

Fun for all times.



UNIVERSAL ROBINA CORPORATION



Investor Presentation FY 2007





Financial Highlights

	Net Sales (in PhP M)			EBIT		
	FY 2006	FY2007	YoY	FY 2006	FY2007	YoY
Branded Consumer Foods						
Domestic	17,513	20,137	+15%	1,974	2,252	+14%
International	7,787	7,192	-8%	(431)	(334)	+23%
Packaging	1,296	1,041	-20%	(152)	(105)	+31%
Agro-Industrial						
Farms, Animal Feeds & Medicine	5,084	5,648	+11%	735	810	+10%
Commodity Food						
Flour and Sugar (Net)	3,504	3,702	+6%	1,072	1,208	+13%
Corporate charges				(540)	(606)	
URC TOTAL	35,183	37,720	+7%	2,658	3,225	+21%
RECURRING NET INCOME	2,958	3,054	+3%			



Philippine snackfood and beverages market

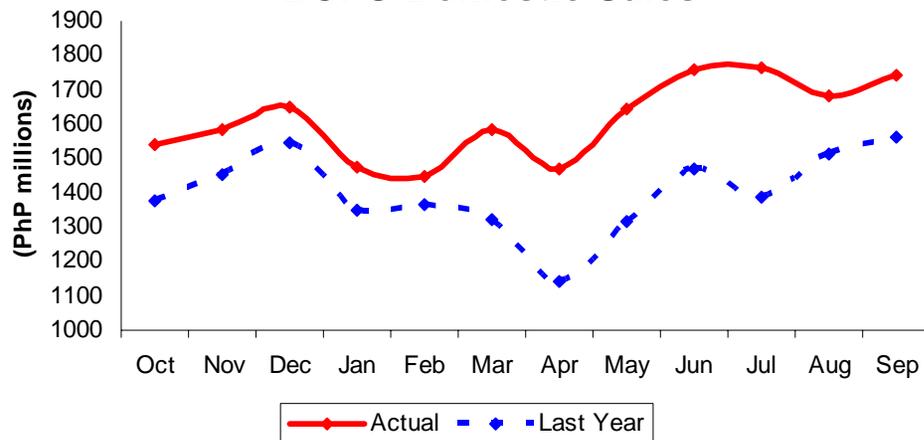
Soft/Hard Candies	+5%
Chocolates	+5%
Snacks	+4%
Biscuits	+2%
Instant Noodles	+1%
RTE – Beans	-2%
Tomato Sauce	-6%

Isotonic drinks	+62%
Tea	+43%
Energy drinks	+33%
3-in-1 coffee	+33%
Packaged water	+14%
Ready to drink – Coffee	+14%
Ready to drink – Juice	+4%
Carbonated soft drink	+4%

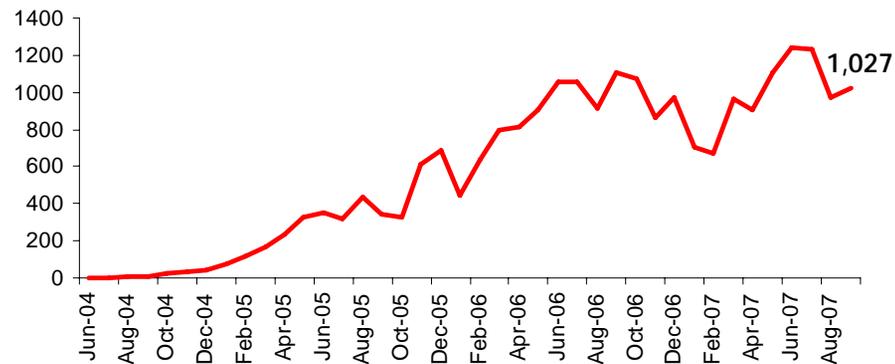
Source: AC Nielsen Category Trend Survey – MAT Aug 2007; volume growth

Domestic sales recovering; beverage growth continues

BCFG Domestic Sales



C2 sales volume ('000 cases)



Dominant market share maintained

CATEGORY	MARKET SHARE	#1	#2	#3
Snacks	41%		19%	9%
Candies	46%		10%	9%
Chocolates	26%		10%	9%
Biscuits	18%	38%	26%	
Tomato Sauce*	8%	85%		3%
Pork and Beans*	71%		17%	6%
Noodles*	12%	77%		5%

Source: AC Nielsen survey MAT by value based on Jul/Aug 07 and Aug/Sep 07 readings



CATEGORY	MARKET SHARE	#1	#2	#3
RTD Tea*	76%		11%	5%
Coffee	11%	83%		3%

* Tomato Sauce, P&B - Jun/Jul 07; Noodles - Sept 2007; Tea - Q3 2007



UR Financial Highlights

BCF International revenues (US\$ M)

	FY 2006	FY 2007	YoY Growth
Thailand	62	75	+21%
Malaysia / Singapore	30	32	+5%
Indonesia	31	23	-25%
China / HK	21	14	-32%
Vietnam	4	6	+32%
International	148	150	+1%

BCF International EBIT (US\$ M)

	FY 2006	FY 2007	YoY Growth
Thailand	5	5	-1%
Malaysia / Singapore	1	1	-10%
Indonesia	(2)	(3)	-82%
China / HK	(9)	(5)	+39%
Vietnam	(3)	(4)	-20%
International	(8)	(7)	+15%



Malaysia

- #1 compound chocolates
- #1 potato chip brand



