of price or cost directly relating to events occurring after the reporting date to the extent that such events confirm conditions existing at the reporting date.

The write-down of inventories amounted to P727, P833 and P697 in 2019, 2018 and 2017, respectively (Note 9).

The carrying amount of inventories amounted to P33,771 and P32,469 as at December 31, 2019 and 2018, respectively (Note 9).

Estimated Useful Lives of Property, Plant and Equipment, Right-of-use Assets, Investment Property and Deferred Containers. The Group estimates the useful lives of property, plant and equipment, right-of-use assets, investment property and deferred containers based on the period over which the assets are expected to be available for use. The estimated useful lives of property, plant and equipment, right-of-use assets, investment property and deferred containers are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the assets.

In addition, estimation of the useful lives of property, plant and equipment, right-of-use assets, investment property and deferred containers is based on collective assessment of industry practice, internal technical evaluation and experience with similar assets. It is possible, however, that future financial performance could be materially affected by changes in estimates brought about by changes in factors mentioned above. The amounts and timing of recorded expenses for any period would be affected by changes in these factors and circumstances. A reduction in the estimated useful lives of property, plant and equipment, right-of-use assets, investment property and deferred containers would increase the recorded cost of sales and selling and administrative expenses and decrease noncurrent assets.

Property, plant and equipment, net of accumulated depreciation and amortization amounted to P88,446 and P74,682 as at December 31, 2019 and 2018, respectively. Accumulated depreciation and amortization of property, plant and equipment amounted to P58,477 and P56,141 as at December 31, 2019 and 2018, respectively (Note 13).

Right-of-use asset, net of accumulated depreciation and amortization amounted to P4,865 as at December 31, 2019. Accumulated depreciation and amortization of right-of-use asset amounted to P1,256 as at December 31, 2019 (Note 14).

Investment property, net of accumulated depreciation and amortization amounted to P2,963 and P2,356 at December 31, 2019 and 2018, respectively. Accumulated depreciation and amortization of investment property amounted to P604 and P366 million as at December 31, 2019 and 2018, respectively (Note 15).

Deferred containers, net of accumulated amortization, included as part of "Other noncurrent assets - net" account in the consolidated statements of financial position amounted to P26,313 and P23,125 as at December 31, 2019 and 2018, respectively. Accumulated amortization of deferred containers amounted to P13,372 and P18,232 as at December 31, 2019 and 2018, respectively (Note 17).

Estimated Useful Lives of Intangible Assets. The useful lives of intangible assets are assessed at the individual asset level as having either a finite or indefinite life. Intangible assets are regarded to have an indefinite useful life when, based on analysis of all of the relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows for the Group.

Intangible assets with finite useful lives, net accumulated amortization, amounted to P115 and P1,329 as at December 31, 2019 and 2018, respectively. Accumulated amortization of intangible assets with finite useful lives amounted to P1,150 and P1,956 as at December 31, 2019 and 2018, respectively (Note 16).

Impairment of Goodwill, Trademarks and Brand Names, Licenses, Formulas and Recipes, and Franchise with Indefinite Useful Lives. The Group determines whether goodwill, trademarks and brand names, licenses, formulas and recipes, and franchise are impaired at least annually. This requires the estimation of value in use of the cash-generating units to which the goodwill is allocated and the value in use of the trademarks and brand names, licenses, formulas and recipes, and franchise. Estimating value in use requires management to make an estimate of the expected future cash flows from the cash-generating unit and from the trademarks and brand names, licenses, formulas and recipes, and franchise and to choose a suitable discount rate to calculate the present value of those cash flows.

The carrying amount of goodwill amounted to P996 as at December 31, 2019 and 2018 (Note 16).

The combined carrying amounts of trademarks and brand names, licenses, formulas and recipes, and franchise with indefinite useful lives amounted to P39,645 and P39,633 as at December 31, 2019 and 2018, respectively (Note 16).

Acquisition Accounting. At the time of acquisition, the Group considers whether the acquisition represents an acquisition of a business or a group of assets. The Group accounts for an acquisition as a business combination if it acquires an integrated set of business processes in addition to the group of assets acquired.

The Group accounts for acquired businesses using the acquisition method of accounting which requires that the assets acquired and the liabilities assumed are recognized at the date of acquisition based on their respective fair values.

The application of the acquisition method requires certain estimates and assumptions concerning the determination of the fair values of acquired intangible assets and property, plant and equipment, as well as liabilities assumed at the acquisition date. Moreover, the useful lives of the acquired intangible assets and property, plant and equipment have to be determined. Accordingly, for significant acquisitions, the Group obtains assistance from valuation specialists. The valuations are based on information available at the acquisition date.

The carrying amounts of goodwill and other intangible assets with indefinite lives arising from business combinations amounted to P40,641 and P40,629 as at December 31, 2019 and 2018, respectively (Note 16).

Realizability of Deferred Tax Assets. The Group reviews its deferred tax assets at each reporting date and reduces the carrying amount to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax assets to be utilized. The Group's assessment on the recognition of deferred tax assets on deductible temporary differences and carryforward benefits of MCIT and NOLCO is based on the projected taxable income in the following periods.

Deferred tax assets amounted to P2,526 and P2,463 as at December 31, 2019 and 2018, respectively (Note 28).

Impairment of Non-financial Assets. PFRS requires that an impairment review be performed on investments in joint ventures, property, plant and equipment, right-of-use assets, investment property, biological assets - net of current portion, other intangible assets with finite useful lives, deferred containers and idle assets when events or changes in circumstances indicate that the carrying amount may not be recoverable. Determining the recoverable amounts of these assets requires the estimation of cash flows expected to be generated from the continued use and ultimate disposition of such assets. While it is believed that the assumptions used in the estimation of fair values reflected in the consolidated financial statements are appropriate and reasonable, significant changes in these assumptions may materially affect the assessment of recoverable amounts and any resulting impairment loss could have a material adverse impact on the financial performance.

Accumulated impairment losses on non-financial assets amounted to P13,518 and P13,247 as at December 31, 2019 and 2018, respectively (Notes 10, 12, 13, 14, 15, 16 and 17).

The combined carrying amounts of investments in joint ventures, property, plant and equipment, right-of-use assets, investment property, biological assets - net of current portion, other intangible assets with finite useful lives, deferred containers and idle assets amounted to P105,631 and P85,697 as at December 31, 2019 and 2018, respectively (Notes 10, 12, 13, 14, 15, 16 and 17).

Present Value of Defined Benefit Retirement Obligation. The present value of the defined benefit retirement obligation depends on a number of factors that are determined on an actuarial basis using a number of

assumptions. These assumptions are described in Note 29 to the consolidated financial statements and include discount rate and salary increase rate.

The Group determines the appropriate discount rate at the end of each reporting period. It is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the retirement obligations. In determining the appropriate discount rate, the Group considers the interest rates on government bonds that are denominated in the currency in which the benefits will be paid. The terms to maturity of these bonds should approximate the terms of the related retirement obligation.

Other key assumptions for the defined benefit retirement obligation are based in part on current market conditions.

While it is believed that the assumptions of the Group are reasonable and appropriate, significant differences in actual experience or significant changes in assumptions may materially affect the defined benefit retirement obligation of the Group.

The present value of defined benefit retirement obligation amounted to P19,341 and P17,629 as at December 31, 2019 and 2018, respectively (Note 29).

Asset Retirement Obligation. Determining ARO requires estimation of the costs of dismantling, installing and restoring leased properties to their original condition. The Group determined that there are no significant asset retirement obligations as at December 31, 2019 and 2018.

5. Investments in Subsidiaries

The following are the developments relating to the Parent Company's investments in shares of stock of subsidiaries:

- a. On June 8, 2017, the BOD and shareholders of SMFI approved, among others, the: (i) declaration of cash dividends to preferred shareholders amounting to P1,000 million; (ii) increase in SMFI's authorized capital stock by P5,000 million equivalent to 50,000,000 common shares at P100.00 par value per share; and (iii) amendment to the SMFI's Articles of Incorporation to reflect such increase in authorized capital stock and the denial of pre-emptive rights to any issuance of shares.

The increase in capital stock was subscribed by SMFB, of which P1,250 was paid as deposit for future stock subscription on August 15, 2017.

On January 10, 2018, the SEC issued the Certificate of Approval of Increase of Capital Stock approving the increase in SMFI's authorized capital stock, from P10,000 million consisting of 85,000,000 common shares and 15,000,000 preferred shares both with par value of P100.00 per share to P15,000 million consisting of 135,000,000 common shares and 15,000,000 preferred shares at the same par value, and the Certificate of Filing of Amended Articles of Incorporation reflecting the said increase.

- b. On June 10, 2019, the majority of the BOD of Foodcrave and by the vote of the stockholders owning or representing at least two thirds of the outstanding capital stock approved the increase in authorized capital stock from P20 divided into 20,000,000 common shares with a par value of P1.00 to P130 divided into 130,000,000 common shares with a par value of P1.00. SMFI subscribed to the increase in authorized capital stock amounting to P110 representing 110,000,000 common shares, of which P47.5 was paid in 2019.

On June 10, 2019, the BOD of Foodcrave approved the amendment of the secondary purpose to its Article of Incorporation to include the opening and maintaining establishments for the sale of food and drinks, non-food grocery items, and other goods and merchandise to the extent allowed by law.

The application for the amendments in the Articles of Incorporation was approved by the SEC on December 9, 2019.

- c. On June 27, 2018, the BOD of SMC Repairs approved the following resolutions, among others: (a) amendment in the primary purpose to include manufacturing and selling of flour and animal nutrition and health products. (b) amendment in the secondary purposes to include management, operation and maintenance of manufacturing, milling, commercial or industrial enterprises. The application for the amendments in the Articles of Incorporation was approved by SEC on November 8, 2018.

On the same date, the BOD and the stockholders of SMC Repairs resolved to accept the offer of SMFI to subscribe additional capital stock and received deposits amounting to P9.75 in 2018. On May 14, 2019, SMC Repairs filed the application of the deposits to the SEC. On May 17, 2019, the SEC approved such application.

The Company started commercial operations on August 1, 2018.

On August 8, 2018, SMC Repairs became a wholly-owned subsidiary of SMFI through a Deed of Assignment executed between SMFB and SMFI assigning and transferring of all its rights, title and interest in SMC Repairs for 25,000 shares for a total consideration amounting to P0.25.

On June 21, 2019, the BOD of SMC Repairs approved the following resolutions, among others: (a) change in the corporate name of the Company from RealSnacks Mfg. Corp. to SMC Repairs and Maintenance Inc.; (b) amendment of the primary purpose of the Company as follows: to engage in, manage and carry on the business of repair, maintenance, warehouse management and contracting in connection with the operation, development, improvement, rehabilitation, administration, management, control and/or operation of every kind of manufacturing, milling, commercial or industrial enterprise business undertaking or venture; and (c) amendment in the secondary purposes of the Company as follows: to acquire by purchase, donation, exchange or through other modes of acquiring ownership, to hold, own, control, construct, manage, maintain, operate, use, lease, sell, convey, or otherwise alienate or dispose of lands, buildings, plants, factories, warehouses, laboratories, stores, transport facilities, machineries, equipment, and other real and personal properties as may be necessary or incidental to the conduct of the corporate business, and to pay in cash, shares of its capital stock, debentures and other evidences of indebtedness, or other securities, as may be deemed expedient, for any business or property acquired by the Company. The application for the amendments in the Articles of Incorporation was approved by the SEC on September 10, 2019.

On September 18, 2019, SMC Repairs became a wholly-owned subsidiary of SMC through a Deed of Absolute Sale of Shares wherein SMFI sells and transfers all of its rights, title and interest in SMC Repairs covering a total of 1,000,000 shares with a par value P10.00 per share for a total consideration of P10.4. The Certificates Authorizing Registration to cancel the previous shares issued to SMFI and issue the same to SMC were approved by the BIR on February 18, 2020.

- d. On February 15, 2019, the BOD and shareholders of GAC approved the increase in GAC's authorized capital stock from P100 divided into 100,000 common shares to P300 divided into 300,000 common shares both with a par value of P1,000.00 per share. SMMI subscribed to 150,000 common shares out of the increase in authorized capital stock for a total consideration of P150. The application for the increase in authorized capital stock was approved by SEC on October 16, 2019.
- e. On December 15, 2017, Magnolia entered into an Asset Purchase Agreement (the "Agreement") with Felicisimo Martinez & Co. Inc.'s (FMC) for the purchase of FMC's parcels of land, buildings and improvements, and machineries and equipment (collectively, the "Purchased Assets") pertaining to the manufacturing plant where Magnolia's La Pacita biscuits are being toll-manufactured. The refundable deposit paid by Magnolia in December 2017 was recognized by Magnolia as part of "Non-trade" under Trade and other receivables" account as at December 31, 2017.

In February 2018, the refundable deposit was reversed and the acquisition by Magnolia of the Purchased Assets was completed following the substantial fulfillment of the closing conditions of the Agreement and the payment of the consideration for such Purchased Assets.

On August 2, 2019, the BOD of Magnolia approved the amendment of the Articles of Incorporation to reflect the change in its primary purpose. Magnolia is engaged in the business of processing, manufacturing, packing, canning, enveloping, storing, distributing, exporting, wholesaling and marketing of, and otherwise dealing in, cheese, butter, milk, ice cream and other dairy products, cooking oil, margarine, and other edible oils, bread spreads, biscuits, jams, jellies, and other snack foods, specialty premixes, condiments and other food products and beverages under the "Magnolia" trademark and such other brands as may be developed by the Corporation.

- f. On June 21, 2019, the BOD of SAFC approved the amendment of the Articles of Incorporation to change the company's name from Sugarland Animal Farms Corporation to SMC Integrated Farm Specialists, Inc. The application for the amendment in the Articles of Incorporation was approved by SEC on August 8, 2019.

On September 3, 2019, Magnolia and SMC executed a Deed of Absolute Sale of Shares for the sale and transfer of all its rights, title and interest in SMC IFSI covering 3,573,362 shares for a total consideration of P0.295.

- g. On February 6, 2018, the BOD and stockholders of SMSCCI ratified the increase in its authorized capital stock from P500 consisting of 50,000,000 common shares to P1,000 consisting of 100,000,000 common shares both with a par value of P10.00 per share, as previously approved by the BOD and stockholders of SMSCCI on December 14, 2016.

SMFB subscribed to the increase in authorized capital stock, of which P200 was paid in 2017.

On June 25, 2018, the SEC issued the Certificate of Filing of Amended Articles of Incorporation approving the increase in SMSCCI's authorized capital stock from P500 consisting of 50,000,000 common shares at a par value of P10.00 per share to P1,000 consisting of 100,000,000 common shares at the same par value.

- h. On August 31, 2018, SMFB incorporated Brightshore, a wholly owned subsidiary, with an authorized capital stock of P500 million divided into 500,000,000 common shares with a par value P1.00 per share. SMFB subscribed to 125,000,000 common shares for a total consideration of P125 million, of which P31.25 was paid.

On June 28, 2019, SMFB entered into the divestment of all of its equity interests in SMCFPI through the following transactions with SMC: (a) assignment of its subscription rights to the shares of SMCFPI covering a total of 124,999,995 shares; and (b) sale of 5 shares registered in its name in favor of SMC. The Certificates Authorizing Registration were approved by the BIR on December 12, 2019.

SMC subscribed to additional 5 shares out of the unissued capital stock of SMCFPI at a subscription price of P1.00 per share which was subsequently assigned to its nominee-directors to qualify them for election in the SMCFPI's Board.

Brightshore was incorporated primarily to engage in the business of acquiring, purchasing, developing, subdividing, improving, holding, managing and selling lots or real properties with or without buildings or improvements, for such consideration and in whatever manner and form as the corporation may determine or the law will permit.

The details of the Group's material non-controlling interests are as follows:

	December 31, 2019		December 31, 2018	
	SMB	GSMI	SMB	GSMI
Percentage of non-controlling interests	48.84%	32.01%	48.84%	32.01%
Carrying amount of non-controlling interests	P43,014	P2,760	P37,395	P2,739
Net income attributable to non-controlling interests	P13,618	P535	P11,866	P337
Other comprehensive income (loss) attributable to non-controlling interests	(P258)	P36	P616	P63
Dividends paid to non-controlling interests	P8,562	P -	P6,494	P -

The following are the financial information of SMB and GSMI:

	December 31, 2019		December 31, 2018	
	SMB	GSMI	SMB	GSMI
Current assets	P50,857	P9,100	P48,930	P6,938
Noncurrent assets	89,184	5,559	79,445	6,069
Current liabilities	(22,510)	(6,375)	(32,692)	(5,624)
Noncurrent liabilities	(33,300)	(1,164)	(22,669)	(1,120)
Net assets	P84,231	P7,120	P73,014	P6,263
Sales	P142,272	P29,063	P129,249	P24,835
Net income	P27,285	P1,672	P23,836	P1,053
Other comprehensive income (loss)	(421)	(112)	1,232	197
Total comprehensive income	P26,864	P1,560	P25,068	P1,250
Cash flows provided by operating activities	P31,166	P2,328	P28,703	P2,502
Cash flows used in investing activities	(13,470)	(349)	(12,440)	(300)
Cash flows used in financing activities	(19,762)	(1,848)	(12,124)	(2,178)
Effect of exchange rate changes on cash and cash equivalents	(371)	(1)	452	1
Net increase (decrease) in cash and cash equivalents	(P2,437)	P130	P4,591	P25

6. Segment Information

Operating Segments

The reporting format of the Group's operating segments is determined based on the Group's risks and rates of return which are affected predominantly by differences in the products and services produced. The operating businesses are organized and managed by SMC separately according to the nature of the products produced and services provided, with each segment representing a strategic business unit that offers different products and serves different markets.

The Group has three reportable segments, namely: Food, Beer and Non-alcoholic Beverage (NAB) and Spirits. Management identified and grouped the operating units in its operating segments with the objective of transforming the Group into a more rationalized and focused organization. The structure aims to boost efficiencies across the Group and raise effectiveness in defining and meeting the needs of consumers in innovative ways.

The Food segment is engaged in (i) the processing and marketing of branded value-added refrigerated processed meats and canned meat products, manufacturing and marketing of butter, margarine, cheese, milk, ice cream, jelly-based snacks and desserts, specialty oils, salad aids, snacks and condiments, marketing of flour mixes and the importation and marketing of coffee and coffee-related products (collectively known as "Prepared and Packaged Food"); (ii) the production and sale of feeds ("Animal Nutrition and Health"); (iii) the poultry and livestock farming, processing and selling of poultry and fresh meats ("Protein"); and (iv) the milling, production and marketing of flour and bakery ingredients, grain terminal handling, food services, franchising and international operations ("Others").

The Beer and NAB segment is engaged in the production, marketing and selling of fermented, malt-based and non-alcoholic beverages within the Philippines and several foreign markets.

The Spirits segment is engaged in the production of hard liquor in the form of gin, Chinese wine, brandy, rum, vodka and other hard liquor variants which are available nationwide, while some are exported to select countries.

Segment Assets and Liabilities

Segment assets include all operating assets used by a segment and consist primarily of operating cash, receivables, inventories, biological assets, and property, plant and equipment, net of allowances, accumulated depreciation and amortization, and impairment. Segment liabilities include all operating liabilities and consist primarily of trade payables and other current liabilities, and other noncurrent liabilities, excluding interest and dividends payable. Segment assets and liabilities do not include deferred taxes.

Inter-segment Transactions

Segment revenues, expenses and performance include sales and purchases between operating segments. Transfer prices between operating segments are set on an arm's length basis in a manner similar to transactions with third parties. Such transactions are eliminated in the consolidation.

Major Customer

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

Financial information about reportable segments follows:

	2019						
	Note	Food*	Beer and NAB	Spirits	Total Reportable Segments	Eliminations	Consolidated
Sales							
External		P139,455	P142,267	P29,063	P310,785	P -	P310,785
Inter-segment		4	5	-	9	(9)	-
Total sales		P139,459	P142,272	P29,063	P310,794	(P9)	P310,785
Segment operating result		P6,176	P38,720	P2,878	P47,774	P7	P47,781
Interest expense and other financing charges							(3,120)
Interest income							1,133
Equity in net losses of joint ventures							(238)
Gain (loss) on sale of investments and property and equipment							(3)
Other income (charges) - net							554
Income tax expense							(13,828)
Net income							P32,279
Attributable to:							
Equity holders of the Parent Company							P18,278
Non-controlling interests							14,001
Net income							P32,279
Other Information							
Segments assets		P103,008	P103,435	P13,699	P220,142	(P65)	P220,077
Investments		20	39	58	117		117
Right-of-use assets - net		2,634	1,955	196	4,785		4,785
Goodwill, trademarks and brand names							38,423
Other assets							39
Deferred tax assets							2,526
Consolidated total assets							P265,967
Segment liabilities		P31,551	P14,502	P4,785	P50,838	(P65)	P50,773
Notes payable							15,851
Long-term debt							44,653
Lease liabilities							4,531
Income and other taxes payable							6,496
Dividends and interest payable							456
Deferred tax liabilities							26
Consolidated total liabilities							P122,786
Capital expenditures	13	P11,208	P6,769	P387	P18,364	P -	P18,364
Depreciation and amortization of property, plant and equipment	13, 25	1,521	1,451	610	3,582	-	3,582
Non-cash items and others (excluding depreciation and amortization of property, plant and equipment)		3,890	3,892	116	7,898	-	7,898
Loss on impairment of property, plant and equipment and noncurrent assets		-	903	112	1,015	-	1,015

* Includes operating expenses of the Parent Company

	2018					
	Food*	Beer and NAB	Spirits	Total Reportable Segments	Eliminations	Consolidated
Sales						
External	P132,298	P129,245	P24,835	P286,378	P -	P286,378
Inter-segment	1	4	-	5	(5)	-
Total sales	P132,299	P129,249	P24,835	P286,383	(P5)	P286,378
Segment operating result	P8,826	P35,285	P1,832	P45,943	P7	P45,950
Interest expense and other financing charges						(2,998)
Interest income						1,178
Equity in net losses of joint ventures						(83)
Gain (loss) on sale of investments and property and equipment						7
Other income (charges) - net						(693)
Income tax expense						(12,828)
Net income						P30,533
Attributable to:						
Equity holders of the Parent Company						P18,245
Non-controlling interests						12,288
Net income						P30,533
Other Information						
Segments assets	P91,774	P93,510	P11,971	P197,255	(P62)	P197,193
Investments	18	41	280	339	-	339
Goodwill, trademarks and brand names						38,429
Other assets						80
Deferred tax assets						2,463
Consolidated total assets						P238,504
Segment liabilities	P25,705	P15,784	P2,938	P44,427	(P53)	P44,374
Notes payable						21,979
Long-term debt						35,708
Income and other taxes payable						5,602
Dividends and interest payable						673
Deferred tax liabilities						53
Consolidated total liabilities						P108,389
Capital expenditures	P8,496	P5,230	P274	P14,000	P -	P14,000
Depreciation and amortization of property, plant and equipment	1,038	1,388	611	3,037	-	3,037
Non-cash items and others (excluding depreciation and amortization of property, plant and equipment)	3,170	3,301	87	6,558	-	6,558
Loss on impairment of property, plant and equipment and noncurrent assets	-	544	111	655	-	655

* Includes operating expenses of the Parent Company

	2017					Consolidated
	Food*	Beer and NAB	Spirits	Total Reportable Segments	Eliminations	
Sales						
External	P117,448	P113,250	P20,891	P251,589	P -	P251,589
Inter-segment	1	5	1	7	(7)	-
Total sales	P117,449	P113,255	P20,892	P251,596	(P7)	P251,589
Segment operating result	P9,926	P31,161	P1,307	P42,394	P7	P42,401
Interest expense and other financing charges						(2,658)
Interest income						669
Equity in net losses of joint ventures						(186)
Gain (loss) on sale of investments and property and equipment						-
Other income (charges) - net						(365)
Income tax expense						(11,635)
Net income						P28,226
Attributable to:						
Equity holders of the Parent Company						P17,305
Non-controlling interests						10,921
Net income						P28,226
Other Information						
Segments assets	P77,107	P74,321	P12,169	P163,597	(P63)	P163,534
Investments	12	41	346	399	-	399
Goodwill, trademarks and brand names						38,344
Other assets						35
Deferred tax assets						2,791
Consolidated total assets						P205,103
Segment liabilities	P23,330	P9,559	P2,530	P35,419	(P46)	P35,373
Notes payable						13,939
Long-term debt						34,779
Income and other taxes payable						5,734
Dividends and interest payable						604
Deferred tax liabilities						53
Consolidated total liabilities						P90,482
Capital expenditures	P10,890	P1,747	P217	P12,854	P -	P12,854
Depreciation and amortization of property, plant and equipment	917	1,261	572	2,750	-	2,750
Non-cash items and others (excluding depreciation and amortization of property, plant and equipment)	2,523	2,623	282	5,428	-	5,428
Loss on impairment of property, plant and equipment	-	534	-	534	-	534

* Includes operating expenses of the Parent Company

Disaggregation of Revenue:

The following table shows the disaggregation of revenue by timing of revenue recognition and the reconciliation of the disaggregated revenue with the Group's reportable segments:

	Food			Beer and NAB			Spirits			Consolidated		
	2019	2018	2017	2019	2018	2017	2019	2018	2017	2019	2018	2017
Timing of Revenue Recognition												
Sales recognized at point in time	P139,422	P132,241	P117,408	P142,267	P129,245	P113,250	P29,024	P24,782	P20,840	P310,713	P286,268	P251,498
Sales recognized over time	33	57	40	-	-	-	39	53	51	72	110	91
Total External Sales	P139,455	P132,298	P117,448	P142,267	P129,245	P113,250	P29,063	P24,835	P20,891	P310,785	P286,378	P251,589

7. Cash and Cash Equivalents

This account consists of:

	Note	2019	2018
Cash in banks and on hand		P9,583	P8,570
Short-term investments		26,868	30,855
	33, 34	P36,451	P39,425

Cash in banks earn interest at bank deposit rates. Short-term investments include demand deposits which can be withdrawn at any time depending on the immediate cash requirements of the Group and earn interest at short-term investment rates (Note 27).

8. Trade and Other Receivables

This account consists of:

	Note	2019	2018
Trade		P20,929	P17,533
Non-trade		1,795	1,978
Amounts owed by related parties	30	2,462	1,287
		25,186	20,798
Less allowance for impairment losses	4	987	1,244
	4, 33, 34	P24,199	P19,554

Trade receivables are non-interest bearing and are generally on a 7 to 60-day term.

Non-trade receivables include advances to contract growers and breeders, receivables from truckers and toll partners, insurance and freight claims, receivables from employees, interest and others.

The movements in the allowance for impairment losses are as follows:

	Note	2019	2018
Balance at beginning of year		P1,244	P1,408
Reversal for the year - net		(58)	(132)
Amounts written off	4	(192)	(40)
Cumulative translation adjustments		(7)	8
Balance at end of year		P987	P1,244

9. Inventories

This account consists of:

	Note	2019	2018 (As restated - Note 37)
At net realizable value:			
Finished goods and goods in process		P11,255	P9,936
Materials and supplies	4	22,516	22,533
		P33,771	P32,469

The cost of inventories as of December 31 are as follows:

	2019	2018 (As restated - Note 37)
Finished goods and goods in process	P11,502	P10,202
Materials and supplies	22,916	23,044
	P34,418	P33,246

The write-down of inventories amounted to P727, P833 and P697 in 2019, 2018 and 2017, respectively (Notes 4, 23 and 24). The Group has written off inventories amounting to P817, P595 and P436 in 2019, 2018 and 2017, respectively.

The allowance for write-down of inventories to net realizable value amounted to P647 and P777 as at December 31, 2019 and 2018, respectively.

The cost of inventories used recognized under "Cost of sales" account in consolidated statements of income amounted to P123,047, P113,969 and P98,576 in 2019, 2018 and 2017, respectively (Note 23).

The fair value of agricultural produce less costs to sell, which formed part of the cost of the finished goods inventory, amounted to P130 and P128 as at December 31, 2019 and 2018, respectively, with corresponding costs at point of harvest amounting to P104 and P135, respectively. Net unrealized gain (loss) on fair valuation of agricultural produce amounted to P26, (P7) and P37 in 2019, 2018 and 2017, respectively (Note 22).

The fair values of marketable hogs and grown broilers, which comprised the Group's agricultural produce, are categorized as Level 1 and Level 3, respectively, in the fair value hierarchy based on the inputs used in the valuation techniques.

The valuation model used is based on the following: (a) quoted prices for harvested mature grown broilers at the time of harvest; and (b) quoted prices in the market at any given time for marketable hogs; provided that there has been no significant change in economic circumstances between the date of the transactions and the reporting date. Costs to sell are estimated based on the most recent transaction and is deducted from the fair value in order to measure the fair value of agricultural produce at point of harvest. The estimated fair value would increase (decrease) if weight and quality premiums increase (decrease) (Note 4).

10. Biological Assets

This account consists of:

	Note	2019	2018
Current:			
Growing stocks		P3,448	P3,572
Goods in process		703	673
		4,151	4,245
Noncurrent:			
Breeding stocks - net		2,808	2,844
	4	P6,959	P7,089

Growing stocks pertain to growing broilers and hogs, while goods in process pertain to hatching eggs.

The movements in biological assets are as follows:

	Note	2019	2018
Cost			
Balance at beginning of year		P8,636	P7,549
Increase (decrease) due to:			
Production		50,954	47,501
Purchases		471	901
Mortality		(827)	(613)
Harvest		(47,344)	(43,947)
Retirement		(3,379)	(2,755)
Balance at end of year		8,511	8,636
Accumulated Amortization			
Balance at beginning of year		1,547	1,432
Amortization	25	3,152	2,801
Retirement		(3,147)	(2,686)
Balance at end of year		1,552	1,547
Carrying Amount		P6,959	P7,089

The Group harvested approximately 609.5 million and 582.5 million kilograms of grown broilers in 2019 and 2018, respectively, and 0.49 million and 0.40 million heads of marketable hogs and cattle in 2019 and 2018, respectively.

The aggregate fair value less estimated costs to sell of agricultural produce harvested during the year, determined at the point of harvest, amounted to P57,255 and P42,116 in 2019 and 2018, respectively.

11. Prepaid Expenses and Other Current Assets

This account consists of:

	Note	2019	2018
Prepaid income tax	37	P3,784	P2,285
Input tax		2,632	1,945
Derivative assets	33, 34	137	76
Prepaid expenses	30	428	530
Advances to contractors and suppliers		196	15
Others	30	370	297
		P7,547	P5,148

Prepaid expenses include prepaid rent, insurance, promotional expenses and various operating expenses.

"Others" include advance payments and deposits.

"Prepaid expenses" and "Others" accounts include amounts owed by related parties amounting to P1 and P26 as at December 31, 2019 and 2018, respectively (Note 30). The methods and assumptions used to estimate the fair value of derivative assets are discussed in Note 34.

12. Investments

This account consists of:

	Note	2019	2018
Investments in joint ventures		P58	P280
Financial assets at FVOCI	33, 34	59	59
	4	P117	P339

Investments in Joint Ventures

The movements in investments in joint ventures are as follows:

	2019	2018
Balance at beginning of year	P280	P346
Equity in net losses	(238)	(83)
Share in other comprehensive income	16	17
	P58	P280

a. TSML

GSML, through GSMIL, has an existing joint venture with Thai Life Group of Companies (Thai Life) covering the ownership and operations of TSML. TSML is a limited company organized under the laws of Thailand in which GSML owns 44.9% effective ownership interest. TSML holds a license in Thailand to engage in the business of manufacturing alcohol and manufacturing, selling and distributing brandy, wine and distilled spirits products both for domestic and export markets.

The details of the investment in TSML which is accounted for using the equity method are as follows:

	2019	2018
Current assets	P986	P866
Noncurrent assets	1,179	1,253
Current liabilities	(1,492)	(1,324)
Noncurrent liabilities	(1)	-
Net assets	672	795
Percentage of ownership	44.9%	44.9%
Amount of investment in joint venture	P302	P357
Carrying amount of investment in joint venture - net	P58	P280

	2019	2018
Sales	P1,342	P1,413
Cost of sales	(1,347)	(1,296)
Operating expenses	(96)	(84)
Other charges	(57)	(47)
Net loss	(158)	(14)
Percentage of ownership	44.9%	44.9%
Share in net loss	(71)	(6)
Share in other comprehensive income	16	17
Total comprehensive income (loss)	(P55)	P11

The recoverable amount of investment in TSML has been determined based on a valuation using cash flow projections covering a five-year period based on long range plans approved by management. Cash flows beyond the five-year period are extrapolated using a constant growth rate determined per individual cash-generating unit. The determined growth rate is 2%. This growth rate is consistent with the long-term

average growth rate for the industry. The discount rates applied to after tax cash flow projections is 9% in 2019 and 2018. The discount rate also imputes the risk of the cash-generating units compared to the respective risk of the overall market and equity risk premium. The Group assessed the recoverable amount of TSML and the result of such assessment was that the carrying amount is higher than its recoverable amount resulting in impairment loss amounting to P167 and P76 in 2019 and 2018, respectively and is included as part of "Equity in net losses of joint ventures" account in the consolidated statements of income.

The recoverable amount of investment in TSML has been categorized as Level 3 in the fair value hierarchy based on the inputs used in the valuation technique (Note 3).

b. TGT

GSMI, through GSMIHL, also has an existing 44.9% effective ownership interest in TGT, which was formed as another joint venture with Thai Life. TGT functions as the selling and distribution arm of TSML.

The details of the investment in TGT which is accounted for using the equity method are as follows:

	2019	2018
Current assets	P23	P27
Noncurrent assets	1	-
Current liabilities	(1,011)	(956)
Noncurrent liabilities	(1)	(1)
Net liabilities	(988)	(930)
Percentage of ownership	44.9%	44.9%
Amount of investment in joint venture	(P444)	(P418)
Carrying amount of investment in joint venture - net	P -	P -
	2019	2018
Sales	P82	P90
Cost of sales	(69)	(77)
Operating expenses	(22)	(17)
Net loss	(9)	(4)
Percentage of ownership	44.9%	44.9%
Share in net loss	(4)	(2)
Share in other comprehensive loss	(17)	(23)
Total comprehensive loss	(P21)	(P25)

GSMI discontinued recognizing its share in the net liabilities of TGT since the cumulative losses including the share in other comprehensive loss already exceeded the cost of investment. If TGT reports profits subsequently, GSMI resumes recognizing its share of those profits after its share of the profits equals the share of net losses not recognized. Unrecognized share in net liabilities amounted to P444 and P418 as at December 31, 2019 and 2018, respectively.

Financial Assets at FVOCI

The Group's financial assets at FVOCI pertains to investments in shares of stock and club shares.

The methods and assumptions used to estimate the fair value of financial assets at FVOCI are discussed in Note 34.

13. Property, Plant and Equipment

This account consists of:

	Note	Land and Land Improvements	Buildings and Improvements	Machinery and Equipment	Furniture, Other Equipment and Others	Leasehold Improvements	Capital Projects in Progress	Total
Cost								
January 1, 2018		P12,557	P20,838	P61,023	P3,411	P799	P17,641	P116,269
Additions		1,598	3,329	5,373	451	301	2,948	14,000
Disposals/reclassifications		379	(755)	(226)	81	-	391	(130)
Currency translation adjustments		66	201	403	14	-	-	684
December 31, 2018 (Audited)		14,600	23,613	66,573	3,957	1,100	20,980	130,823
Adjustment due to adoption of PFRS 16	3	-	-	-	-	-	13	13
December 31, 2018 (As adjusted)		14,600	23,613	66,573	3,957	1,100	20,993	130,836
Additions		1,088	5,161	9,209	1,463	277	1,166	18,364
Disposals		(1)	(19)	(492)	(1,057)	(24)	-	(1,593)
Reclassifications		78	(475)	571	5	(475)	644	348
Currency translation adjustments		42	(310)	(747)	(15)	(1)	(1)	(1,032)
December 31, 2019		15,807	27,970	75,114	4,353	877	22,802	146,923
Accumulated Depreciation and Amortization								
January 1, 2018		580	9,135	40,241	2,723	391	-	53,070
Depreciation and amortization	25	49	593	2,083	259	53	-	3,037
Disposals/reclassifications		533	(653)	(224)	56	1	-	(287)
Currency translation adjustments		1	85	225	10	-	-	321
December 31, 2018		1,163	9,160	42,325	3,048	445	-	56,141
Depreciation and amortization	25	89	699	2,431	299	64	-	3,582
Disposals		(1)	(7)	(434)	(163)	(17)	-	(622)
Reclassifications		1	(76)	(4)	4	(158)	-	(233)
Currency translation adjustments		2	(103)	(279)	(9)	(2)	-	(391)
December 31, 2019		1,254	9,673	44,039	3,179	332	-	58,477

Forward

	Land and Land Improvements	Buildings and Improvements	Machinery and Equipment	Furniture, Other Equipment and Others	Leasehold Improvements	Capital Projects in Progress	Total
Accumulated Impairment Losses							
January 1, 2018	P -	P2,701	P9,309	P63	P1	P -	P12,074
Impairment	-	454	90	-	-	-	544
Disposals/reclassifications	-	(16)	6	7	-	-	(3)
Currency translation adjustments	-	(2)	146	2	-	-	146
December 31, 2018	-	3,137	9,551	72	1	-	12,761
Impairment	-	194	627	20	-	-	841
Disposals	-	-	(31)	(1)	-	-	(32)
Reclassifications	-	(73)	-	-	-	-	(73)
Currency translation adjustments	-	(158)	(427)	(3)	-	-	(588)
December 31, 2019	-	3,100	9,720	88	1	-	12,909
Carrying Amount							
December 31, 2018	P13,437	P11,316	P14,697	P837	P654	P20,980	P61,921
December 31, 2019	P14,553	P15,197	P21,355	P1,086	P544	P22,802	P75,537

Depreciation and amortization recognized in the consolidated statements of income amounted to P3,582, P3,037 and P2,750 in 2019, 2018 and 2017, respectively (Note 25).

The Group has interest amounting to P586, P173 and P61 which was capitalized in 2019, 2018 and 2017, respectively. The capitalization rates used to determine the amount of interest eligible for capitalization ranged from 6.09% to 7.50%, 2.29% to 5.36% and 3.10% to 4.26% in 2019, 2018 and 2017, respectively. The unamortized capitalized borrowing costs amounted to P866, P287 and P130 as at December 31, 2019, 2018 and 2017, respectively.

The carrying amounts of GSMI's unutilized machinery and equipment, net of accumulated impairment losses of P308 as at December 31, 2019 and 2018, amounted to P3 as at December 31, 2019 and 2018.

14. Right-of-Use Asset

The movements in this account are as follows:

	<i>Note</i>	Land, Land and Leasehold Improvements	Buildings and Improvements	Machinery and Equipment	Furniture, Other Equipment and others	Total
Cost						
Adjustment due to adoption of PFRS 16	3	P3,160	P1,217	P4	P340	P4,721
Additions		74	1,279	-	110	1,463
Currency translation adjustments		(62)	(1)	-	-	(63)
December 31, 2019		3,172	2,495	4	450	6,121
Accumulated Depreciation and Amortization						
Adjustment due to adoption of PFRS 16	3	494	-	-	-	494
Depreciation and amortization	25	152	455	3	172	782
Reclassifications		7	-	-	-	7
Currency translation adjustments		(27)	-	-	-	(27)
December 31, 2019		626	455	3	172	1,256
Accumulated Impairment Losses						
Adjustment due to adoption of PFRS 16	3	82	-	-	-	82
Currency translation adjustments		(2)	-	-	-	(2)
December 31, 2019		80	-	-	-	80
Carrying Amount						
December 31, 2019		P2,466	P2,040	P1	P278	P4,785

The Group recognized right-of-use assets for leases of office space, warehouse, factory facilities and parcels of land. The leases typically run for a period of one to fifty years. Some leases contain an option to renew the lease at the end of the lease term and are being subjected to reviews to reflect current market rentals. The renewal option provides operational flexibility in managing the leased asset portfolio and aligns the business needs of the Group.

The Group recognized interest expense related to these leases amounting to P332 in 2019 (Note 27). The Group also has certain leases of property and equipment with lease terms of 12 months or less and leases of equipment with low value. The Group has elected not to recognize right-of-use assets and lease liabilities for these leases. The expenses relating to short-term leases and leases of low-value assets amounted to P1,036 in 2019.

The Group had total cash outflows for leases of P4,449 in 2019 (Note 32).

15. Investment Property

The movements in this account are as follows:

	<i>Note</i>	Land and Land Improvements	Land Use Rights	Buildings and Improvements	Total
Cost					
January 1, 2018		P1,719	P -	P722	P2,441
Additions		246	-	-	246
Reclassifications		(1)	-	-	(1)
Currency translation adjustments		-	-	36	36
December 31, 2018 (Audited)		1,964	-	758	2,722
Adjustment due to adoption of PFRS 16	3	-	681	-	681
January 1, 2019 (As adjusted)		1,964	681	758	3,403
Additions		136	-	6	142
Reclassification		66	-	-	66
Currency translation adjustments		-	(20)	(24)	(44)
December 31, 2019		2,166	661	740	3,567
Accumulated Depreciation and Amortization					
January 1, 2018		-	-	333	333
Depreciation and amortization	25	-	-	17	17
Currency translation adjustments		-	-	16	16
December 31, 2018 (Audited)		-	-	366	366
Adjustment due to adoption of PFRS 16	3	-	224	-	224
January 1, 2019 (As adjusted)		-	224	366	590
Depreciation and amortization	25	-	16	17	33
Currency translation adjustments		-	(7)	(12)	(19)
December 31, 2019		-	233	371	604
Accumulated Impairment Losses					
December 31, 2018 and 2019		8	-	-	8
Carrying Amount					
December 31, 2018		P1,956	P -	P392	P2,348
December 31, 2019		P2,158	P428	P369	P2,955

No impairment loss was recognized in 2019, 2018 and 2017.

There are no other direct selling and administrative expenses other than depreciation and real property taxes arising from investment property that generated income in 2019, 2018 and 2017.

The fair value of investment property amounting to P8,165 and P3,564 as at December 31, 2019 and 2018, respectively, has been categorized as Level 3 in the fair value hierarchy based on the inputs used in the valuation techniques (Note 4).

The fair value of investment property was determined either by external, independent property appraisers having appropriate recognized professional qualifications and recent experience in the location and category of the property being valued, or by the credit management group of the Parent Company. The independent appraisers or the credit management group of the Parent Company provide the fair value of the Group's investment property annually.

Valuation Technique and Significant Unobservable Inputs

The valuation of investment property applied the following approaches below:

Sales Comparison Approach. The market value was determined using the Sales Comparison Approach. The comparative approach considers the sale of similar or substitute property, registered within the vicinity, and the related market data. The estimated value is established by process involving comparison. The property being

valued is then compared with sales of similar property that have been transacted in the market. Listings and offerings may also be considered. The observable inputs to determine the market value of the property are the following: location characteristics, size, time element, quality and prospective use, bargaining allowance and marketability.

Income Approach. The rental value of the subject property was determined using the Income Approach. Under the Income Approach, the market value of the property is determined first, and then proper capitalization rate is applied to arrive at its rental value. The rental value of the property is determined on the basis of what a prudent lessor or a prospective lessee are willing to pay for its use and occupancy considering the prevailing rental rates of similar property and/or rate of return a prudent lessor generally expects on the return on its investment. A study of current market conditions indicates that the return on capital for similar real estate investment ranges from 3% to 5%.

The valuation using the Income Approach considers the capitalization of net rent income receivable from existing tenancies and the reversionary value of the property after tenancies expire by reference to market sales transactions. The significant unobservable input in the fair value measurement is the discount rate, which ranged from 2.0% to 4.5% and 2.2% to 4.2% in 2019 and 2018, respectively.

16. Goodwill and Other Intangible Assets

This account consists of:

	2019	2018
Goodwill	P996	P996
Other intangible assets	39,754	40,950
	P40,750	P41,946

Other intangible consists of:

	2019	2018
Trademarks and brand names	P37,369	P37,433
Licenses	2,211	2,135
Computer software and licenses	109	128
Formulas and recipes	58	58
Franchise	7	7
Land use rights	-	1,189
	P39,754	P40,950

The movements in other intangible assets with indefinite useful lives are as follows:

	Trademarks and Brand Names	Licenses	Formulas and Recipes and Franchise	Total
Cost				
January 1, 2018	P37,576	P2,013	P65	P39,654
Cumulative translation adjustments	96	122	-	218
December 31, 2018	37,672	2,135	65	39,872
Cumulative translation adjustments	(72)	76	-	4
December 31, 2019	37,600	2,211	65	39,876
Accumulated Impairment Losses				
January 1, 2018	228	-	-	228
Cumulative translation adjustments	11	-	-	11
December 31, 2018	239	-	-	239
Cumulative translation adjustments	(8)	-	-	(8)
December 31, 2019	231	-	-	231
Carrying Amount				
December 31, 2018	P37,433	P2,135	P65	P39,633
December 31, 2019	P37,369	P2,211	P65	P39,645

The movements in other intangible assets with finite useful lives are as follows:

	Note	Land Use Rights	Computer Software and Licenses	Total
Cost				
January 1, 2018		P1,853	P1,333	P3,186
Additions		-	25	25
Disposals/reclassifications		-	12	12
Cumulative translation adjustments		58	4	62
December 31, 2018 (Audited)		1,911	1,374	3,285
Adjustment due to adoption of PFRS 16	3	(1,915)	-	(1,915)
January 1, 2019 (As adjusted)		(4)	1,374	1,370
Additions		-	39	39
Disposals/reclassifications		-	(145)	(145)
Cumulative translation adjustments		4	(3)	1
December 31, 2019		-	1,265	1,265
Accumulated Amortization				
January 1, 2018		656	1,158	1,814
Amortization	25	42	81	123
Disposals/reclassifications		-	(2)	(2)
Cumulative translation adjustments		18	3	21
December 31, 2018 (Audited)		716	1,240	1,956
Adjustment due to adoption of PFRS 16	3	(719)	-	(719)
January 1, 2019 (As adjusted)		(3)	1,240	1,237
Amortization	25	-	56	56
Disposals/reclassifications		-	(143)	(143)
Cumulative translation adjustments		3	(3)	-
December 31, 2019		-	1,150	1,150
Accumulated Impairment Losses				
December 31, 2018		P6	P6	P12
Adjustment due to adoption of PFRS 16	3	(82)	-	(82)
January 1, 2019 (As adjusted)		(76)	6	(70)
Disposals/reclassifications		73	-	73
Currency translation adjustment		3	-	3
December 31, 2019		-	6	6
Carrying Amount				
December 31, 2018		P1,189	P128	P1,317
December 31, 2019		P -	P109	P109

Goodwill, licenses, trademarks and brand names, formulas and recipes, and franchise with indefinite lives acquired through business combinations, have been allocated to individual cash-generating units, for impairment testing as follows:

	2019		2018	
	Goodwill	Licenses, Trademarks and Brand Names, Formulas and Recipes and Franchise	Goodwill	Licenses, Trademarks and Brand Names, Formulas and Recipes and Franchise
Food	P177	P3,840	P177	P3,843
Spirits	819	-	819	-
Beer and NAB	-	35,805	-	35,790
Total	P996	P39,645	P996	P39,633

Goodwill

The recoverable amount of goodwill has been determined based on a valuation using cash flow projections (value in use) covering a five-year period based on long range plans approved by management. The values assigned to the key assumptions represent management's assessment of future trends in the relevant industries and were based on historical data from both external and internal sources. Cash flows beyond the five-year period are extrapolated using a constant growth rate determined per individual cash-generating unit to arrive at its terminal value. The growth rates used which range from 2% to 5% in 2019 and 2018, are based on strategies developed for each business and include the Group's expectations of market developments and past historical performance. The discount rates applied to after tax cash flow projections ranged from 9% to 13% in 2019 and 2018. The discount rate also imputes the risk of the cash-generating units compared to the respective risk of the overall market and equity risk premium. The recoverable amount of goodwill has been categorized as Level 3 in the fair value hierarchy based on the inputs used in the valuation technique (Note 4).

No impairment loss was recognized for goodwill in 2019, 2018 and 2017.

Management believes that any reasonably possible change in the key assumptions on which the recoverable amounts is based would not cause their carrying amounts to exceed their recoverable amounts.

The calculations of value in use (terminal value) are most sensitive to the following assumptions:

Gross Margins. Gross margins are based on average values achieved in the period immediately before the budget period. These are increases over the budget period for anticipated efficiency improvements. Values assigned to key assumptions reflect past experience, except for efficiency improvement.

Raw Material Price Inflation. Consumer price forecast is obtained from indices during the budget period from which raw materials are purchased. Values assigned to key assumptions are consistent with external sources of information.

Discount Rate. The risk-adjusted weighted average cost of capital is used as the discount rate, which reflects management's estimate of the risk specific to each unit. This is the benchmark used by management to assess operating performance and to evaluate future investment proposals.

Trademarks and Brand Names

The recoverable amount of trademarks and brand names has been determined based on a valuation using cash flow projections (value in use) covering a five-year period based on long range plans approved by management. The values assigned to the key assumptions represent management's assessment of future trends in the relevant industries and were based on historical data from both external and internal sources. Cash flows beyond the five-year period are extrapolated using a determined constant growth rate to arrive at its terminal value. The growth rates used which range from 2% to 4% in 2019 and 2018 are based on strategies developed for each business and include the Group's expectations of market developments and past historical performance. The discount rates applied to after tax cash flow projections range from 6.0% to 15.1% in 2019 and 2018. The recoverable amount of trademarks and brand names has been categorized as Level 3 in the fair value hierarchy based on the inputs used in the valuation technique (Note 4).

No impairment loss was recognized for trademarks and brand names in 2019, 2018 and 2017.

Management believes that any reasonably possible change in the key assumptions on which the recoverable amounts is based would not cause their carrying amounts to exceed their recoverable amounts.

The calculations of value in use (terminal value) are most sensitive to the following assumptions:

Growth Rate. Revenue growth was projected taking into account the average growth levels experienced over the past five years and the estimated sales volume and price growth for the next five years.

Discount Rate. The weighted average cost of capital is used as the discount rate, which reflects management's estimate of the risk specific to each unit. This is the benchmark used by management to assess operating performance and to evaluate future investment proposals.

17. Other Noncurrent Assets

This account consists of:

	Note	2019	2018 (As restated - Note 37)
Deferred containers - net	4	P26,313	P23,125
Noncurrent receivables and deposits - net	4, 30, 33, 34	311	526
Others	29, 30	3,746	2,151
		P30,370	P25,802

The movements in the deferred containers are as follows:

	Note	2019	2018 (As restated - Note 37)
Gross Carrying Amount			
Balance at beginning of year		P41,936	P30,048
Additions		6,001	7,399
Disposals/reclassifications		(7,558)	4,488
Currency translation adjustments		(13)	1
Balance at end of year		40,366	41,936
Accumulated Amortization			
Balance at beginning of year		18,232	16,026
Amortization	25	2,942	2,610
Disposals/reclassifications		(7,792)	(409)
Currency translation adjustments		(10)	5
Balance at end of year		13,372	18,232
Accumulated Impairment			
Balance at beginning of year		579	412
Impairment		62	568
Reclassification		40	(401)
Balance at end of year		681	579
Carrying Amount		P26,313	P23,125

Allowance for impairment losses on noncurrent receivables and deposits amounted to P149 and P164 as at December 31, 2019 and 2018, respectively (Note 4).

"Others" include pallets, kegs and CO2 cylinders, idle assets, defined benefit retirement asset and other noncurrent assets.

Idle assets, net of depreciation and impairment losses, amounted to P54 and P55 as at December 31, 2019 and 2018, respectively. Accumulated impairment losses on idle assets amounted to P454 and P468 as at December 31, 2019 and 2018, respectively.

"Noncurrent receivables and deposits" and "Others" accounts include amounts owed by related parties amounting to P103 and P112 as at December 31, 2019 and 2018, respectively (Note 30).

The methods and assumptions used to estimate the fair values of noncurrent receivables and deposits are discussed in Note 34.

18. Notes Payable

This account consists of:

	Note	2019	2018
Peso-denominated		P15,671	P21,838
Foreign currency-denominated		180	141
	33, 34	P15,851	P21,979

Notes payable mainly represent unsecured peso and foreign currency-denominated amounts payable to local and foreign banks. Interest rates for peso-denominated loans ranged from 4.65% to 6.88% and 2.00% to 7.75% in 2019 and 2018, respectively. Interest rates for foreign currency-denominated loans ranged from 6.90% to 9.10% and 9.60% to 9.90% in 2019 and 2018, respectively (Note 27).

Notes payable include interest-bearing loans payable to a related party amounting to P3,544 and P5,352 as at December 31, 2019 and 2018, respectively (Note 30).

Changes in liabilities arising from financing activities are as follows:

	2019	2018
Balance as at January 1, 2019	P21,979	P13,939
Changes from Financing Activities		
Proceeds from borrowings	264,281	164,251
Payments of borrowings	(270,409)	(156,209)
Total Changes from Financing Activities	(6,128)	8,042
Effect of Changes in Foreign Exchange Rates	-	(2)
Balance as at December 31, 2019	P15,851	P21,979

19. Trade Payables and Other Current Liabilities

This account consists of:

	Note	2019	2018
Trade		P14,271	P14,853
Non-trade		18,851	15,131
Amounts owed to related parties	30	8,087	6,282
Containers deposit		7,525	6,004
Derivative liabilities	33, 34	24	95
Others		1,022	1,005
	33, 34	P49,780	P43,370

Trade payables are non-interest bearing and are generally on a 30 to 60-day term.

Non-trade payables include contract growers/breeders' fees and tolling fees.

"Others" include accruals for payroll, interest, repairs and maintenance, freight, trucking and handling and other payables.

The methods and assumptions used to estimate the fair value of derivative liabilities are discussed in Note 34.

20. Long-term Debt

This account consists of:

	<i>Note</i>	2019	2018
Bonds:			
Series F bonds, fixed interest rate of 6.60% maturing in 2022 (a)		P6,979	P6,971
Series G bonds, fixed interest rate of 5.50% maturing in 2021 (a)		12,436	12,417
Series H bonds, fixed interest rate of 6.00% maturing in 2024 (a)		2,526	2,523
Series C bonds, fixed interest rate of 10.50% maturing in 2019 (a)		-	2,809
Series E bonds, fixed interest rate of 5.93% maturing in 2019 (a)		-	9,995
Term note:			
Fixed interest rate of 4.63% with maturities up to 2024 (b)		9,925	-
Fixed interest rate of 8.348% with maturities up to 2023 (c)		877	993
Floating interest rate of 4.7246% with maturities up to 2029 (d)		9,925	-
Floating interest rate of 4.7186% with maturities up to 2026 (e)		1,985	-
	33, 34	44,653	35,708
Less current maturities		234	12,920
		P44,419	P22,788

(a) Bonds

The amount represents unsecured long-term debt incurred by SMB: (a) to finance its acquisition of SMC's interest in IBI and BPI; (b) to support the redemption of the Series A bonds which matured on April 3, 2012; (c) to support the partial prepayment of the US\$300 unsecured loan facility agreement (which was paid in full in 2013); and (d) to support the redemption of the Series B bonds which matured on April 4, 2014.

SMB's unsecured long-term notes comprise the Philippine peso-denominated fixed rate bonds in the aggregate principal amount of: (a) P2,810 pertaining to the aggregate principal amount of the Series C bonds which remain outstanding of the P38,800 bonds (P38,800 Bonds) which were issued on April 3, 2009 (P38,800 Bonds Issue Date); (b) P17,000 pertaining to the aggregate principal amount of Series E and F bonds which remain outstanding out of the P20,000 bonds (P20,000 Bonds) which were issued on April 2, 2012 (P20,000 Bonds Issue Date); and (c) P15,000 (P15,000 Bonds) which were issued on April 2014 (P15,000 Bonds Issue Date).

The P38,800 Bonds, which originally consisted of the Series A bonds (with a term of three years from the P38,800 Bonds Issue Date), the Series B bonds (with a term of five years and one day from the P38,800 Bonds Issue Date), and the Series C bonds (with a term of ten years from the P38,800 Bonds Issue Date), were sold to the public pursuant to a registration statement that was rendered effective and permit to sell issued, by the SEC on March 17, 2009. The P38,800 Bonds were listed on the PDEX on November 17, 2009. The Series A bonds matured on April 3, 2012 and were accordingly redeemed by SMB on April 3, 2012. Part of the proceeds of SMB's P20,000 Bonds were used to pay such maturity. The Series B bonds with an aggregate principal amount of P22,400 matured on April 4, 2014 and were accordingly redeemed by SMB on April 4, 2014. The proceeds of SMB's P15,000 Bonds were used to partially pay such maturity. The Series C bonds was redeemed in April 2019.

Unamortized debt issue costs related to the Series C bonds amounted to P1 as at December 31, 2018.

The P20,000 Bonds which originally consisted of the Series D bonds (with a term of five years and one day from the P20,000 Bonds Issue Date), the Series E bonds (with a term of seven years from the P20,000 Bonds Issue Date), and the Series F bonds (with a term of ten years from the P20,000 Bonds Issue Date). The P20,000 Bonds were sold to the public pursuant to a registration statement that was rendered effective, and permit

to sell issued, by the SEC on March 16, 2012. The Series E bonds and Series F bonds were listed on the PDEX for trading on April 2, 2012, while the Series D bonds were listed on the PDEX for trading on October 3, 2012. The Series D bonds with an aggregate principal amount of P3,000 matured on April 3, 2017 and was accordingly redeemed by SMB on the said date. The Series E bonds was redeemed in April 2019. Only the Series F bonds remain outstanding of the P20,000 Bonds.

Unamortized debt issue costs related to the Series E and F bonds amounted to P21 and P34 as at December 31, 2019 and 2018, respectively.

The P15,000 Bonds consist of the Series G bonds (with a term of seven years from the P15,000 Bonds Issue Date) and Series H bonds (with a term of ten years from the P15,000 Bonds Issue Date). The P15,000 Bonds were sold to the public pursuant to a registration statement that was rendered effective, and permit to sell issued, by the SEC on March 17, 2014 and were listed on the PDEX for trading on April 2, 2014. Unamortized debt issue costs related to the P15,000 Bonds amounted to P38 and P60 as at December 31, 2019 and 2018, respectively.

Interest on the Series C bonds are paid semi-annually, every April 3 and October 3 of each year. Interest on the P20,000 Bonds are paid semi-annually every April 2 and October 2 of each year (each, a P20,000 Bonds Interest Payment Date), save for the first interest payment of the Series D bonds which was made on October 3, 2012. SMB may (but shall not be obligated to) redeem all (and not a part only) of the outstanding P20,000 Bonds on the day after the 10th P20,000 Bonds Interest Payment Date for the Series E bonds, and the 14th P20,000 Bonds Interest Payment Date for the Series F Bonds. Interest on the P15,000 Bonds are paid every April 2 and October 2 of each year. SMB may also (but shall likewise not be obligated to) redeem all (and not a part only) of the outstanding P15,000 Bonds on the 11th P15,000 Bonds Interest Payment Date for the Series G bonds.

On December 5 and 16, 2014, the BOD of SMB (through the Executive Committee in the December 16, 2014 meeting) approved the conduct of a solicitation process for the consents of the majority of the holders of record as of December 15, 2014 of SMB's Series C bonds, Series D bonds, Series E bonds and Series F bonds (Series CDEF Bonds Record Bondholders) for the amendment of the negative covenants in the trust agreements covering the Series C bonds, Series D bonds, Series E bonds and Series F bonds to align the same with the negative covenants of the trust agreement covering the Series G bonds and Series H bonds (Series GH Bonds Trust Agreement), and allow SMB to engage, or amend its Articles of Incorporation to engage, in the business of manufacturing, selling, distributing, and/or dealing, in any and all kinds of beverage products (Negative Covenant Amendment). SMB obtained the consents of Series CDEF Record Bondholders representing 90% of the outstanding aggregate principal amount of the Series C bonds and 81.05% of the combined outstanding aggregate principal amount of the Series D bonds, Series E bonds and Series F bonds, for the Negative Covenant Amendment. The supplemental agreements amending the trust agreements covering the Series C bonds, Series D bonds, Series E bonds and Series F bonds to reflect the Negative Covenant Amendment were executed by SMB and the respective trustees of the said bonds on February 2, 2015.

To allow SMB to remain under the effective control of SMC through SMFB in the implementation of the SMFB Consolidation (and thus ensure that the trust agreements covering SMB's outstanding bonds remain consistent with their original intended purpose) as discussed in Note 1, the BOD of SMB, in its meeting on November 3, 2017, approved the conduct of a solicitation process for the consents of the majority of the holders of record as of November 8, 2017 of SMB's Series C bonds, Series E bonds and Series F bonds (Series CEF Bonds Record Bondholders) to align the change in control default provision under the trust agreements covering the Series C bonds, Series E bonds and Series F bonds with the change in control default provision under the Series GH Bonds Trust Agreement (Change in Control Amendment). Under the Series GH Bonds Trust Agreement, a change in control of SMB occurs when SMC ceases to have the ability to consolidate SMB as a subsidiary in its consolidated financial statements in accordance with the accounting principles and standards applicable to SMC then in effect.

SMB obtained the consents of the Series CEF Record Bondholders representing 88.28% of the outstanding aggregate principal amount of the Series C bonds, and 78.1803% of the combined outstanding aggregate principal amount of the Series E bonds and Series F bonds, for the Change in Control Amendment. The supplemental agreements amending the trust agreements covering the Series C bonds, Series E bonds and Series F bonds to reflect the Change in Control Amendment were executed by SMB and the respective trustees of the said bonds on December 19, 2017.

Term Note

- (b) On December 26, 2019, SMB entered into an unsecured, long-term, interest-bearing loan from a local bank amounting to P10,000 to be used for general corporate requirements. The loan is carried at amortized cost and bears an annual interest rate at Philippine peso fixed-rate of 4.63%. The loan is payable for five years which will mature in December 2024.

Unamortized debt issue costs amounted to P75 as at December 31, 2019.

- (c) On August 13, 2018, GSMI entered into an unsecured, long-term, interest-bearing loan from a local bank amounting to P1,000 for the purpose of refinancing its exiting short-term loan obligations. On September 24, 2018, the loan was drawn down from the credit facility. The loan is carried at amortized cost and bears annual interest rate at Philippine peso fixed-rate of 8.348%. The loan is payable for five years, in equal quarterly installments commencing in September 2019.

Unamortized debt issue costs amounted to P5 and P7 as at December 31, 2019 and 2018, respectively.

- (d) On December 3, 2019, SMFI entered into an unsecured, long-term, interest-bearing loan from a local bank amounting to P18,000 for the purpose of refinancing its existing short-term loan, to fund its capital expansion requirements for the upgrade or expansion of its production facilities, and/or to finance other general corporate requirements. On December 12, 2019, P10,000 was drawn down from the credit facility. The loan is subject to a floating interest rate based on BVAL plus margin or BSP Term Deposit Auction Facility (BSP TDF) overnight rate plus margin, whichever is higher with a one-time option to convert to fixed rate within two years. The loan is payable for ten years, in quarterly installments which will commence in March 2023.

Unamortized debt issue costs amounted to P75 as at December 31, 2019.

- (e) On December 11, 2019, SMMI entered into an unsecured, long-term, interest-bearing loan from a local bank amounting to P2,000 for the purpose of refinancing its existing short-term loans, fund its capital expenditure requirements for the upgrade of expansion of its production facilities and/or finance other general corporate requirements. On December 19, 2019, the loan was drawn down from the credit facility. The loan is subject o a floating interest rate based on BVAL plus margin or BSP Term Deposit Auction Facility (BSP TDF) overnight rate plus margin, whichever is higher with a one-time option to convert to fixed rate within two years. The loan is payable for seven years, in quarterly installments which will commence in March 2023.

Unamortized debt issue costs amounted to P15 as at December 31, 2019.

The Group is in compliance with the covenants of the debt agreements as at December 31, 2019 and 2018.

Interest expense recognized in the consolidated statements of income follows:

	<i>Note</i>	2019	2018	2017
Bonds		P1,536	P2,188	P2,235
Term note		82	24	6
	27	P1,618	P2,212	P2,241

The movements in debt issue costs are as follows:

	<i>Note</i>	2019	2018
Balance at beginning of year		P102	P145
Additions		165	8
Amortization	27	(38)	(51)
Balance at end of year		P229	P102

Changes in liabilities arising from financing activities are as follows:

	2019	2018
Balance as at January 1, 2019	P35,708	P34,779
Changes from Financing Activities		
Proceeds from borrowings	21,835	992
Payments of borrowings	(12,928)	(114)
Total Changes from Financing Activities	8,907	878
Others	38	51
Balance as at December 31, 2019	P44,653	P35,708

Repayment Schedule

The annual maturities of long-term debt are as follows:

Year	Gross Amount	Debt Issue Costs	Net
2020	P235	P9	P226
2021	12,697	36	12,661
2022	7,235	31	7,204
2023	379	11	368
2024	12,741	97	12,644
2025 and thereafter	11,595	45	11,550
	P44,882	P229	P44,653

Contractual terms of the Group's interest-bearing loans and borrowings and exposure to interest rate, foreign currency and liquidity risks are discussed in Note 33.

21. Equity

Capital Stock

As at December 31, 2019 and 2018, the Parent Company's common stock, at P1.00 par value per common share, consists of the following number of shares:

	Note	2019	2018	2017
Issued shares at beginning of period		5,951,297,670	170,874,854	170,874,854
Additional number of shares due to stock split	1	-	1,537,873,686	1,537,873,686
Share swap transaction	1	-	4,242,549,130	4,242,549,130
Treasury shares		(42,077,580)	(42,077,580)	(42,077,580)
Issued and outstanding at end of period		5,909,220,090	5,909,220,090	5,909,220,090
Authorized shares		11,600,000,000	11,600,000,000	11,600,000,000

As at December 31, 2019 and 2018, the Parent Company's preferred stock, at P10.00 par value per preferred share, consists of the following number of shares:

	2019	2018	2017
Issued shares at beginning of period	30,000,000	30,000,000	30,000,000
Treasury shares	(15,000,000)	(15,000,000)	(15,000,000)
Issued and outstanding at end of period	15,000,000	15,000,000	15,000,000
Authorized shares	40,000,000	40,000,000	40,000,000

Preferred Shares issued and listed with the PSE on March 3, 2011

A summary of the Terms of the Offer is set out below:

The Parent Company, through its underwriters and selling agents, offered 15,000,000 cumulative, non-voting, non-participating and non-convertible preferred shares at an offer price of P1,000.00 per share during the period February 14 to 25, 2011. The dividend rate was set at 8% per annum with dividend payment dates on March 3, June 3, September 3 and December 3 of each year calculated on a 30/360-day basis, as and if declared by the BOD. The preferred shares are redeemable in whole or in part, in cash, at the sole option of the Parent Company, at the end of the 5th year from issuance date or on any dividend payment date thereafter, at the price equal to the issue price plus any accumulated and unpaid cash dividends. Optional redemption of the preferred shares prior to 5th year from issuance date was provided under certain conditions (i.e., accounting, tax or change of control events), as well as on the 3rd anniversary from issuance date or on any dividend payment date thereafter, as and if declared by the BOD. Unless the preferred shares are redeemed by the Parent Company on its 5th year anniversary, the dividend rate shall be adjusted thereafter to the higher of the dividend rate of 8% or the ten-year PDST-F rate prevailing on the optional redemption date plus 3.33% per annum.

On February 3, 2015, the Parent Company's BOD approved the redemption on March 3, 2015 of the 15,000,000 outstanding preferred shares issued on March 3, 2011 at the redemption price of P1,000.00 per share.

The redemption price and all accumulated unpaid cash dividends were paid on March 3, 2015 to relevant stockholders of record as at February 17, 2015. The redeemed preferred shares thereafter became part of the Parent Company's treasury shares.

Perpetual Series "2" Preferred Shares Issued and Listed with the PSE on March 12, 2015

On January 20, 2015, the BOD of the PSE approved, subject to SEC approval and certain conditions, the application of the Parent Company to list up to 15,000,000 perpetual series "2" preferred shares (FBP2 Shares) with a par value of P10.00 per share to cover the Parent Company's preferred shares offering at an offer price of P1,000.00 per share and with a dividend rate to be determined by management.

On February 5, 2015, the SEC favorably considered the Parent Company's Registration Statement covering the registration of up to 15,000,000 FBP2 Shares at an offer price of P1,000.00 per share (the "FBP2 Shares Offering"), subject to the conditions set forth in the pre-effective letter issued by the SEC on the same date.

On February 9, 2015, the PSE issued, subject to certain conditions, the Notice of Approval on the Parent Company's application to list up to 15,000,000 FBP2 Shares with a par value of P10.00 per share to cover the FBP2 Shares Offering at an offer price of P1,000.00 per share and with a dividend rate still to be determined by management on February 11, 2015, the dividend rate setting date.

On February 11, 2015, further to the authority granted by the Parent Company's BOD to management during the BOD meetings on November 5, 2014 and February 3, 2015 to fix the terms of the FBP2 Shares Offering, management determined the terms of the FBP2 Shares (Terms of the Offer), including the initial dividend rate for the FBP2 Shares at 5.6569% per annum.

A summary of the Terms of the Offer is set out below:

The Parent Company, through its underwriters and selling agents, offered up to 15,000,000 cumulative, non-voting, non-participating and non-convertible peso-denominated perpetual series 2 preferred shares at an offer price of P1,000.00 per share during the period February 16 to March 5, 2015. The dividend rate was set at 5.6569% per annum with dividend payable once for every dividend period defined as (i) March 12 to June 11, (ii) June 12 to September 11, (iii) September 12 to December 11, or (iv) December 12 to March 11 of each year, calculated on a 30/360-day basis, as and if declared by the BOD. The series 2 preferred shares are redeemable in whole and not in part, in cash, at the sole option of the Parent Company, on the 3rd anniversary of the listing date or on any dividend period thereafter, at the price equal to the offer price plus any accumulated and unpaid cash dividends. The series 2 preferred shares may also be redeemed in whole and not in part, under certain conditions (i.e., accounting, tax or change of control events). Unless the series 2 preferred shares are redeemed by the Parent Company on the 5th year anniversary of the listing date, the dividend rate shall be adjusted thereafter to the higher of the dividend rate of 5.6569% or the 3-day average of the 7-year PDST-R2 plus 3.75%.

On February 12, 2015, the SEC rendered effective the Registration Statement and other papers and documents attached thereto filed by the Parent Company, and issued the Order of Registration of up to 15,000,000 FBP2 Shares at an offer price of P1,000.00 per share. The Certificate of Permit to Offer Securities for Sale was issued by the SEC on the same date.

On March 12, 2015, the Parent Company's 15,000,000 FBP2 Shares with par value of P10.00 per share were issued and listed with the PSE.

The proceeds from the issuance of FBP2 Shares, net of transaction costs, amounted to P14,885.

As at December 31, 2019, the Parent Company has a total of 171 and 104 common and preferred stockholders, respectively.

As at December 31, 2018, the Parent Company has a total of 156 and 106 common and preferred stockholders, respectively.

Treasury Shares

Treasury shares, totaling 42,077,580 common shares as at December 31, 2019 and 2018, and 15,000,000 preferred shares as at December 31, 2019 and 2018, are carried at cost.

Retained Earnings

Unappropriation

The Group's unappropriated retained earnings includes the accumulated earnings in subsidiaries which is not available for declaration as dividends until declared by the respective investees.

The Parent Company's retained earnings as at December 31, 2019 and 2018 is restricted in the amount of P182 representing the cost of common shares held in treasury.

Appropriation

The BOD of SMB approved additional appropriations amounting to P10,213 in 2019 for the redemption of the Series G bonds in April 2021 and construction of new brewery to support volume growth which is expected to be completed in 2020.

SMB's appropriations in 2018 for the construction of its expansion projects, P10,651 was reversed in 2019 upon disbursement.

The BOD of certain subsidiaries approved additional appropriations amounting to P10,934 and P5,019 in 2018 and 2017, respectively, to finance ongoing expansion projects and the redemption of the Series C bonds and the Series E bonds which will mature in April 2019.

Dividend Declaration

The BOD of the Parent Company approved the declaration and payment of the following cash dividends to common and preferred stockholders:

2019

Class of Shares	Date of Declaration	Date of Record	Date of Payment	Dividend Per Share
Common	February 6, 2019	February 20, 2019	March 6, 2019	P0.40
	May 8, 2019	May 23, 2019	June 7, 2019	0.40
	August 7, 2019	August 22, 2019	September 5, 2019	0.40
	November 6, 2019	November 21, 2019	December 5, 2019	0.40
Preferred FBP2	February 6, 2019	February 20, 2019	March 12, 2019	14.14225
	May 8, 2019	May 23, 2019	June 13, 2019	14.14225
	August 7, 2019	August 22, 2019	September 12, 2019	14.14225
	November 6, 2019	November 21, 2019	December 12, 2019	14.14225

2018

Class of Shares	Date of Declaration	Date of Record	Date of Payment	Dividend Per Share
Common	February 1, 2018	February 19, 2018	March 1, 2018	P2.00
	May 9, 2018	May 24, 2018	June 8, 2018	0.20
	August 8, 2018	August 23, 2018	September 6, 2018	0.40
	October 8, 2018	October 22, 2018	October 31, 2018	0.40

Class of Shares	Date of Declaration	Date of Record	Date of Payment	Dividend Per Share
Preferred				
FBP2	February 1, 2018	February 19, 2018	March 12, 2018	14.14225
	May 9, 2018	May 24, 2018	June 13, 2018	14.14225
	August 8, 2018	August 23, 2018	September 12, 2018	14.14225
	November 13, 2018	November 27, 2018	December 12, 2018	14.14225

22. Revenues

This account consists of:

	Note	2019	2018	2017
Sale of goods		P310,687	P286,275	P251,461
Service revenues and others		72	110	91
Fair valuation adjustments on agricultural produce - net	6	26	(7)	37
		P310,785	P286,378	P251,589

23. Cost of Sales

This account consists of:

	Note	2019	2018	2017
Inventories	9	P123,047	P113,969	P98,576
Taxes and licenses		66,760	59,858	52,613
Depreciation and amortization	25	6,112	5,215	4,339
Communications, light, fuel and water		6,050	5,862	4,987
Personnel	26	3,991	3,614	3,128
Freight, trucking and handling		3,519	3,187	2,701
Repairs and maintenance		1,542	1,419	1,079
Rent	4, 32	234	346	325
Write-down of inventories to net realizable value	9	41	102	209
Others		734	664	503
		P212,030	P194,236	P168,460

24. Selling and Administrative Expenses

This account consists of:

	2019	2018	2017
Selling	P30,541	P27,420	P23,657
Administrative	20,433	18,772	17,071
	P50,974	P46,192	P40,728

Selling expenses consist of:

	Note	2019	2018	2017
Freight, trucking and handling		P10,194	P9,043	P7,822
Advertising and promotions		8,526	7,788	7,036
Contracted services		3,666	2,965	2,448
Personnel	26	3,467	3,237	2,949
Rent	4, 32	1,997	1,948	1,917
Depreciation and amortization	25	778	298	327
Taxes and licenses		548	518	414
Write-down of inventories to net realizable value	9	56	131	54
Others		1,309	1,492	690
		P30,541	P27,420	P23,657

Administrative expenses consist of:

	Note	2019	2018	2017
Personnel	26	P6,926	P6,806	P6,303
Depreciation and amortization	25	3,938	3,294	2,922
Contracted services		2,279	1,908	1,631
Management fees	30	1,311	1,041	867
Rent	4, 32	887	1,092	980
Taxes and licenses		721	979	524
Corporate special program		709	752	710
Repairs and maintenance		667	564	456
Write-down of inventories to net realizable value	9	630	600	434
Professional fees		573	497	392
Communications, light, fuel and water		506	357	375
Insurance		448	325	308
Supplies		296	229	222
Travel and transportation		269	256	225
Others		273	72	722
		P20,433	P18,772	P17,071

25. Depreciation and Amortization

Depreciation and amortization are distributed as follows:

	Note	2019	2018	2017
Cost of sales:				
Biological assets	10	P3,152	P2,801	P2,161
Property, plant and equipment	13	2,775	2,340	2,109
Right-of-use assets	14	97	-	-
Deferred containers and others	15, 17	88	74	69
	23	6,112	5,215	4,339
Selling and administrative expenses:				
Property, plant and equipment	13	807	697	641
Right-of-use assets	14	685	-	-
Deferred containers and others	15, 17	3,224	2,895	2,608
	24	4,716	3,592	3,249
		P10,828	P8,807	P7,588

“Others” include depreciation of investment property and amortization of land use rights, computer software and licenses and pallets, kegs and CO2 cylinders.

26. Personnel Expenses

This account consists of:

	Note	2019	2018	2017
Salaries and allowances		P8,666	P8,122	P7,323
Retirement costs	29	827	987	915
Other employee benefits		4,891	4,548	4,142
		P14,384	P13,657	P12,380

Personnel expenses are distributed as follows:

	Note	2019	2018	2017
Cost of sales	23	3,991	P3,614	P3,128
Selling expenses	24	3,467	3,237	2,949
Administrative expenses	24	6,926	6,806	6,303
		P14,384	P13,657	P12,380

27. Other Income and Charges

These accounts consist of:

(a) Interest Expense and Other Financing Charges

	2019	2018	2017
Interest expense	P2,799	P2,736	P2,541
Other financing charges	321	262	117
	P3,120	P2,998	P2,658

Amortization of debt issue costs included as part of “Other financing charges” amounted to P38, P51 and P48 in 2019, 2018 and 2017, respectively (Note 20).

Interest expense on notes payable, long-term debt and other liabilities is as follows:

	Note	2019	2018	2017
Notes payable	18	P849	P523	P300
Long-term debt	20	1,618	2,212	2,241
Others	32	332	1	-
		P2,799	P2,736	P2,541

(b) Interest Income

	Note	2019	2018	2017
Interest from short-term investments, cash in banks and others	7	P1,113	P1,157	P647
Interest on amounts owed by related parties	30	20	21	22
		P1,133	P1,178	P669

(c) Other Income (Charges)

	Note	2019	2018	2017
Gain (loss) on derivatives - net	34	P282	(P136)	P8
Rent income	32	173	171	153
Gain (loss) on foreign exchange - net	33	(5)	(81)	62
Gain on sale of scrap materials		-	50	26
Additional provision on impairment (a)	13	(1,015)	(655)	(534)
Miscellaneous gain	37	1,430	-	-
Others - net (b)		(311)	(42)	(80)
		P554	(P693)	(P365)

a. SMB - North China Operations

In 2017, SMB incurred losses in its North China operations due to fierce market competitions resulting in the decline in product demand compared to forecasted sales. These factors, among others, are indications that noncurrent assets of the SMB's North China operations, comprising mainly of the production plant located in Baoding, Hebei Province and other intangible assets, may be impaired.

SMB assessed that the recoverable amount of SMBB's assets and the result of such assessment was that the carrying amount of the assets was higher than its recoverable amount of P1,262. Accordingly, impairment loss was recognized to reduce carrying amount to recoverable amount of property, plant and equipment amounting to P534 in 2017.

No impairment losses or reversals of previously recognized impairment losses were recognized in 2018.

In 2019, SMB further incurred losses in its North China operations and assessed the recoverable amount of SMBB's assets located in Baoding, Hebei. The result of such assessment was that the carrying amount of the assets was higher than its recoverable amount of P300. Accordingly, impairment loss was recognized to reduce carrying amount to recoverable amount of property, plant and equipment, and deferred expenses amounting to P903 in 2019.

As SMBB's assets has been reduced to its recoverable amount, any adverse change in the assumptions used in the calculation of recoverable amount would result in further impairment losses.

The recoverable amount of SMBB's assets has been determined based on value in use calculation. The calculation uses cash flow projections based on the business forecasts approved by the management covering a period of 18 years, which is the remaining estimated useful life of the assets.

Sales volume growth rate and pre-tax discount rate used for value in use calculation were 5% to 15% and 11%, respectively.

SMB - Hong Kong Operations

In 2018, due to the fierce market competition in Hong Kong, SMB tested the related production plant located in Yuen Long, New Territories for impairment.

SMB assessed the recoverable amounts of SMBHK's production plant and the result of such assessment was that the carrying amount of the assets was higher than its recoverable amount of P2,067. Accordingly, impairment loss was recognized to reduce carrying amount to recoverable amount of property, plant and equipment amounting to P544 in 2018.

The recoverable amount of SMBHK's assets is determined based on a value in use calculation and the cash flows are discounted using a discount rate of 10.2%. The discount rate used is pre-tax and reflects specific risks relating to the Hong Kong brewing operations.

In 2019, the Group reassessed the recoverable amount of SMBHK's production plant and concluded that no further impairment losses or reversals of previously recognized impairment losses are required in 2019.

As SMBHK's asset has been reduced to its recoverable amount, any adverse change in the assumptions used in the calculation of the recoverable amount would result in further impairment losses.

Management determined the growth rate and gross contribution rate based on past experiences and future plans and expected market trends.

- b. "Others - net" include casualty loss, loss on retirement of breeding stocks and expenses of closed facilities. The depreciation of assets recognized as idle amounting to P8 and P27 in 2018 and 2017, respectively, is also presented as part of this account.
- c. Miscellaneous gain represents the amount of tax credit certificates issued by the BIR to SMB for the tax refund cases of San Mig Light for the years 2009 and 2010 amounting P1,430 in 2019 (Note 37).

28. Income Taxes

- (a) Deferred tax asset and liabilities as at December 31 arise from the following:

	2019	2018
Net defined benefit retirement obligation and equity reserve for retirement plan	P1,051	P1,150
Allowance for impairment losses on receivables and write-down of inventories	682	889
NOLCO	206	153
MCIT	133	7
Unrealized loss (gain) on derivatives - net	(3)	40
Others	431	171
	P2,500	P2,410

The above amounts are reported in the consolidated statements of financial position as follows:

	<i>Note</i>	2019	2018
Deferred tax assets	4	P2,526	P2,463
Deferred tax liabilities		(26)	(53)
		P2,500	P2,410

The movements of deferred tax assets and liabilities are accounted for as follows:

	Balance at Beginning of Year	Recognized in Profit or Loss	Recognized in Other Comprehensiv e Income	Change in Accounting Policy	December 31, 2019		
					Balance at End of Year	Deferred Tax Asset	Deferred Tax Liability
Net defined benefit retirement obligation and equity reserve for retirement plan	P1,150	(P193)	P94	P -	P1,051	P1,066	(P15)
Allowance for impairment losses on receivables and write-down of inventories	889	(207)	-	-	682	682	-
NOLCO	153	53	-	-	206	206	-
MCIT	7	126	-	-	133	133	-
Unrealized loss on derivatives - net	40	(43)	-	-	(3)	8	(11)
Others	171	117	9	134	431	431	-
	P2,410	(P147)	P103	P134	P2,500	P2,526	(P26)

	Balance at Beginning of Year	Recognized in Profit or Loss	Recognized in Other Comprehensive Income	Change in Accounting Policy	December 31, 2018		
					Balance at End of Year	Deferred Tax Asset	Deferred Tax Liability
Net defined benefit retirement obligation and equity reserve for retirement plan	P1,612	(P204)	(P258)	P -	P1,150	P1,133	P17
Allowance for impairment losses on receivables and write-down of inventories	898	35	-	(44)	889	888	1
NOLCO	83	70	-	-	153	153	-
MCIT	11	(4)	-	-	7	7	-
Unrealized loss on derivatives - net	45	(5)	-	-	40	40	-
Others	89	82	-	-	171	242	(71)
	P2,738	(P26)	(P258)	(P44)	P2,410	P2,463	(P53)

As at December 31, 2019, the NOLCO and MCIT of the Group that can be claimed as deduction from future taxable income and deduction from corporate income tax due, respectively, are as follows:

Year Incurred/Paid	Carryforward Benefits Up to	NOLCO	MCIT
2018	December 31, 2021	P20	P3
2019	December 31, 2022	196	129
		P216	P132

Temporary differences on the combined carryforward benefits of MCIT and NOLCO amounting to P196, P175 and P197 as at December 31, 2019, 2018 and 2017, respectively, were not recognized. Management believes that it may not be probable that sufficient future taxable profits will be available against which the combined carryforward benefits of MCIT and NOLCO can be utilized.

(b) The components of income tax expense are shown below:

	2019	2018	2017
Current	P13,681	P12,802	P11,326
Deferred	147	26	309
	P13,828	P12,828	P11,635

(c) The reconciliation between the statutory income tax rate on income before income tax and the Group's effective income tax rate is as follows:

	2019	2018	2017
Statutory income tax rate	30.00%	30.00%	30.00%
Increase (decrease) in income tax rate resulting from:			
Interest income subjected to final tax	(0.71%)	(0.76%)	(0.43%)
Others - net	0.70%	0.34%	(0.38%)
Effective income tax rates	29.99%	29.58%	29.19%

29. Retirement Plan

SMFB, SMB and GSMI, including majority of their subsidiaries, have funded, noncontributory, defined benefit retirement plans (collectively, the Retirement Plans) covering certain number of their permanent employees. The Retirement Plans pay out benefits based on final pay. Contributions and costs are determined in accordance with the actuarial studies made for the Retirement Plans. Annual cost is determined using the projected unit credit method. The Group's latest actuarial valuation date is December 31, 2019. Valuations are obtained on a periodic basis.

Majority of the Retirement Plans are registered with the Bureau of Internal Revenue as tax-qualified plans under Republic Act No. 4917, as amended. The control and administration of Retirement Plans are vested in the Board of Trustees of each Retirement Plan. Majority of the Board of Trustees of the Retirement Plans who exercises voting rights over the shares and approves material transactions are employees and/or officers of SMFB, SMB, GSMI and their subsidiaries. The Retirement Plans' accounting and administrative functions are undertaken by Retirement Funds Office of SMC.

The following table shows a reconciliation of the net defined benefit retirement liability and its components:

	Fair Value of Plan Assets		Present Value of Defined Benefit Obligation		Effect of Asset Ceiling		Net Defined Benefit Retirement Liability	
	2019	2018	2019	2018	2019	2018	2019	2018
Balance at beginning of year	P16,445	P15,606	(P17,629)	(P17,697)	(P1)	P -	(P1,185)	(P2,091)
Recognized in Profit or Loss								
Service costs	-	-	(827)	(864)	-	-	(827)	(864)
Interest expense	-	-	(1,276)	(991)	-	-	(1,276)	(991)
Interest income	1,197	868	-	-	-	-	1,197	868
	1,197	868	(2,103)	(1,855)	-	-	(906)	(987)
Recognized in Other Comprehensive Income								
Remeasurements:								
Actuarial gains (losses) arising from:								
Experience adjustments	-	-	(316)	(1,287)	-	-	(316)	(1,287)
Changes in financial assumptions	-	-	(299)	2,232	-	-	(299)	2,232
Changes in demographics assumptions	-	-	12	(92)	-	-	12	(92)
Return on plan assets excluding interest income	299	(2)	-	-	-	-	299	(2)
Changes in the effect of asset ceiling	-	-	-	-	1	(1)	1	(1)
	299	(2)	(603)	853	1	(1)	(303)	850
Others								
Contributions	1,085	1,033	-	-	-	-	1,085	1,033
Benefits paid	(957)	(1,086)	968	1,094	-	-	11	8
Other adjustments	(20)	26	26	(24)	-	-	6	2
	108	(27)	994	1,070	-	-	1,102	1,043
Balance at end of year	P18,049	P16,445	(P19,341)	(P17,629)	P -	(P1)	(P1,292)	(P1,185)

The Group's annual contribution to the Retirement Plans consists of payments covering the current service cost plus amortization of unfunded past service liability.

Retirement costs recognized in the consolidated statements of income amounted to P827, P987 and P915 in 2019, 2018 and 2017, respectively (Note 26).

The above net defined benefit retirement liability was included in the consolidated statements of financial position as part of:

	Note	2019	2018
Other noncurrent assets	17	P7	P9
Other noncurrent liabilities		(1,299)	(1,194)
		(P1,292)	(P1,185)

The carrying amounts of the Group's retirement fund approximate fair values as at December 31, 2019 and 2018.

The Group's plan assets consist of the following:

	In Percentages	
	2019	2018
Investments in marketable securities and shares of stock	65.1	68.8
Investments in pooled funds:		
Stock trading portfolio	3.9	8.4
Fixed income portfolio	13.0	15.5
Investments in real estate	0.7	0.7
Others	17.3	6.6

Investments in Marketable and Debt Securities

As of December 31, 2019, the plan assets include:

- 27,918,530 common shares, 2,839,000 Subseries "2-D", 2,771,890 Subseries "2-E", 8,028,970 Subseries "2-F", 92,230 Subseries "2-G", 215,440 Subseries "2-H" and 8,396,770 Subseries "2-I" preferred shares of SMC with fair market value per share of P164.00, P75.00, P77.00, P75.80, P76.00, P75.05 and 75.20, respectively;
- Investment in SMC bonds amounting to P947;
- 5,175,900 common shares and 350,000 preferred shares of Petron with fair market value per share of P3.86 and P1,055.00, respectively;
- Investment in Petron bonds amounting to P49;
- 28,549,900 common shares of SMB with fair market value per share of P20.00;
- Investment in SMB bonds amounting to P306;
- 6,232,064 common shares of GSMI with fair market value per share of P38.00;
- 25,000 common shares and 200,000 FBP2 shares of SMFB with fair market value per share of P85.00 and P997.00, respectively;
- 3,142,083 common shares of Top Frontier with fair market value per share of P214.00;
- Investment in South Luzon Tollway Corporation (SLTC) bonds amounting to P249; and
- Investment in SMC Global Power Holdings Corp. (SMC Global) bonds amounting to P575.

As of December 31, 2018, the plan assets include:

- 25,804,310 common shares, 3,782,950 Subseries "2-B", 2,836,300 Subseries "2-D", 2,771,890 Subseries "2-E", 8,028,970 Subseries "2-F", 64,230 Subseries "2-G", 215,440 Subseries "2-H" and 6,346,570 Subseries "2-I" preferred shares of SMC with fair market value per share of P147.00, P75.00, P74.95, P73.00, P75.00, P74.90, 74.50 and P79.80, respectively;

- Investment in SMC bonds amounting to P658;
- 5,105,900 common shares and 250,000 preferred shares of Petron with fair market value per share of P7.71 and P980.00, respectively;
- Investment in Petron bonds amounting to P44;
- 28,549,900 common shares of SMB with fair market value per share of P20.00;
- Investment in SMB bonds amounting to P788;
- 10,983,349 common shares of GSMI with fair market value per share of P26.75;
- 2,251,100 common shares and 200,000 FBP2 shares of SMFB with fair market value per share of P82.00 and P997.00, respectively;
- 3,142,083 common shares of Top Frontier with fair market value per share of P249.80;
- Investment in SLTC bonds amounting to P228; and
- Investment in SMC Global bonds amounting to P190.

The fair market value per share of the above shares of stock is determined based on quoted market prices in active markets as of the reporting date (Note 4).

The Group's Retirement Plans recognized gains on the investment in marketable securities of SMC and its subsidiaries amounting to P513 and P568 in 2019 and 2018, respectively.

Dividend income from the investment in shares of stock of SMC and its subsidiaries amounted to P232 and P197 in 2019 and 2018, respectively.

Investments in Shares of Stock

The Group's plan assets also include SMB Retirement Plan's investment in 8,608,494 and 4,708,494 preferred shares of stock of BPI (inclusive of nominee shares), accounted for under the cost method, amounting to P859 and P769 as at December 31, 2019 and 2018, respectively (Note 30).

Investments in Pooled Funds

Investments in pooled funds were established mainly to put together a portion of the funds of the Retirement Plans of SMC and its domestic subsidiaries to be able to draw, negotiate and obtain the best terms and financial deals for the investments resulting from big volume transactions.

The Board of Trustees of the Group's Retirement Plans approved the percentage of assets to be allocated to fixed income instruments and equities. The Retirement Plans have set maximum exposure limits for each type of permissible investments in marketable securities and deposit instruments. The Board of Trustees may, from time to time, in the exercise of its reasonable discretion and taking into account existing investment opportunities, review and revise such allocation and limits.

Investment income and expenses are allocated to the plans based on their pro-rata share in net assets of pooled funds. The Retirement Plans' interests in the net assets of the pooled funds were 63.0% and 57.4% of fixed income portfolio as of December 31, 2019 and 2018, respectively. The Retirement Plans' interests in net assets of the pooled funds were 53.5% and 68.1% of stock trading portfolio as of December 31, 2019 and 2018, respectively.

Approximately 53.1% and 48.7% of the Retirement Plans' investments in pooled funds in stock trading portfolio include investments in shares of stock of SMC and its subsidiaries as of December 31, 2019 and 2018, respectively.

Approximately 43.4% and 37.9% of the Retirement Plans' investments in pooled funds in fixed income portfolio include investments in shares of stock of SMC and its subsidiaries as of December 31, 2019 and 2018, respectively.

Investments in Real Estate

The Retirement Plans of the Group have investments in real estate properties. The fair value of investment property amounted to P118 as at December 31, 2019 and 2018.

Others

Others include the Retirement Plans' investments in government securities, cash and cash equivalents and receivables which earn interest.

The Board of Trustees reviews the level of funding required for the retirement fund. Such a review includes the asset-liability matching (ALM) strategy and investment risk management policy. The Group's ALM objective is to match maturities of the plan assets to the defined benefit retirement obligation as they fall due. The Group monitors how the duration and expected yield of the investments are matching the expected cash outflows arising from the retirement benefit obligation. The Group is expected to contribute the amount of P899 to the Retirement Plans in 2020.

The Retirement Plans expose the Group to actuarial risks such as investment risk, interest rate risk, longevity risk and salary risk as follows:

Investment and Interest Rate Risks. The present value of the defined benefit retirement obligation is calculated using a discount rate determined by reference to market yields to government bonds. Generally, a decrease in the interest rate of a reference government bond will increase the defined benefit retirement obligation. However, this will be partially offset by an increase in the return on the Retirement Plans' investments and if the return on plan asset falls below this rate, it will create a deficit in the Retirement Plans. Due to the long-term nature of the defined benefit retirement obligation, a level of continuing equity investments is an appropriate element of the long-term strategy of the Group to manage the Retirement Plans efficiently.

Longevity and Salary Risks. The present value of defined benefit retirement obligation is calculated by reference to the best estimates of: (1) the mortality of plan participants, and (2) the future salaries of the plan participants. Consequently, increases in the life expectancy and salary of the plan participants will result in an increase in the defined benefit retirement obligation.

The overall expected rate of return is determined based on historical performance of the investments.

The principal actuarial assumptions used to determine retirement benefits are as follows:

	In Percentages	
	2019	2018
Discount rate	5.12% - 7.75%	7.34% - 8.50%
Salary increase rate	5.00% - 8.00%	7.00% - 8.00%

Assumptions for mortality and disability rates are based on published statistics and mortality and disability tables.

The weighted average duration of defined benefit retirement obligation ranges from 5.8 to 13.27 years and 6.0 to 14.10 years as at December 31, 2019 and 2018 respectively.

As at December 31, 2019 and 2018, the reasonably possible changes to one of the relevant actuarial assumptions, while holding all other assumptions constant, would have affected the defined benefit retirement obligation by the amounts below, respectively:

	2019		2018	
	1 Percent Increase	1 Percent Decrease	1 Percent Increase	1 Percent Decrease
Discount rate	(P1,202)	P1,388	(P1,094)	P1,242
Salary increase rate	1,380	(1,218)	1,243	(1,106)

In 2019 and 2018, the Group's transaction relating to the Retirement Plans pertain to the contribution for the period.

BLI has amounts owed to SMB Retirement Plan amounting to P5 as at December 31, 2018, included as part of "Trade payables and other current liabilities" account in the consolidated statements of financial position (Notes 19 and 30). Transactions with the Retirement Plans are made at normal market prices. Outstanding balances as at December 31, 2019 and 2018 are unsecured and settlements are made in cash.

30. Related Party Disclosures

The Parent Company and certain subsidiaries and their shareholders purchase products and services from one another in the normal course of business. Transactions with related parties are made at normal market prices and terms. Amounts owed by/owed to related parties are collectible/will be settled in cash. An assessment is undertaken at each financial year by examining the financial position of the related party and the market in which the related party operates.

The following are the transactions with related parties and the outstanding balances as at December 31:

	Year	Revenues from Related Parties	Purchases from Related Parties	Amounts Owed by Related Parties	Amounts Owed to Related Parties	Terms	Conditions
Intermediate Parent	2019	P234	P2,152	P157	P627	On demand;	Unsecured;
Company	2018	112	1,895	140	251	non-interest bearing	no impairment
Entities under Common Control of the Intermediate Parent Company	2019	1,817	29,439	1,666	10,028	On demand;	Unsecured;
	2018	675	26,615	722	5,950	non-interest bearing	no impairment
Joint Venture	2019	19	595	633	39	On demand or less than 2 to 5 years; interest bearing	Unsecured; no impairment
	2018	21	1,036	543	64		
Retirement Plan	2019	-	-	-	-	On demand or less than 2; non-interest bearing	Unsecured
	2018	-	-	-	305		
Associate of Intermediate Parent Company	2019	-	-	-	3,544	Less than 3 months; interest bearing	Unsecured
	2018	-	-	-	5,352		
Shareholders in Subsidiaries and its Affiliates	2019	5	2,486	110	40	On demand; non-interest bearing	Unsecured; no impairment
	2018	104	1,513	20	18		
Total	2019	P2,075	P34,672	P2,566	P14,278		
Total	2018	P912	P31,059	P1,425	P11,940		

- Amounts owed by related parties consist of current and noncurrent receivables, deposits and share in expenses (Notes 8, 11 and 17).
- Amounts owed to related parties consist of trade and non-trade payables (Note 19). Amounts owed to related parties included under "Other noncurrent liabilities" account in the consolidated statements of financial position amounted to P90 and P306 as at December 31, 2019 and 2018, respectively.

On August 3, 2018, the stockholders and BOD of BPI approved the increase of authorized capital stock from P1,600 to P2,600 which shall be divided into 5,200,000 common shares with a par value of P350 and 7,800,000 preferred shares with a par value of P100. BPI received P300 as deposit for future stock subscription from San Miguel Brewery Inc. Retirement Plan (SMBRP) and included as part of "Other noncurrent liabilities" account in the consolidated statements of financial position as at December 31, 2018. On March 8, 2019, the stockholders and BOD of BPI approved the increase in the authorized capital stock of BPI by P300 in addition to the P1,000 increase approved on August 3, 2018, which will bring the current authorized capital stock of BPI from P1,600 to P2,900. SMBRP will subscribe to an additional 900,000 preferred shares amounting to P90. The application for the increase in capital stock was approved by the SEC on September 16, 2019 (Note 29).

- c. Amounts owed to associate of the Intermediate Parent Company represent interest bearing loans payable to Bank of Commerce presented as part of "Notes payable" account in the consolidated statements of financial position (Note 18).
- d. The Group has entered into various lease agreements with related parties as a lessor and lessee (Note 32).
- e. TSML executed various promissory notes in favor of GSML.
- Principal sum of THB250 together with interest of 5.5% per annum, which interest shall accrue on March 13, 2014.
 - Principal sum of THB50 together with interest of 5.0% per annum, which interest shall accrue on September 2, 2013.
 - Principal sum of THB25 together with interest of 5.0% per annum, which interest shall accrue on June 14, 2013.
 - Principal sum of THB75 together with interest of 3.0% per annum, which interest shall accrue on September 6, 2011.
 - Principal sum of THB75 together with interest of 3.0% per annum, which interest shall accrue on April 7, 2011.

The principal sum is due and payable in full on demand of GSML and the stipulated interest shall be payable every three months.

The receivables from TSML amounting to P633 and P543 as at December 31, 2019 and 2018, respectively, are included as part of "Amounts owed by related parties" under "Trade and other receivables - net" account in the consolidated statements of financial position (Note 8).

Interest income from amounts owed by TSML, recognized in the consolidated statements of income, amounted to P20, P21 and P22 in 2019, 2018 and 2017, respectively (Note 27).

- f. The compensation of the key management personnel of the Group, by benefit type, follows:

	Note	2019	2018	2017
Short-term employee benefits		P229	P234	P170
Retirement costs (benefits)	29	2	(8)	11
		P231	P226	P181

31. Basic Earnings Per Common Share

Basic EPS is computed as follows:

	Note	2019	2018	2017
Net income attributable to equity holders of the Parent Company		P18,278	P18,245	P17,305
Dividends on preferred shares	21	849	849	849
Net income attributable to equity holders of the Parent Company (a)		P17,429	P17,396	P16,456
Common shares issued and outstanding (in millions)		5,909	5,909	5,909
Weighted average number of common shares (in millions) (b)		5,909	5,909	5,909
Basic earnings per common share attributable to equity holders of the Parent Company (a/b)		P2.95	P2.94	P2.78

As at December 31, 2019, 2018 and 2017, the Group has no dilutive equity instruments.

32. Lease Commitments

Operating Leases

Group as Lessor

The Group has entered into lease agreements on its investment property, offices and machinery and equipment. The non-cancellable leases have lease term of one to five years. Some lease agreements include a clause to enable upward revision of the rental change on an accrual basis based on prevailing market conditions.

The future minimum lease receipts under non-cancellable operating leases are as follows:

Operating Leases under PFRS 16	2019
Within one year	P -
After one but not more than five years	2
	P2
<hr/>	
Operating Leases under PAS 17	2018
Within one year	P180
After one but not more than five years	228
	P408

Rent income recognized in the consolidated statements of income amounted to P173, P171 and P153 in 2019, 2018 and 2017, respectively (Notes 4 and 27).

Group as Lessee

The Group leases a number of equipment, offices, warehouses, factory facilities and parcels of land under operating lease. The leases will expire in various terms. Some leases provide an option to renew the lease at the end of the lease term and are being subjected to reviews to reflect current market rentals.

Non-cancellable operating lease rentals as at December 31, 2018 are payable as follows:

	2018
Within one year	P183
After one but not more than five years	382
After five years	2,331
	P2,896

As at January 1, 2019, the Group recognized right-of-use assets and lease liabilities for these leases, except for short-term leases and leases of low-value assets (Notes 3 and 14).

The Group recognized interest expense related to these leases amounting to P332 in 2019 (Note 27).

Changes in liabilities arising from financing activities are as follows:

	2019
Balance as at January 1, 2019	P -
Adjustment due to adoption of PFRS 16	3,955
Changes from Financing Activities	
Payments of lease liabilities	(999)
Total Changes from Financing Activities	(999)
Other Changes	
Additions during the year	1,575
Balance as at December 31, 2019	P4,531

Rent expense recognized in the consolidated statements of income amounted to P3,118, P3,386 and P3,222 in 2019, 2018 and 2017 respectively (Notes 4, 23 and 24).

33. Financial Risk and Capital Management Objectives and Policies

Objectives and Policies

The Group has significant exposure to the following financial risks primarily from its use of financial instruments:

- Interest Rate Risk
- Foreign Currency Risk
- Commodity Price Risk
- Liquidity Risk
- Credit Risk

This note presents information about the exposure to each of the foregoing risks, the objectives, policies and processes for measuring and managing these risks, and for management of capital.

The principal non-trade related financial instruments of the Group include cash and cash equivalents, financial assets at FVPL, financial assets at FVOCI, short-term and long-term loans, and derivative instruments. These financial instruments, except derivative instruments, are used mainly for working capital management purposes. The trade-related financial assets and financial liabilities of the Group such as trade and other receivables, trade payables and other current liabilities, excluding dividends payable and statutory liabilities, and other noncurrent liabilities arise directly from and are used to facilitate its daily operations.

The outstanding derivative instruments of the Group such as commodity options and currency options and forwards are intended mainly for risk management purposes. The Group uses derivatives to manage its exposures to commodity price and foreign currency risks arising from the operating activities. The accounting policies in relation to derivatives are set out in Note 3 to the consolidated financial statements.

The BOD has the overall responsibility for the establishment and oversight of the risk management framework of the Group.

The risk management policies of the Group are established to identify and analyze the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and activities. The Group, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

The BOD constituted the Audit Committee to assist the BOD in fulfilling its oversight responsibility of the Group's corporate governance process relating to the: a) quality and integrity of the consolidated financial statements and financial reporting process and the systems of internal accounting and financial controls; b) performance of the internal auditors; c) annual independent audit of the consolidated financial statements, the engagement of the independent auditors and the evaluation of the independent auditors' qualifications, independence and performance; d) compliance with tax, legal and regulatory requirements, including the disclosure control and procedures; e) evaluation of management's process to assess and manage the enterprise risk issues; and f) fulfillment of the other responsibilities set out by the BOD.

The Audit Committee shall prepare such reports as may be necessary to document the activities of the committee in the performance of its functions and duties. Such reports shall be included in the annual report of the Group and other corporate disclosures as may be required by the SEC and/or the PSE.

The Audit Committee is assisted in its oversight role by Internal Audit. Internal Audit undertakes both regular and special reviews of risk management controls and procedures, the results of which are reported to the Audit Committee.

The BOD also constituted the Board Risk Oversight Committee to assist the BOD in fulfilling its oversight responsibility of the Group's enterprise risk management (ERM) system to ensure its functionality and effectiveness. The Board Risk Oversight Committee is tasked to develop and oversee the implementation of a formal ERM plan and annually review and advise the BOD of the Group's risk appetite levels and risk tolerance limits based on changes and developments in the business, the regulatory framework and external economic environment. It shall also assess the probability of each identified risk becoming a reality and estimate its possible financial impact and likelihood of occurrence, and oversee management's activities in identifying, monitoring, assessing and managing credit, market, liquidity, operational, legal and other risk exposures of the Group.

Interest Rate Risk

Interest rate risk is the risk that future cash flows from a financial instrument (cash flow interest rate risk) or its fair value (fair value interest rate risk) will fluctuate because of changes in market interest rates. The Group's exposure to changes in interest rates relates primarily to the long-term borrowings. Borrowings issued at fixed rates expose the Group to fair value interest rate risk. On the other hand, borrowings issued at variable rates expose the Group to cash flow interest rate risk.

The terms and maturity profile of the interest-bearing long-term borrowings, together with its gross amounts, are shown in the following tables:

December 31, 2019	<1 Year	>1 - 3 Years	>3 - 5 Years	>5 Years	Total
Fixed Rate					
Philippine peso-denominated	P235	P19,932	P12,715	P -	P32,882
Interest rate	8.348%	5.5%-8.348%	4.6% -8.348%	-	-
Floating Rate					
Philippine peso-denominated	-	-	405	11,595	12,000
Interest rate	-	-	BVAL + margin or BSP TDF overnight rate, whichever is higher	BVAL + margin or BSP TDF overnight rate, whichever is higher	BVAL + margin or BSP TDF overnight rate, whichever is higher
	P235	P19,932	P13,120	P11,595	P44,882
December 31, 2018	<1 Year	>1 - 3 Years	>3 - 5 Years	>5 Years	Total
Fixed Rate					
Philippine peso-denominated		P12,928	P12,932	P7,412	P2,538
Interest rate		5.93%-10.5%	5.50-8.348%	6.60-8.348%	6%
		P12,928	P12,932	P7,412	P2,538
					P35,810
					-
					P35,810

The Group manages its interest cost by using an optimal combination of fixed and variable rate debt instruments. Management is responsible for monitoring the prevailing market-based interest rate and ensures that the mark-up rates charged on its borrowings are optimal and benchmarked against the rates charged by other creditor banks.

On the other hand, the investment policy of the Group is to maintain an adequate yield to match or reduce the net interest cost from its borrowings pending the deployment of funds to their intended use in the operations and working capital management. However, the Group invests only in high-quality securities while maintaining the necessary diversification to avoid concentration risk.

In managing interest rate risk, the Group aims to reduce the impact of short-term fluctuations on the earnings. Over the longer term, however, permanent changes in interest rates would have an impact on profit or loss.

The management of interest rate risk is also supplemented by monitoring the sensitivity of the Group's financial instruments to various standard and non-standard interest rate scenarios.

The Group has no floating rate borrowings as at December 31, 2018.

Foreign Currency Risk

The functional currency is the Philippine peso, which is the denomination of the bulk of the Group's revenues. The exposure to foreign currency risk results from significant movements in foreign exchange rates that adversely affect the foreign currency-denominated transactions of the Group. The risk management objective with respect to foreign currency risk is to reduce or eliminate earnings volatility and any adverse impact on equity. The Group enters into foreign currency hedges using derivative and non-derivative instruments to manage its foreign currency risk exposure.

Information on the Group's foreign currency-denominated monetary assets and monetary liabilities and their Philippine peso equivalents as at December 31 are as follows:

	2019		2018	
	US Dollar	Peso Equivalent	US Dollar	Peso Equivalent
Assets				
Cash and cash equivalents	US\$239	P12,113	US\$218	P11,442
Trade and other receivables	49	2,487	39	2,063
Noncurrent receivables	-	9	-	9
	288	14,609	257	13,514
Liabilities				
Notes payable	4	180	3	142
Trade payables and other current liabilities	107	5,436	68	3,598
Lease liabilities	-	24	-	-
	111	5,640	71	3,740
Net Foreign Currency-denominated Monetary Assets	US\$177	8,969	US\$186	P9,774

The Group reported net foreign exchange gains (losses) amounting to (P5), (P81) and P62 in 2019, 2018 and 2017, respectively, with the translation of its foreign currency-denominated assets and liabilities (Note 27). These mainly resulted from the movements of the Philippine peso against the US dollar as shown in the following table:

	US Dollar to Philippines Peso
December 31, 2019	50.64
December 31, 2018	52.58
December 31, 2017	49.93

The management of foreign currency risk is also supplemented by monitoring the sensitivity of the Group's financial instruments to various foreign currency exchange rate scenarios.

The following tables demonstrate the sensitivity to a reasonably possible change in the US dollar exchange rate, with all other variables held constant, of the Group's income before tax (due to changes in the fair value of monetary assets and liabilities) and the Group's equity (due to translation of results and financial position of foreign operations) as at December 31, 2019 and 2018.

	2019			
	P1 Decrease in the US Dollar Exchange Rate		P1 Increase in the US Dollar Exchange Rate	
	Effect on Income before Income Tax	Effect on Equity (Net of Tax)	Effect on Income before Income Tax	Effect on Equity (Net of Tax)
Cash and cash equivalents	(P13)	(P235)	P13	P235
Trade and other receivables	(11)	(46)	11	46
	(24)	(281)	24	281
Notes payable	-	4	-	(4)
Trade payables and other current liabilities	42	95	(42)	(95)
	42	99	(42)	(99)
	P18	(P182)	(P18)	P182

	2018			
	P1 Decrease in the US Dollar Exchange Rate		P1 Increase in the US Dollar Exchange Rate	
	Effect on Income before Income Tax	Effect on Equity (Net of Tax)	Effect on Income before Income Tax	Effect on Equity (Net of Tax)
Cash and cash equivalents	(P25)	(P210)	P25	P210
Trade and other receivables	(5)	(38)	5	38
	(30)	(248)	30	248
Notes payable	-	3	-	(3)
Trade payables and other current liabilities	16	64	(16)	(64)
	16	67	(16)	(67)
	(P14)	(P181)	P14	P181

Exposures to foreign exchange rates vary during the year depending on the volume of overseas transactions. Nonetheless, the analysis above is considered to be representative of the Group's foreign currency risk.

Commodity Price Risk

Commodity price risk is the risk that future cash flows from a financial instrument will fluctuate because of changes in commodity prices.

The Group, through SMC, enters into various commodity derivatives to manage its price risks on strategic commodities. Commodity hedging allows stability in prices, thus offsetting the risk of volatile market fluctuations. Through hedging, prices of commodities are fixed at levels acceptable to the Group, thus protecting raw material cost and preserving margins. For hedging transactions, if prices go down, hedge positions may show marked-to-market losses; however, any loss in the marked-to-market position is offset by the resulting lower physical raw material cost.

SMC enters into commodity derivative transactions on behalf of the Group to reduce cost by optimizing purchasing synergies within the SMC Group of Companies and managing inventory levels of common materials.

The Group uses commodity futures, swaps and options to manage the Group's exposures to volatility in prices of certain commodities such as soybean meal and wheat.

Liquidity Risk

Liquidity risk pertains to the risk that the Group will encounter difficulty to meet payment obligations when they fall due under normal and stress circumstances.

The Group's objectives to manage its liquidity risk are as follows: (a) to ensure that adequate funding is available at all times; (b) to meet commitments as they arise without incurring unnecessary costs; (c) to be able to access funding when needed at the least possible cost; and (d) to maintain an adequate time spread of refinancing maturities.

The Group constantly monitors and manages its liquidity position, liquidity gaps and surplus on a daily basis. A committed stand-by credit facility from several local banks is also available to ensure availability of funds when necessary.

The table below summarizes the maturity profile of the Group's financial assets and financial liabilities based on contractual undiscounted receipts and payments used for liquidity management.

December 31, 2019	Carrying Amount	Contractual Cash Flow	1 Year or Less	>1 Year - 2 Years	>2 Years - 5 Years	Over 5 Years
Financial Assets						
Cash and cash equivalents	P36,451	P36,451	P36,451	P -	P -	P -
Trade and other receivables - net	24,199	24,199	24,199	-	-	-
Derivative assets (included under "Prepaid expenses and other current assets" account)	137	137	137	-	-	-
Financial assets at FVOCI (included under "Investments" account)	59	59	-	-	-	59
Noncurrent receivables and deposits - net (included under "Other noncurrent assets - net" account)	311	311	-	110	149	52

Forward

Financial Liabilities						
Notes payable	15,851	15,891	15,891	-	-	-
Trade payables and other current liabilities (excluding derivative liabilities)	49,756	49,756	49,756	-	-	-
Derivative liabilities (included under "Trade payables and other current liabilities" account)	24	24	24	-	-	-
Long-term debt (including current maturities)	44,653	55,352	2,647	14,575	23,572	14,558
Lease liabilities (including current portion)	4,531	8,927	779	571	1,273	6,304
	Carrying Amount	Contractual Cash Flow	1 Year or Less	>1 Year - 2 Years	>2 Years - 5 Years	Over 5 Years
December 31, 2018						
Financial Assets						
Cash and cash equivalents	P39,425	P39,425	P39,425	P -	P -	P -
Trade and other receivables - net	19,554	19,554	19,554	-	-	-
Derivative assets (included under "Prepaid expenses and other current assets" account)	76	76	76	-	-	-
Financial assets at FVOCI (included under "Investments" account)	59	59	-	-	-	59
Noncurrent receivables and deposits - net (included under "Other noncurrent assets - net" account)	526	526	-	162	273	91
Financial Liabilities						
Notes payable	21,979	22,072	22,072	-	-	-
Trade payables and other current liabilities (excluding derivative liabilities)	43,275	43,275	43,275	-	-	-
Derivative liabilities (included under "Trade payables and other current liabilities" account)	95	95	95	-	-	-
Long-term debt (including current maturities)	35,708	40,110	14,535	1,601	21,398	2,576

Credit Risk

Credit risk is the risk of financial loss to the Group when a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from trade and other receivables and investment securities. The Group manages its credit risk mainly through the application of transaction limits and close risk monitoring. It is the Group's policy to enter into transactions with a wide diversity of creditworthy counterparties to mitigate any significant concentration of credit risk.

The Group has regular internal control reviews to monitor the granting of credit and management of credit exposures.

Trade and Other Receivables

The exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the demographics of the Group's customer base, including the default risk of the industry and country in which customers operate, as these factors may have an influence on the credit risk.

The Group obtains collateral or arranges master netting agreements, where appropriate, so that in the event of default, the Group would have a secured claim.

The Group has established a credit policy under which each new customer is analyzed individually for creditworthiness before the standard payment and delivery terms and conditions are offered. The Group ensures that sales on account are made to customers with appropriate credit history. The Group has detailed credit criteria and several layers of credit approval requirements before engaging a particular customer or counterparty. The review includes external ratings, when available, and in some cases bank references. Purchase limits are established for each customer and are reviewed on a regular basis. Customers that fail to meet the benchmark creditworthiness may transact with the Group only on a prepayment basis.

Credit Quality. In monitoring and controlling credit extended to counterparty, the Group adopts a comprehensive credit rating system based on financial and non-financial assessments of its customers. Financial factors being considered comprised of the financial standing of the customer while the non-financial aspects include but are not limited to the assessment of the customer's nature of business, management profile, industry background, payment habit and both present and potential business dealings with the Group.

The credit quality of financial assets is being managed by the Group using internal credit ratings. Credit quality of the financial assets were determined as follows:

High grade includes deposits or placements to reputable banks and companies with good credit standing. High grade financial assets include cash and cash equivalents and derivative assets, collectively amounting to P35,866 and P39,306 as of December 31, 2019 and 2018, respectively.

Standard grade pertains to receivables from counterparties with satisfactory financial capability and credit standing based on historical data, current conditions and the Group's view of forward-looking information over the expected lives of the receivables. Standard grade financial assets include trade and other receivables and noncurrent receivables and deposits, collectively amounting to P24,510 and P20,080, as of December 31, 2019 and 2018, respectively.

Financial information on the Group's maximum exposure to credit risk without considering the effects of collaterals and other risk mitigation techniques, is presented below:

	<i>Note</i>	2019	2018
Cash and cash equivalents (excluding cash on hand)	7	P35,729	P39,230
Trade and other receivables - net	8	24,199	19,554
Derivative assets	11	137	76
Financial assets at FVOCI	12	59	59
Noncurrent receivables and deposits - net	17	311	526
		P60,435	P59,445

The table below presents the Group's exposure to credit risk and shows the credit quality of the financial assets by indicating whether the financial assets are subjected to 12-month ECL or lifetime ECL. Assets that are credit-impaired are separately presented.

2019	Financial Assets at Amortized Cost			Financial Assets at FVPL	Total
	12-month ECL	Lifetime ECL - not credit impaired	Lifetime ECL - credit impaired		
Cash and cash equivalents (excluding cash on hand)	P35,729	P -	P -	P -	P35,729
Trade and other receivables - net	24,199	-	987	-	25,186
Derivative assets	-	-	-	137	137
Noncurrent receivables and deposits - net	-	311	149	-	460
	P59,928	P311	P1,136	P137	P61,512

2018	Financial Assets at Amortized Cost			Financial Assets at FVPL	Total
	12-month ECL	Lifetime ECL - not credit impaired	Lifetime ECL - credit impaired		
Cash and cash equivalents (excluding cash on hand)	P39,230	P -	P -	P -	P39,230
Trade and other receivables - net	19,554	-	1,244	-	20,798
Derivative assets	-	-	-	76	76
Noncurrent receivables and deposits - net	-	526	164	-	690
	P58,784	P526	P1,408	P76	P60,794

The aging of receivables is as follows:

2019	Trade	Non-trade	Amounts Owed by Related Parties	Total
Current	P14,995	P734	P528	P16,257
Past due:				
1-30 days	3,588	191	164	3,943
31-60 days	532	115	504	1,151
61-90 days	277	71	318	666
Over 90 days	1,537	684	948	3,169
	P20,929	P1,795	P2,462	P25,186

2018	Trade	Non-trade	Amounts Owed by Related Parties	Total
Current	P12,045	P1,021	P289	P13,355
Past due:				
1-30 days	3,321	160	76	3,557
31-60 days	480	143	85	708
61-90 days	247	53	41	341
Over 90 days	1,440	601	796	2,837
	P17,533	P1,978	P1,287	P20,798

Various collaterals for trade receivables such as bank guarantees, time deposits and real estate mortgages are held by the Group for certain credit limits.

The Group believes that the unimpaired amounts that are past due by more than 30 days are still collectible, based on historical payment behavior and analyses of the underlying customer credit ratings. There are no significant changes in their credit quality.

The Group computes impairment loss on receivables based on past collection experience, current circumstances and the impact of future economic conditions, if any, available at the reporting period (Note 4). There are no significant changes in the credit quality of the counterparties during the year.

The credit risk for cash and cash equivalents and derivative assets, financial assets at FVOCI is considered negligible, since the counterparties are reputable entities with high quality external credit ratings.

The Group's exposure to credit risk arises from default of counterparty. Generally, the maximum credit risk exposure of trade and other receivables and noncurrent receivables and deposits is its carrying amount without considering collaterals or credit enhancements, if any. The Group has no significant concentration of credit risk since the Group deals with a large number of homogenous counterparties. The Group does not execute any credit guarantee in favor of any counterparty.

Financial and Other Risks Relating to Livestock

The Group is exposed to financial risks arising from the change in cost and supply of feed ingredients and the selling prices of chicken, hogs and cattle and related products, all of which are determined by constantly changing market forces such as supply and demand and other factors. The other factors include environmental regulations, weather conditions and livestock diseases for which the Group has little control. The mitigating factors are listed below:

- The Group is subject to risks affecting the food industry, generally, including risks posed by food spoilage and contamination. Specifically, the fresh meat industry is regulated by environmental, health and food safety organizations and regulatory sanctions. The Group has put into place systems to monitor food safety risks throughout all stages of manufacturing and processing to mitigate these risks. Furthermore, representatives from the government regulatory agencies are present at all times during the processing of dressed chicken, hogs and cattle in all dressing and meat plants and issue certificates accordingly. The authorities, however, may impose additional regulatory requirements that may require significant capital investment at short notice.

- The Group is subject to risks relating to its ability to maintain animal health status considering that it has no control over neighboring livestock farms. Livestock health problems could adversely impact production and consumer confidence. However, the Group monitors the health of its livestock on a daily basis and proper procedures are put in place.
- The livestock industry is exposed to risk associated with the supply and price of raw materials, mainly grain prices. Grain prices fluctuate depending on the harvest results. The shortage in the supply of grain will result in adverse fluctuation in the price of grain and will ultimately increase the Group's production cost. If necessary, the Group enters into forward contracts to secure the supply of raw materials at a reasonable price.

Other Market Price Risk

The Group's market price risk arises from its investments carried at fair value (financial assets FVPL and FVOCI). The Group manages its risk arising from changes in market price by monitoring the changes in the market price of the investments.

Capital Management

The Group maintains a sound capital base to ensure its ability to continue as a going concern, thereby continue to provide returns to stockholders and benefits to other stakeholders and to maintain an optimal capital structure to reduce cost of capital.

The Group manages its capital structure and makes adjustments, in the light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, pay-off existing debts, return capital to shareholders or issue new shares.

The Group defines capital as paid-in capital stock, additional paid-in capital and retained earnings, both appropriated and unappropriated. Other components of equity such as treasury stock and equity reserves are excluded from capital for purposes of capital management.

The BOD has overall responsibility for monitoring capital in proportion to risk. Profiles for capital ratios are set in the light of changes in the external environment and the risks underlying the Group's business, operation and industry.

The Group monitors capital on the basis of debt-to-equity ratio, which is calculated as total debt divided by total equity. Total debt is defined as total current liabilities and total noncurrent liabilities, while equity is total equity as shown in the consolidated statements of financial position.

The Group is not subject to externally-imposed capital requirements.

34. Financial Assets and Financial Liabilities

The table below presents a comparison by category of carrying amounts and fair values of the Group's financial instruments as at December 31, 2019 and 2018:

	2019		2018	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
Financial Assets				
Cash and cash equivalents	P36,451	P36,451	P39,425	P39,425
Trade and other receivables - net	24,199	24,199	19,554	19,554
Derivative assets (included under "Prepaid expenses and other current assets" account)	137	137	76	76
Financial assets at FVOCI (included under "Investments" account)	59	59	59	59
Noncurrent receivables and deposits - net (included under "Other noncurrent assets - net" account)	311	311	526	526

Forward

Financial Liabilities				
Notes payable	15,851	15,851	21,979	21,979
Trade payables and other current liabilities (excluding derivative liabilities)	49,756	49,756	43,275	43,275
Derivative liabilities (included under "Trade payables and other current liabilities" account)	24	24	95	95
Long-term debt (including current maturities)	44,653	46,018	35,708	35,201
Lease liabilities (including current portion)	4,531	4,531	-	-

The following methods and assumptions are used to estimate the fair value of each class of financial instruments:

Cash and Cash Equivalents, Trade and Other Receivables, and Noncurrent Receivables and Deposits. The carrying amounts of cash and cash equivalent and trade and other receivables approximate fair values primarily due to the relatively short-term maturities of these financial instruments. In the case of noncurrent receivables and deposits, the fair value approximates the present value of expected future cash flows using the applicable discount rates based on current market rates of identical or similar quoted instruments.

Derivatives. The fair values of forward exchange contracts are calculated by reference to current forward exchange rates. In the case of freestanding commodity derivatives, the fair values are determined based on quoted prices obtained from active markets. Fair values for stand-alone derivative instruments that are not quoted from an active market and for embedded derivatives are based on valuation models used for similar instruments using both observable and non-observable inputs.

Financial Assets at FVOCI. The fair values of publicly traded instruments and similar investments are based on quoted market prices in an active market.

Notes Payable, Trade Payables and Other Current Liabilities, and Other Noncurrent Liabilities. The carrying amounts of notes payable and trade payables and other current liabilities approximate fair values due to the relatively short-term maturities of these financial instruments. In the case of other noncurrent liabilities, the carrying amount approximates the fair value as at reporting date.

Long-term Debt and Lease Liabilities. The fair value of interest-bearing fixed rate loans is based on the discounted value expected future cash flows using the applicable market rates for similar types of instruments as of reporting date. As at December 31, 2019 and 2018, discount rates used ranges from 3.20% to 9.04% and from 5.79% to 7.04%, respectively.

Derivative Financial Instruments

The Group's derivative financial instruments according to the type of financial risk being managed and the details of freestanding and embedded derivative financial instruments are discussed below.

The Group, through SMC, enters into various commodity derivative contracts to manage its exposure on commodity price risk. The portfolio is a mixture of instruments including futures, swaps and options.

Derivative Instruments not Designated as Hedges

The Group enters into certain derivatives as economic hedges of certain underlying exposures. These include freestanding commodity options and embedded currency forwards which are not designated as accounting hedges. Changes in fair value of these instruments are accounted for directly in profit or loss. Details are as follows:

Freestanding Derivatives

Freestanding derivatives consist of various commodity options entered into by SMC on behalf of the Group.

Currency Forwards

The Group has outstanding foreign currency forward contracts with aggregate notional amount of nil and US\$57 as of December 31, 2019 and 2018, respectively. The net positive fair value of the currency forwards amounted to P0.19 million as at December 31, 2018.

As of December 31, 2019 and 2018, the Group has no outstanding bought and sold options covering its wheat and soybean meal requirements.

Embedded Derivatives

The Group's embedded derivatives include currency forwards embedded in non-financial contracts. As of December 31, 2019 and 2018, the total outstanding notional amount of such embedded currency forwards amounted to US\$127 and US\$115, respectively. These non-financial contracts consist mainly of foreign currency-denominated purchase orders, sales agreements and capital expenditures. The embedded forwards are not clearly and closely related to their respective host contracts. The net positive (negative) fair value of these embedded currency forwards amounted to P113 and (P19) as of December 31, 2019 and 2018, respectively.

The Group recognized marked-to-market gains (losses) from embedded derivatives amounting to P282, (P136) and P8 in 2019, 2018 and 2017, respectively (Note 27).

Fair Value Changes on Derivatives

The net movements in fair value of all derivative instruments are as follows:

	Note	2019	2018
Balance at beginning of year		(P19)	(P57)
Net change in fair value of non-accounting hedges	27	282	(136)
		263	(193)
Less fair value of settled instruments		(150)	174
Balance at end of year		P113	(P19)

Fair Value Hierarchy

Financial assets and financial liabilities measured at fair value in the consolidated statements of financial position are categorized in accordance with the fair value hierarchy. This hierarchy groups financial assets and financial liabilities into three levels based on the significance of inputs used in measuring the fair value of the financial assets and financial liabilities (Note 3).

The table below analyzes financial instruments carried at fair value by valuation method:

2019	Level 1	Level 2	Total
Financial Assets			
Derivative assets	P -	P137	P137
Financial assets at FVOCI	58	1	59
Financial Liabilities			
Derivative liabilities	-	24	24
<hr/>			
2018	Level 1	Level 2	Total
Financial Assets			
Derivative assets	P -	P76	P76
Financial assets at FVOCI	58	1	59
Financial Liabilities			
Derivative liabilities	-	95	95

The Group has no financial instruments valued based on Level 3 as at December 31, 2019 and 2018. In 2019 and 2018, there were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into and out of Level 3 fair value measurement.

35. Employee Stock Purchase Plan

SMFB and SMB

SMC offers shares of stocks to employees of SMC and certain subsidiaries (including SMFB, SMB and certain subsidiaries of SMFB and SMB) under the ESPP. Under the ESPP, all permanent Philippine-based employees who have been employed for a continuous period of one year prior to the subscription period will be allowed to subscribe at 15% discount to the market price equal to the weighted average of the daily closing prices for three months prior to the offer period. A participating employee may acquire at least 100 shares of stock, subject to certain conditions, through payroll deductions.

The ESPP requires the subscribed shares and stock dividends accruing thereto to be pledged to SMC until the subscription is fully paid. The right to subscribe under the ESPP cannot be assigned or transferred. A participant may sell his shares after the second year from exercise date.

The ESPP also allows subsequent withdrawal and cancellation of participants' subscriptions under certain terms and conditions.

There were no shares offered under the ESPP in 2019, 2018 and 2017.

There were no expenses for share-based payments that were paid and charged by SMC to the Group in 2019, 2018 and 2017.

GSMI

Under the ESPP, 3,000,000 shares (inclusive of stock dividends declared) of GSMI's unissued shares have been reserved for the employees of GSMI. All permanent Philippine-based employees of GSMI, who have been employed for a continuous period of one year prior to the subscription period, will be allowed to subscribe at 15% discount to the market price equal to the weighted average of the daily closing prices for three months prior to the offer period. A participating employee may acquire at least 100 shares of stock through payroll deductions. The ESPP requires the subscribed shares and stock dividends accruing thereto to be pledged to GSMI until the subscription is fully paid. The right to subscribe under the ESPP cannot be assigned or transferred. A participant may sell his shares after the second year from the exercise date.

There was no subscriptions receivable as at December 31, 2019 and 2018.

The ESPP also allows subsequent withdrawal and cancellation of participants' subscriptions under certain terms and conditions. The shares pertaining to withdrawn or cancelled subscriptions shall remain issued shares and shall revert to the pool of shares available under the ESPP or convert such shares to treasury stock.

There were no shares offered under the ESPP in 2019, 2018 and 2017. The shares covered by the ESPP are no longer available for subscription as the offering period provided under the said plan expired on January 21, 2013.

36. Registration with the Board of Investments (BOI) and the Authority of Freeport Area of Bataan (AFAB)

Certain expansion projects of SMFB's consolidated subsidiaries are registered with the BOI, as pioneer and non-pioneer status, or with AFAB. As registered enterprises, these SMFB's subsidiaries are subject to certain requirements and are entitled to certain tax and non-tax incentives.

SMFI

SMFI is registered with the BOI and AFAB for certain feedmill, poultry, meats and ready-to-eat projects. In accordance with the provisions of the Executive Order No. 226 otherwise known as "The Omnibus Investment Code of 1987", and Republic Act. (RA) No. 9728, also known as "The Freeport Area of Bataan Act of 2009", the projects are entitled, among others, to the following incentives:

- a) *New Producer of Hogs.* SMFI's (formerly Monterey Foods Corporation) Sumilao Hog Project (Sumilao Hog Project) was registered with the BOI on a pioneer status on July 30, 2008 under Registration No. 2008-192. The Sumilao Hog Project was entitled to income tax holiday (ITH) for a period of six years, extendable under certain conditions to eight years.

SMFI's six-year ITH for the Sumilao Hog Project ended on January 31, 2015. SMFI's application for one year extension of ITH from February 1, 2015 to January 31, 2016 was approved by the BOI on May 20, 2016. Application for the second year extension of ITH was no longer pursued by the SMFI.

Notwithstanding the expiration of ITH benefit, SMFI is still required to continue the submission of annual reports to the BOI for a period of five (5) years from the last year of ITH availment pursuant to BOI Circular No. 2014-01 SMFI's last availment of ITH for this project was in 2016.

- b) *New Producer of Animal Feeds (Pellet, Crumble and Mash).* The San Ildefonso, Bulacan feedmill project (Bulacan Feedmill Project) was registered on a non-pioneer status on April 14, 2016 under Registration No. 2016-074. The Bulacan Feedmill Project is entitled to ITH for four years from July 2018 or actual start of commercial operations, whichever is earlier, but in no case earlier than the date of registration, extendable

under certain conditions, but in no case should the aggregate ITH period exceed eight (8) years. The ITH period of the project commenced on July 1, 2018.

- c) *New Producer of Animal and Aqua Feeds.* The Sta. Cruz, Davao feedmill project (Davao Feedmill Project) was registered on a non-pioneer status on April 14, 2016 under Registration No. 2016-073. The Davao Feedmill Project is entitled to ITH for four years from July 2018 or actual start of commercial operations, whichever is earlier, but in no case earlier than the date of registration, extendable under certain conditions, but in no case should the aggregate ITH period exceed eight (8) years.

On May 24, 2019, BOI approved SMFI’s request to move Davao Feedmill Project’s start of commercial operations and ITH reckoning date to April 2019. The ITH period of the project commenced on April 1, 2019.

- d) *New Producer of Animal Feeds (Pellet, Crumble and Mash).* The Mandaue, Cebu feedmill project (Cebu Feedmill Project) was registered on a non-pioneer status on November 10, 2015 under Registration No. 2015-251. The Cebu Feedmill Project is entitled to ITH for four years from July 2018 or actual start of commercial operations, whichever is earlier, but in no case earlier than the date of registration, extendable under certain conditions, but in no case should the aggregate ITH period exceed eight (8) years.

On May 24, 2019, BOI approved SMFI’s request to move Cebu Feedmill Project’s start of commercial operations and ITH reckoning date to December 2019.

- e) SMFI’s Bataan feedmill project (Bataan Feedmill Project) was registered with AFAB as a *Manufacturer of Feeds for Poultry, Livestock and Marine Species*. AFAB Certificate of Registration is valid for a period of one (1) year from issuance and renewable annually subject to qualifications as determined by AFAB.

The Bataan Feedmill Project was registered with AFAB on January 6, 2017 under Registration No. 2017-057. Thereafter, the project’s AFAB registration has been renewed accordingly as follows:

Registration Renewal Date	Certificate of Registration No.	Annual Period Covered
March 6, 2018	2018-096	2018
February 14, 2019	2019-079	2019
December 10, 2019	2020-047	2020

Under the terms of SMFI’s AFAB registration, Bataan Feedmill Project is entitled to incentives which include, among others, ITH for four years from May 2018 or actual start of commercial operations, whichever is earlier, but in no case earlier than the date of registration. The ITH period of the project commenced on May 1, 2018.

- f) SMFI had the following poultry projects registered with the BOI under Executive Order No. 226.
 - o *New Producer of Whole Dressed Chicken and Further Processed (Marinated, Deboned) Chicken Parts.* The Sta. Cruz, Davao poultry project (Davao Poultry Project) was registered on a non-pioneer status on February 3, 2017 under Registration No. 2017-035.
 - o *New Producer of Whole Dressed Chicken and Further Processed (Marinated, Deboned) Chicken Parts.* The Pagbilao, Quezon poultry project (Quezon Poultry Project) was registered on a non-pioneer status on March 30, 2017 under Registration No. 2017-082.

Due to certain developments which were significantly different from the original project plans, SMFI submitted on September 19, 2018 a letter requesting cancellation of the registrations. On October 10, 2018, the BOI approved the Company’s request to cancel the registrations of the above-mentioned poultry projects.

- g) *New Producer of Ready-to-Eat Meals.* The Sta. Rosa, Laguna Food Service project (Ready-to-Eat Project) was registered on a non-pioneer status on December 13, 2017 under Registration No. 2017-335. The Ready-to-Eat Project is entitled to ITH for four years from March 2019 or actual start of commercial operations, whichever is earlier, but in no case earlier than the date of registration.

PF-Hormel

PF-Hormel was registered with the BOI under Registration No. 2017-033 on a non-pioneer status as an Expanding Producer of Processed Meat (Hotdog) for its project in General Trias, Cavite on January 31, 2017.

Under the terms of PF-Hormel's BOI registration and subject to certain requirements as provided in Executive Order No. 226, PF-Hormel is entitled to incentives which include, among others, ITH for three years from December 2017 or actual start of commercial operations, whichever is earlier, but in no case earlier than the date of registration. The ITH period of the project commenced on December 1, 2017.

SMMI

SMMI was registered with the BOI under Registration No. 2016-035 on a non-pioneer status as an Expanding Producer of Wheat Flour and its By-Product (Bran and Pollard) for its flour mill expansion project in Mabini, Batangas on February 16, 2016.

Under the terms of SMMI's BOI registration and subject to certain requirements as provided in Executive Order No. 226, SMMI is entitled to incentives which include, among others, ITH for three years from July 2017 or actual start of commercial operations, whichever is earlier, but in no case earlier than the date of registration.

On October 25, 2017, the BOI approved SMMI's request to adjust the ITH reckoning date to December 2018 or actual start of commercial operations, whichever is earlier.

On July 25, 2019, the BOI approved SMMI's subsequent request to further adjust the ITH reckoning date to July 2019 or actual start of commercial operations, whichever is earlier. The ITH period of the project commenced on December 1, 2019.

GBGTC

GBGTC was registered with the BOI under Registration No. 2012-223 on a non-pioneer status as a New Operator of Warehouse for its grain terminal project in Mabini, Batangas on October 19, 2012.

Under the terms of GBGTC's BOI registration and subject to certain requirements as provided in Executive Order No. 226, GBGTC is entitled to incentives which include, among others, ITH for a period of four years from July 2013 until June 2017.

Pursuant to BOI Circular No. 2014-01, GBGTC is still required to continue submission of annual reports to the BOI for a period of five (5) years from the last year of ITH availment. GBGTC's last availment of ITH for this project was in 2017.

37. Other Matters

(a) Toll Agreements

The significant subsidiaries of SMFB have entered into toll processing with various contract growers, breeders, contractors and processing plant operators (collectively referred to as the "Parties"). The terms of the agreements include the following, among others:

- The Parties have the qualifications to provide the contracted services and have the necessary manpower, facilities and equipment to perform the services contracted.
- Tolling fees paid to the Parties are based on the agreed rate per acceptable output or processed product. The fees are normally subject to review in cases of changes in costs, volume and other factors.
- The periods of the agreement vary. Negotiations for the renewal of any agreement generally commence six months before expiry date.

Total tolling expenses amounted to P9,210, P9,043 and P7,970, respectively, in 2019, 2018 and 2017.

(b) Contingencies

The Group is a party to certain lawsuits or claims (mostly labor-related cases) filed by third parties which are either pending decision by the courts or are subject to settlement agreements. The outcome of these lawsuits or claims cannot be presently determined. In the opinion of management and its legal counsel, the eventual liability from these lawsuits or claims, if any, will not have a material effect on the consolidated financial statements of the Group.

- SEC Case

On September 10, 2018, SMFB, SMC and GSMI received from the SEC Special Hearing Panel, a Summons dated September 3, 2018 furnishing SMC, SMFB and GSMI a copy of the Amended Petition in a case filed by Josefina Multi-Ventures Corporation (the "Petitioner") against SMC, SMFB and GSMI docketed as SEC Case No. 05-18-468 (the "Petition"). The Petition seeks (i) to declare null and void (a) the share swap transaction between SMFB and SMC involving the transfer of SMC's common shares in SMB and GSMI and in consideration therefor, the issuance of new SMFB common shares from an increase in SMFB's capital stock, and (b) SMFB's Certificate of Approval of Increase of Capital Stock and Certificate of Filing of Amended Articles of Incorporation (amending Article VII thereof) issued by the SEC on June 29, 2018; or (ii) in the alternative, for SMFB to be directed to conduct a mandatory tender offer under Section 19 of the Securities Regulation Code for the benefit of the remaining shareholders of GSMI.

On February 19, 2019, the SEC Special Hearing Panel dismissed the Petition for lack of merit. The motion for reconsideration filed by the Petitioner was denied on June 10, 2019.

On July 4, 2019, an appeal memorandum was filed by the Petitioner with the SEC En Banc. SMC, SMFB and GSMI were directed to file their comments on the appeal. The case remains pending with the SEC to date.

- Claims for Tax Refund

- i. Filed by SMC

On April 12, 2004 and May 26, 2004, SMC was assessed by the BIR for deficiency excise tax on "San Mig Light," one of its beer products. SMC contested the assessments before the Court of Tax Appeals (CTA) First Division under two cases, CTA Case Nos. 7052 and 7053. To these cases was consolidated SMC's claim for refund of taxes paid in excess of what it believes to be the excise tax rate applicable to it for its "San Mig Light" product for the period of February 2, 2004 to November 30, 2005 (docketed as CTA Case No. 7405). The CTA, through its First Division, and the CTA En Banc (on appeal), both ruled in favor of SMC. On April 1, 2013, the BIR elevated the consolidated cases to the Supreme Court (docketed as G.R. No. 205723).

SMC filed with the CTA by way of petition for review (Third Division and docketed as CTA Case No. 7708), a second claim for refund for overpayment of excise taxes for the period of December 1, 2005 to July 31, 2007 on November 27, 2007, as SMC was obliged to continue paying excise taxes in excess of what it believes to be the applicable excise tax rate. The CTA Third Division granted SMC's petition for review and ordered the BIR to refund or issue a tax credit certificate in favor of SMC. The BIR elevated the decision of the Third Division to the CTA En Banc but its appeal was denied. Subsequently, the BIR filed a petition for review with the Supreme Court (docketed as G.R. No. 205045).

On January 25, 2017, the Supreme Court decided in the consolidated cases of GR Nos. 205045 and 205723 to uphold the decision of the CTA requiring the BIR to refund excess taxes erroneously collected in the amount of P926 for the period December 1, 2005 to July 31, 2007, and P782 for the period February 2, 2004 to November 30, 2005. The Office of the Solicitor General filed motions for reconsideration, which were denied by the Supreme Court with finality on April 19, 2017. On November 12, 2018, after the cases under G.R. Nos. 205045 and 205723 were remanded by the Supreme Court to the CTA, SMC filed a motion for execution in CTA Cases Nos. 7052, 7053 and 7405 on the final judgment of the CTA of P782 representing refund of excess taxes erroneously collected by the BIR for the period of February 2, 2004 to November 30, 2005; and another separate motion for execution in CTA Case No. 7708 on the final judgment of P926 for the period of December 1, 2005 to July 31, 2007. On April 4, 2019, the Writ of Execution in CTA Case No. 7708 was issued by the Court and subsequently served on the BIR Commissioner, and on April 11, 2019, the Writ of Execution in CTA Case No. 7405 (consolidated with CTA Cases Nos. 7052 and 7053) was also issued and served on the Commissioner.

SMC filed its third claim for refund with the CTA (Third Division docketed as CTA Case No. 7953) on July 24, 2009 for overpayment of excise taxes for the period of August 1, 2007 to September 30, 2007. This case was consolidated with CTA Case No. 7973 below.

In the meantime, effective October 1, 2007, SMC spun off its domestic beer business into SMB. SMB continued to pay the excise taxes on "San Mig Light" at the higher rate required by the BIR and in excess of what it believes to be the excise tax rate applicable to it.

ii. Filed by SMB

SMB filed eleven claims for refund for overpayments of excise taxes with the BIR which were then elevated to the CTA by way of petition for review on the following dates:

- (a) first claim for refund of overpayments for the period from October 1, 2007 to December 31, 2008 - Second Division docketed as CTA Case No. 7973 (September 28, 2009);
- (b) second claim for refund of overpayments for the period of January 1, 2009 to December 31, 2009 - First Division docketed as CTA Case No. 8209 (December 28, 2010);
- (c) third claim for refund of overpayments for the period of January 1, 2010 to December 31, 2010 - Third Division docketed as CTA Case No. 8400 (December 23, 2011);
- (d) fourth claim for refund of overpayments for the period of January 1, 2011 to December 31, 2011 - Second Division docketed as CTA Case No. 8591 (December 21, 2012);
- (e) fifth claim for refund of overpayments for the period of January 1, 2012 to December 31, 2012 - Second Division docketed as CTA Case No. 8748 (December 19, 2013);
- (f) sixth claim for refund of overpayments for the period of January 1, 2013 to December 31, 2013 - Third Division docketed as CTA Case No. 8955 (December 19, 2014);
- (g) seventh claim for refund of overpayments for the period of January 1, 2014 to December 31, 2014 - Third Division docketed as CTA Case No. 9223 (December 22, 2015);
- (h) eighth claim for refund of overpayments for the period of January 1, 2015 to December 31, 2015 - Second Division docketed as CTA Case No. 9513 (December 28, 2016);
- (i) ninth claim for refund of overpayments for the period of January 1, 2016 to December 31, 2016 - First Division docketed as CTA Case No. 9743 (December 29, 2017);
- (j) tenth claim for refund of overpayments for the period of January 1, 2017 to December 31, 2017 - Third Division docketed as CTA Case No. 10000 (December 27, 2018); and
- (k) eleventh claim for refund of overpayments for the period of January 1, 2018 to December 31, 2018 - First Division docketed as CTA Case No. 10223 (December 6, 2019).

CTA Case No. 7973 was consolidated with CTA Case No. 7953. For CTA Case No. 7973, the CTA Third Division decided in favor of SMC and SMB and ordered the BIR to refund SMB the amount of P828 and the amount of P106 to SMC. The BIR appealed to the CTA En Banc which affirmed the decision of the Third Division. The BIR then elevated the case to the Supreme Court but its petition was denied by the Supreme Court through its September 11, 2017 and December 11, 2017 Resolutions (docketed as GR No. 232404). With the decision in favor of SMC and SMB, both companies, through counsel, on January 23, 2019, moved for the execution of the decision as the records of the case were returned to the CTA. The Writ of Execution was issued on March 18, 2019 by the CTA Special Second Division in the amount of P828. SMB filed an application for the issuance of a Tax Credit Certification with the BIR on August 22, 2019.

CTA Case No. 8209 was decided in favor of SMB by the CTA First Division, ordering the BIR to refund the amount of P731. The case was not elevated within the prescribed period, thus, the decision became final and executory. The BIR filed a Petition for Relief from Judgment which was denied by the CTA. Separately, the First Division granted SMB's Motion for Execution for the refund of P730, while the BIR filed a Petition for Certiorari before the Supreme Court (docketed as GR No. 221790). The Petition for Certiorari was dismissed by the Supreme Court with finality but the BIR still filed an Urgent Motion for Clarification. Subsequently, SMB received a clarificatory Resolution dated February 20, 2017 wherein the Supreme Court

reiterated its grounds for the denial of the BIR's Petition for Certiorari and expunged from the records all pleadings of the BIR filed after its denial of BIR's Petition for Certiorari had become final and executory. SMB filed an application for the issuance of a Tax Credit Certificate in the amount of P731. On November 6, 2019, the BIR issued a Tax Credit Certificate No. TCC20160000202 in favor of SMB (Notes 11 and 27).

CTA Case No. 8400 was decided in favor of SMB by both the CTA's Third Division and the CTA En Banc. The BIR was ordered to refund to SMB the amount of P699. The BIR elevated the case to the Supreme Court but the Supreme Court denied the BIR's petition through its March 20, 2017 Resolution. The BIR moved for reconsideration but the same was similarly denied by the Supreme Court through its July 24, 2017 Resolution. With the decision in favor of SMB, on January 23, 2019, moved for the execution of the decision as the records of the case were already returned to the CTA. On May 30, 2019, CTA Special Third Division issued a Writ of Execution in the amount of P699 in favor of SMB. SMB filed an application for Tax Credit Certificate on August 5, 2019. The BIR issued Tax Credit Certificate No. TCC20160000204 in favor of SMB on November 13, 2019.

CTA Case No. 8591 was decided in favor of SMB by the CTA's Second Division and CTA En Banc. The BIR was ordered to refund to SMB the amount of P740. The BIR elevated the case to the Supreme Court by way of petition for review (docketed as GR No. 232776), where it was denied on February 21, 2018. The BIR filed a Motion for Reconsideration, which was denied with finality on July 23, 2018. As soon as the case is remanded by the Supreme Court to the CTA, SMB will file a motion for the execution of the decision with the CTA Second Division.

The CTA Second Division issued a Writ of Execution in the amount of P740 on November 13, 2019. SMB filed an application for Tax Credit Certificate with the BIR in January 2020.

CTA Case No. 8748 was decided in favor of SMB by the CTA Second Division, ordering the BIR to refund to SMB the amount of P761. The BIR appealed the decision to the CTA En Banc by way of a Petition for Review, which was denied on October 11, 2018. A Motion for Reconsideration was filed by the BIR on November 5, 2018 (docketed as CTA EB Case No. 1730) to which SMB filed an opposition. The CTA En Banc denied BIR's Motion for Reconsideration. Thus, the BIR filed a Petition for Review with the Supreme Court in June 2019.

CTA Case No. 8955, SMB's claim for refund for P83, was decided against SMB by the CTA Third Division for having purportedly availed of the wrong mode of appeal as SMB should have filed the petition with the Regional Trial Court rather than through a collateral attack on issuances of the BIR via a judicial claim for refund. SMB, through counsel, filed a Motion for Reconsideration, arguing that the case involves a claim for refund and is at the same time a direct attack on the BIR issuances which imposed excise tax rates which are contradictory to, and violative of, the rates imposed in the Tax Code. With the denial of SMB's Motion for Reconsideration on January 5, 2018, SMB elevated the case to the CTA En Banc by way of a Petition for Review. On September 19, 2018, the CTA En Banc reversed and set aside the decision of the CTA Third Division and remanded the case to the CTA Third Division for the resolution of the same on the merits (docketed as CTA EB Case No. 1772). A Motion for Reconsideration was filed by the BIR which was subsequently denied by the CTA En Banc in a resolution dated January 24, 2019. The BIR filed a Petition for Review with the Supreme Court docketed as G.R. No. 244738.

CTA Case Nos. 9223, SMB's claim for refund for P60, was decided in favor of SMB by the CTA Third Division. The BIR filed a Motion for Reconsideration with the CTA Third Division.

CTA Case No. 9513, SMB's claim for refund for P48, was decided in favor of SMB. The Motion for Reconsideration filed by the BIR was denied by the CTA Second Division. The case is pending with CTA En Banc.

CTA Case No. 9743, SMB's claim for refund for P30, was decided in favor of SMB by the CTA First Division. The Motion for Reconsideration filed by the BIR is still pending with the CTA First Division.

CTA Case No. 10000, SMB's claim for refund for P122, was filed on December 27, 2018 and is pending with the CTA Third Division.

CTA Case No. 10223, SMB's claim for refund for P147, was filed on December 11, 2019 and is pending with the CTA First Division.

iii. Filed by GSMI

- (a) GSMI vs. Commissioner of Internal Revenue
CTA Case Nos. 8953 and 8954 (Consolidated)
CTA Third Division

These cases pertain to GSMI's Claims for Refund with the BIR, in the amount of P582 in Case No. 8953, and P133 in Case No. 8954, or in the total amount of P715, representing payments of excise tax erroneously, excessively, illegally, and/or wrongfully assessed on and collected from GSMI by the BIR on removals of its distilled spirits or finished products for the periods from January 1, 2013 up to May 31, 2013 in Case No. 8953, and from January 8, 2013 up to March 31, 2013 in Case No. 8954.

The aforementioned assessment and collection arose from the imposition and collection of excise taxes on GSMI's finished products processed and produced exclusively from its inventory of ethyl alcohol, notwithstanding that excise taxes had already been previously paid by GSMI on said ethyl alcohol.

After several hearings and presentation of evidence, both parties filed their respective Formal Offers of Evidence. The CTA admitted all of GSMI's evidence while the BIR's Formal Offer of Evidence and GSMI's Comment thereto are still under consideration of the CTA.

These cases are still pending with the CTA.

- (b) GSMI vs. Commissioner of Internal Revenue
CTA Case No. 9059
Second Division

This case pertains to GSMI's Claim for Refund with the BIR, in the total amount of P26, representing payments of excise tax erroneously, excessively, illegally, and/or wrongfully assessed on and collected from GSMI by the BIR on removals of its distilled spirits or finished products for the period from 1 June 2013 up to 31 July 2013.

The aforementioned assessment and collection arose from the imposition and collection of excise taxes on GSMI's finished products processed and produced exclusively from its inventory of ethyl alcohol, notwithstanding that excise taxes had already been previously paid by GSMI on the said ethyl alcohol.

After presentation of its testimonial and documentary evidence, GSMI filed its Formal Offer of Evidence and Supplemental Offer of Evidence, which were all admitted by the CTA. BIR's presentation of evidence was set to January 23, 2019.

In a decision dated February 6, 2019, the CTA denied the GSMI's Claim for Refund for insufficiency of evidence. On February 20, 2020, GSMI filed a Motion for Reconsideration of the said decision, which is still pending resolution.

▪ Pending Tax Cases

i. IBI

The BIR issued a Final Assessment Notice dated March 30, 2012 (2009 Assessment), imposing on IBI deficiency tax liabilities, including interest and penalties, for the tax year 2009. IBI treated the royalty income earned from the licensing of its intellectual properties to SMB as passive income, and therefore subject to 20% final tax. However, the BIR is of the position that said royalty income is regular business income subject to the 30% regular corporate income tax.

On May 16, 2012, IBI filed a protest against the 2009 Assessment. In its Final Decision on Disputed Assessment issued on January 7, 2013, the BIR denied IBI's protest and reiterated its demand to pay the deficiency income tax, including interests and penalties. On February 6, 2013, IBI filed a Petition for Review before the CTA contesting the 2009 Assessment. The case was docketed as CTA Case No. 8607 with the CTA First Division. On August 14, 2015, the CTA First Division partially granted the Petition for Review of IBI, by cancelling the compromise penalty assessed by the BIR. However, IBI was still found liable to pay the deficiency income tax, interests and penalties as assessed by the BIR. The Motion for Reconsideration was denied by the CTA First Division on January 6, 2016. On January 22, 2016, IBI filed its Petition for Review before the CTA En Banc and the case was docketed as CTA EB Case No. 1417. To interrupt the running of interests, IBI filed a Motion to Pay without Prejudice, which was granted by the CTA En Banc. As a result, IBI paid the amount of P270 on August 26, 2016. On January 30, 2018, the CTA En Banc rendered a decision affirming the decision of the CTA First Division. IBI filed a motion for Partial Reconsideration and the BIR filed its Motion for Reconsideration, which were denied by CTA En Banc in a resolution dated July 16, 2018. IBI and the BIR elevated the case to the Supreme Court with IBI filing its Petition for Certiorari on September 7, 2018 docketed as G.R.Nos. 241147-48 and was raffled to the First Division of the Supreme Court. On the other hand, the BIR's Petition was docketed as G.R. Nos. 240651 and 240665 and was raffled to the Second Division of the Supreme Court.

On January 16, 2019, the Supreme Court denied IBI's Petition to which a Motion for Reconsideration was filed by IBI on April 5, 2019.

On September 3, 2019, IBI file a Motion to Consolidate G.R. Nos. 241147-48 and G.R. Nos. 240651 and 240665.

On October 3, 2019, IBI received a Resolution dated June 26, 2019 denying its Motion for Reconsideration. IBI also filed a Manifestation on October 21, 2019 informing the Court that in view of its payment of P270 on August 26, 2016, IBI shall be deemed to have fully satisfied the judgment award in accordance with the CTA First Division's Decision dated August 14, 2015.

On February 4, 2020, the IBI received a Resolution dated October 4, 2019 denying its Motion to Consolidate.

On March 11, 2019, the Court issued a Resolution requiring IBI to file its comment to the BIR's Petition. IBI filed its Comment on June 17, 2019.

On October 21, 2019, IBI filed a Manifestation informing the Supreme Court that the issuance of its Resolution dated June 26, 2019 in G.R. Nos. 241147-48 rendered the BIR's Petition as moot and academic.

In its Manifestation and Motion dated January 28, 2020 filed before the Supreme Court, the BIR confirmed the execution of a Compromise Agreement in connection with its pending Petition for Review and sought permission to be allowed to withdraw its Petition docketed as G.R. Nos. 240651 and 240665.

The case is still pending with the Supreme Court for resolution.

On November 17, 2013, IBI received a Formal Letter of Demand with the Final Assessment Notice for tax year 2010 (2010 Assessment) from the BIR with a demand for payment of income tax and VAT deficiencies with administrative penalties. The BIR maintained its position that royalties are business income subject to the 30% regular corporate tax. The 2010 Assessment was protested by IBI before the BIR through a letter dated November 29, 2013. A Petition for Review was filed with the CTA Third Division and the case was docketed as CTA Case No. 8813. The CTA Third Division held IBI liable to pay deficiency income tax, interests and penalties. IBI thus filed its Petition for Review before the CTA En Banc (docketed as CTA Case EB No. 1563 and 1564). In 2017, IBI filed an application for abatement, with corresponding payment of basic tax, in the amount of P110, where IBI requested for the cancellation of the surcharge and interests. On September 19, 2018, the CTA En Banc did not consider the payment of basic deficiency tax of P110 for failure to attach certain requirements relating to the application for abatement; thus, IBI was ordered to pay a modified amount of P501 in light of the TRAIN Law amendments on interest. IBI filed a Motion for Reconsideration and, at the same time, submitted the original documents in relation to the application for abatement. The BIR also filed its Motion for Partial Reconsideration, to which IBI

filed its Comment/Opposition. The CTA En Banc has likewise ordered the BIR to file its Comment/Opposition to IBI's Motion for Reconsideration but IBI has yet to receive the same. Meanwhile, IBI's application for abatement remains pending for resolution by the BIR. As of December 31, 2018, the Group recognized a provision amounted to P52.

Noting the BIR's failure to file its Comment/Opposition, the Court issued A Resolution dated April 17, 2019, which IBI received on May 9, 2019, denying the Motion for Partial Reconsideration of the Decision promulgated on September 18, 2018 filed by the BIR and partially granting the Motion for Reconsideration filed by IBI of said Supreme Court Decision.

IBI and the BIR filed their respective Petitions for Review with the Supreme Court docketed as G.R. Nos. 246911 and 246865, respectively. Both Petitions were consolidated by the Supreme Court through a Resolution dated July 1, 2019.

IBI filed a Manifestation and Motion on November 27, 2019 praying for the deferment of the resolution of the consolidated Petitions in view of the pending compromise settlement of the parties. On December 4, 2019, IBI received the BIR's Manifestation informing the Supreme Court that it received a Proposal for Compromise/Amicable Settlement from IBI.

On December 27, 2019 a Manifestation informing the Supreme Court that on December 5, 2019 and December 16, 2019, IBI and the BIR, respectively, executed a Compromise Agreement to amicably settle IBI's deficiency taxes for taxable year 2010. In its Manifestation dated February 26, 2020, the BIR confirmed receipt of payment pursuant to the Compromise Agreement executed between the IBI and the BIR. The case is still pending with the Supreme Court for resolution.

On December 27, 2016, IBI received a Formal Letter of Demand for tax year 2012 with a demand for payment of income tax, VAT, withholding tax, documentary stamp tax and miscellaneous tax deficiencies with administrative penalties. IBI addressed the assessment of each tax type with factual and legal bases in a Protest filed within the reglementary period. Due to the inaction of the BIR, IBI filed a Petition for Review with the CTA Third Division and docketed as CTA Case No. 9657. In the meantime, an application for abatement was submitted to the BIR in August 2017. Both the Petition for Review and the application for abatement remain pending at the CTA Third Division and the BIR, respectively, with IBI submitting its Formal Offer of Evidence in October 2018 to the CTA Third Division. The Petition for Review, however, was subsequently transferred from the CTA Third Division to the First Division pursuant to CTA Administrative Circular No. 02-2018 dated September 18, 2018, reorganizing the three (3) Divisions of the Court.

On March 2, 2020, the CTA First Division promulgated its Decision partially granting IBI's Petition for Review. The assessment for deficiency income tax, value-added tax, documentary stamp tax and compromise penalty are cancelled and set aside. However, the assessment for deficiency expanded withholding tax was affirmed, and IBI was ordered to pay deficiency expanded withholding tax including interest and surcharges amounting to P5.

ii. SMFI

- (a) SMFI (as the surviving corporation in a merger involving Monterey Foods Corporation [MFC]) vs. Commissioner of Internal Revenue (CIR) CTA Case 9046, First Division.

In connection with the tax investigation of MFC for the period January 1 to August 31, 2010, a Final Decision on Disputed Assessment (FDDA) was issued by the BIR on January 14, 2015 upholding the deficiency income tax, VAT and DST assessments against SMFI.

SMFI filed a Request for Reconsideration with the CIR on February 6, 2015. On April 21, 2015, SMFI received a letter from the CIR informing SMFI of the CIR's denial of the request for reconsideration.

The Petition for Review was filed with the CTA First Division on May 15, 2015 and docketed as CTA Case No. 9046.

The CTA First Division, on February 12, 2018, granted the Petition for Review filed by SMFI based on the following grounds: (1) the Formal Letter of Demand/Final Assessment Notice issued by the BIR was void as it did not contain demand to pay taxes due within a specific

period; and (2) lack of a valid Letter of Authority. Accordingly, the Formal Letter of Demand/Final Assessment Notice issued against SMFI for deficiency income tax, VAT and DST for the period January 1 to August 31, 2010 and the FDDA, for being intrinsically void, were ordered cancelled.

On March 1, 2018, the BIR filed a Motion for Reconsideration with the CTA First Division. On March 16, 2018, SMFI, through external counsel, filed an Opposition to the Motion for Reconsideration filed by the BIR.

On June 4, 2018, the CTA First Division denied the BIR's Motion for Reconsideration. BIR filed the Petition for Review before the CTA *En Banc* on July 13, 2018.

On August 17, 2018, SMFI filed Comment on the Petition for Review filed by the BIR. Per Resolution of the CTA *En Banc* dated September 7, 2018, the Petition for Review is deemed submitted for decision by the Court.

On August 6, 2019, the CTA *En Banc* rendered its decision denying the Petition for Review filed by the BIR. The Decision affirmed the withdrawal and cancellation of the assessment issued against SMFI covering the period January 1, 2010 to August 31, 2010.

The BIR filed a Motion for Reconsideration of the Decision of the CTA *En Banc* on September 6, 2019. SMFI's Comment on the Motion for Reconsideration of the BIR was filed on October 18, 2019.

In a Resolution dated January 7, 2020, the CTA *En Banc* has denied the Motion for Reconsideration filed by the BIR. A Petition for Review on Certiorari dated March 2, 2020 was filed by the BIR with the Supreme Court.

(b) SMFI vs. CIR CTA Case No. 9241, First Division

On December 16, 2015, an FDDA was issued by the BIR assessing deficiency income tax and VAT against SMFI in connection to the tax investigation for the period January 1 to December 31, 2010.

The deficiency income tax and VAT pertain to the disallowed NOLCO and input tax credits which were transferred to and vested in SMFI from MFC by operation of law as a result of the merger between SMFI and MFC. According to the BIR, as the ruling (BIR Ruling 424-14 dated October 24, 2014) issued in connection to the merger of SMFI and MFC did not contain an opinion on the assets and liabilities transferred during the merger, the NOLCO and input tax credits from MFC were disallowed. However, it is SMFI's position that the use of the NOLCO and input tax credits from MFC, as the surviving corporation pursuant to a statutory merger is proper, as the same is allowed by law, BIR issuances and confirmed by several BIR rulings prevailing at the time of the transaction.

On January 14, 2016, SMFI filed a Petition for Review before the CTA First Division and docketed as CTA Case No. 9241. On September 2, 2016, the Judicial Affidavits for SMFI witnesses were submitted to the CTA and said witnesses were presented for cross examination on July 25 and August 22, 2017, respectively. On May 10, 2018, witness for the BIR was presented before the Court for cross examination.

On September 28, 2018, the case was transferred to the Third Division of the CTA pursuant to Administrative Circular No. 02-2018.

On October 2, 2019, the CTA Third Division rendered its decision granting SMFI's Petition for Review and cancelling the deficiency income tax and VAT assessment issued by the BIR.

On November 4, 2019, the BIR filed a Motion for Reconsideration of the decision of the CTA Third Division. SMFI filed a Comment on the Motion for Reconsideration on November 29, 2019.

On a Resolution dated March 2, 2020, the CTA Third Division has denied Motion for Reconsideration filed by the BIR.

(c) SMFI vs. Office of the City Treasurer, City of Davao

On August 23, 2018, SMFI filed Petition for Review with the CTA docketed as CTA Case AC No. 209. On November 12, 2018, SMFI filed Petition for Review with the CTA Second Division docketed as CTA Case AC No. 210. Both petitions were filed to appeal the joint decision of the Regional Trial Court of Davao City dismissing SMFI's appeal from the denial and inaction of the Office of the City Treasurer of Davao City on the protest against the assessment of permit fee to slaughter.

SMFI protested the assessment of the City Treasurer of Davao City imposing permit fee to slaughter against its dressing plants in Sirawan, Toril District and Los Amigos, Tugbok District both located in Davao City.

It is SMFI's position that Section 367 (a) of the 2005 Revenue Code of the City of Davao (Revenue Code of Davao City) on the imposition of permit fee to slaughter is applicable only to slaughterhouses operated by the City Government of Davao City. SMFI's dressing plants in Sirawan, Toril District and Los Amigos, Tugbok District, being privately owned and operated slaughterhouses is beyond the coverage of Section 357 (a) of the Revenue Code of Davao City. In addition, given that SMFI is already paying ante and post mortem fees for the slaughter of poultry products pursuant to Section 367 (d) of the same Revenue Code, the assessment of permit fee to slaughter would constitute double taxation.

By the order of CTA dated September 24, 2018, Case CTA AC 209 was transferred to the First Division of the CTA. In a resolution dated October 25, 2018 CTA First Division resolved to give due course to SMFI's Petition for Review. SMFI submitted the required memorandum on December 19, 2018. And on March 28, 2019, CTA declared Case AC No. 209 as submitted for decision.

In a resolution dated February 1, 2019 on SMFI's Petition for Review on CTA Case AC No. 210, the CTA First Division required the parties to submit the respective Memorandum on this case. On May 7, 2019, SMFI submitted the required Memorandum, awaiting the court's decision.

- Intellectual Property Cases Pending with the Supreme Court (SC)

In a Resolution dated January 14, 2019, the SC Third Division resolved to consolidate all the cases enumerated below. The cases are still pending with the said division of the SC.

- i. Ginebra San Miguel Inc. vs. Director General of the Intellectual Property Office
G.R. No. 196372
SC - *En Banc*

This case pertains to GSMI's application for the registration of the trademark "GINEBRA" under Class 33 ("gin") with the Intellectual Property Office of the Philippines (IPOPPL). The IPOPPL rejected GSMI's application on the ground that "GINEBRA" is a Spanish word for gin, and is a generic term incapable of appropriation.

When the Court of Appeals (CA) affirmed the IPOPPL's ruling, GSMI filed a Petition for Review on Certiorari (the Petition) with the SC. The SC denied GSMI's Petition. GSMI moved for a reconsideration thereof, and likewise filed a Motion to Refer its Motion for Reconsideration to the SC *En Banc*. The SC denied GSMI's Motion for Reconsideration with finality, as well as GSMI's Motion to Refer to SC *En Banc*.

Subsequently, GSMI filed a Manifestation with Motion for Relief from Judgment (the "Manifestation") and invoked the case of "*League of Cities vs. Commission of Elections*" (G.R. Nos. 176951, 177499 and 178056) to invite the SC *En Banc* to re-examine the case. The Office of the Solicitor General filed its Comment Opposition to the Manifestation.

On June 26, 2018, the SC *En Banc* Issued a Resolution which resolves to: (a) Accept the subject case which was referred to it by the Third Division in the latter's resolution dated August 7, 2017; (b) Treat as a Second Motion for Reconsideration (of the resolution dated June 22, 2011) GSMI's Manifestation with Motion for Relief from Judgment dated November 28, 2011; (c) Reinstate the

Petition; and (d) Require the respondents to Comment on the Petition within a non-extendible period of ten (10) days from notice thereof.

Respondents, through the OSG, filed their Comment dated July 31, 2018 while GSMI filed its Reply with Leave on August 20, 2018.

This case is still pending with the SC En Banc.

- ii. Tanduay Distillers, Inc. vs. Ginebra San Miguel Inc.
G.R. Nos. 210224 and 219632
SC Third Division

These cases pertain to GSMI's Complaint for Unfair Competition, Trademark Infringement and Damages against Tanduay Distillers, Inc. (TDI) filed with the Regional Trial Court (RTC), arising from TDI's distribution and sale of its gin product bearing the trademark "Ginebra Kapitan" and use of a bottle which general appearance was nearly identical and confusingly similar to GSMI's product. The RTC dismissed GSMI's complaint.

When GSMI elevated the case to the CA, due to technicalities, two (2) cases were lodged in the CA: 1.) Petition for Review (CA-G.R. SP No. 127255), and 2.) Appeal (CA-G.R. SP No. 100332).

Acting on GSMI's Petition for Review, the CA reversed, set aside the RTC's Decision, and ruled that "GINEBRA" is associated by the consuming public with GSMI. Giving probative value to the surveys submitted by GSMI, the CA ruled that TDI's use of "GINEBRA" in "Ginebra Kapitan" produces a likelihood of confusion between GSMI's "Ginebra San Miguel" gin product and TDI's "Ginebra Kapitan" gin product. The CA likewise ruled that "TDI knew fully well that GSMI has been using the mark/word "GINEBRA" in its gin products and that GSMI's "Ginebra San Miguel" had already obtained, over the years, a considerable number of loyal customers who associate the mark "GINEBRA" with GSMI.

On the other hand, upon GSMI's Appeal, the CA also set aside the RTC's Decision and ruled that "GINEBRA" is not a generic term, there being no evidence to show that an ordinary person in the Philippines would know that "GINEBRA" is a Spanish word for "gin". According to the CA, because of GSMI's use of the term in the Philippines since the 1800s, the term "GINEBRA" now exclusively refers to GSMI's gin products and to GSMI as a manufacturer. The CA added that "the mere use of the word 'GINEBRA' in "Ginebra Kapitan" is sufficient to incite an average person, even a gin-drinker, to associate it with GSMI's gin product, and that TDI "has designed its bottle and label to somehow make a colorable similarity with the bottle and label of Ginebra S. Miguel".

TDI filed separate Petitions for Review on Certiorari with the SC, docketed as G.R. Nos. 210224 and 219632, which were eventually consolidated by the SC on April 18, 2016.

On October 26, 2016, GSMI filed its Comment TDI's Petition for Review on Certiorari.

These consolidated cases are still pending with the Supreme Court.

- iii. Tanduay Distillers, Inc. vs. Ginebra San Miguel Inc.
G.R. No. 216104
SC - Third Division

This case pertains to TDI's application for the registration of the trademark "GINEBRA KAPITAN" for Class 33 ("gin") covering gin with the IPOPHL.

GSMI opposed TDI's application, alleging that it would be damaged by the registration of "GINEBRA KAPITAN" because the term "GINEBRA" has acquired secondary meaning and is now exclusively associated with GSMI's gin products. GSMI argued that the registration of "GINEBRA KAPITAN" for use in TDI's gin products will confuse the public and cause damage to GSMI. TDI countered that "GINEBRA" is generic and incapable of exclusive appropriation, and that "GINEBRA KAPITAN" is not identical or confusingly similar to GSMI's mark.

The IPOPHL ruled in favor of TDI and held that: (a) "GINEBRA" is generic for "gin", (b) GSMI's products are too well known for the purchasing public to be deceived by a new product like Ginebra Kapitan, and (c) TDI's use of "GINEBRA" would supposedly stimulate market competition.

On July 23, 2014, the CA reversed and set aside the IOPHL's ruling and disapproved the registration of "GINEBRA KAPITAN". The CA ruled that "GINEBRA" could not be considered as a generic word in the Philippines considering that, to the Filipino gin-drinking public, it does not relate to a class of liquor/alcohol but rather has come to refer specifically and exclusively to the gin products of GSMI.

TDI filed a Petition for Review on Certiorari with the SC, which was subsequently consolidated with the case of "*Tanduay Distillers, Inc. vs. Ginebra San Miguel Inc.*", docketed as G.R.No. 210224 on August 5, 2015.

On October 26, 2016, GSMI filed its Comment on TDI's Petition for Review on Certiorari.

This case is still pending resolution with the SC.

(c) *Commitments*

The outstanding purchase commitments of the Group as at December 31, 2019 and 2018 amounted to P35,734 and P40,355, respectively.

Amount authorized but not yet disbursed for capital projects is approximately P9,025 and P16,179 as at December 31, 2019 and 2018, respectively.

(d) *Foreign Exchange Rates*

The foreign exchange rates used in translating the US dollar accounts of foreign subsidiaries to Philippine peso were closing rates of P50.64, P52.58 and P49.93 in 2019, 2018 and 2017, respectively, for consolidated statements of financial position accounts; and average rates of P51.79, P52.69 and P50.40 in 2019, 2018 and 2017, respectively, for income and expense accounts.

(e) *Reclassification*

Certain accounts in the consolidated financial statements have been reclassified by the Group to attain a presentation that is more relevant to users of the consolidated financial statements and to conform with the interpretation recently provided by the securities regulators.

The following table summarizes the reclassification on the Group's consolidated statement of financial position as of January 1, 2018.

	As Previously Reported	Adjustments	As Restated
Statement of Financial Position			
<i>Current Assets</i>			
Inventories - net	P28,358	(P1,480)	P26,878
<i>Noncurrent Assets</i>			
Other noncurrent assets	13,782	5,213	18,995
<i>Current Liabilities</i>			
Trade payables and other current liabilities	33,609	P3,733	37,342

The following table summarizes the reclassification on the Group's consolidated statement of financial position as of December 31, 2018.

	As Previously Reported	Adjustments	As Restated
Statement of Financial Position			
<i>Current Assets</i>			
Inventories - net	P38,662	(P6,193)	P32,469
<i>Noncurrent Assets</i>			
Other noncurrent assets	19,609	6,193	25,802

The reclassifications did not have any impact on the consolidated statements of income, consolidated statements of comprehensive income, consolidated statements of changes in equity and consolidated statements of cash flows (except the presented decrease/increase in inventories, other noncurrent assets and trade payables and other current liabilities, within cash flows from operating activities) for the years ended December 31, 2018 and 2017.

38. Events After the Reporting Date

- a) On February 3, 2020, the BOD of the Parent Company declared cash dividends to all preferred and common shareholders of record as of February 17, 2020 amounting to P14.14225 per preferred share and P0.40 per common share. Cash dividends for common shares was paid on March 2, 2020 while cash dividends for preferred shares will be paid on March 12, 2020.
- b) On February 3, 2020, the Parent Company's BOD approved the redemption on March 12, 2020 of the 15,000,000 outstanding FBP2 shares issued on March 12, 2015 at the redemption price of P1,000.00 per share.

The redemption price and all accumulated unpaid cash dividends shall be paid on March 12, 2020 to relevant stockholders of record as at February 17, 2020.

- c) On February 21, 2020, the SEC issued to SMFB the Permit to Sell P15,000 fixed rate bonds, consisting of five-year Series A Bonds due 2025 and seven-year Series B Bonds due on 2027.

The bonds were issued and listed in the PDEX on March 10, 2020.

The Series A Bonds and Series B Bonds have fixed interest rate equivalent to 5.050% per annum and 5.250% per annum, respectively.

The proceeds were used to redeem the outstanding FBP2 Shares and payment of transaction-related fees, costs and expenses.

- d) On March 10, 2020, SMBIL and San Miguel (China) Investment Company Limited, the shareholders of SMBB, passed a resolution approving the dissolution of SMBB. SMBB has stopped operations and production activities and started the liquidation process from the date of the resolution.
- e) On March 8, 2020, under Proclamation 922, the Office of the President declared a state of public health emergency due to the spread of the Corona Virus Disease 2019 (COVID-19). A significant increase in COVID-19 cases and the imposition by the national and local government of measures to contain its spread in the country will possibly affect the country's economic performance which may impact the Group's business and results of operations in 2020.

The Group, being engaged in the manufacturing and sale of food and alcoholic beverages, will have an effect by the aforesaid declaration. This will result in limited business operations in Luzon and in certain parts of the country. Demand for food products purchased for in-home consumption might spike due to stocking up on essential supplies but demand for food products for on-premise channels such as restaurants, fast food chains, hotels, and other establishments might have negative effect due to limited operations or possible closures. Consumption of alcoholic beverages may decline due to possible liquor ban or temporary closure of retail establishments to be imposed in most key cities of Luzon. Given the restricted mobility and curtailed economic activities, the Group expects to see a decline in sales and profits in the first and second quarter of 2020 due to the drop in consumer spending.

Despite this challenging business environment, the Group does not foresee any going concern issue affecting its business operations. The extent of the consequences, including the financial effect to the Group, will depend on certain developments, including the duration of the spread of COVID-19, impact on the Group's customers, suppliers and accessibility and effectiveness of government support programs, all of which are uncertain and cannot be reliably determined as at March 11, 2020.



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The SMC Stock Transfer Service Corporation serves as
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change of address and account status,
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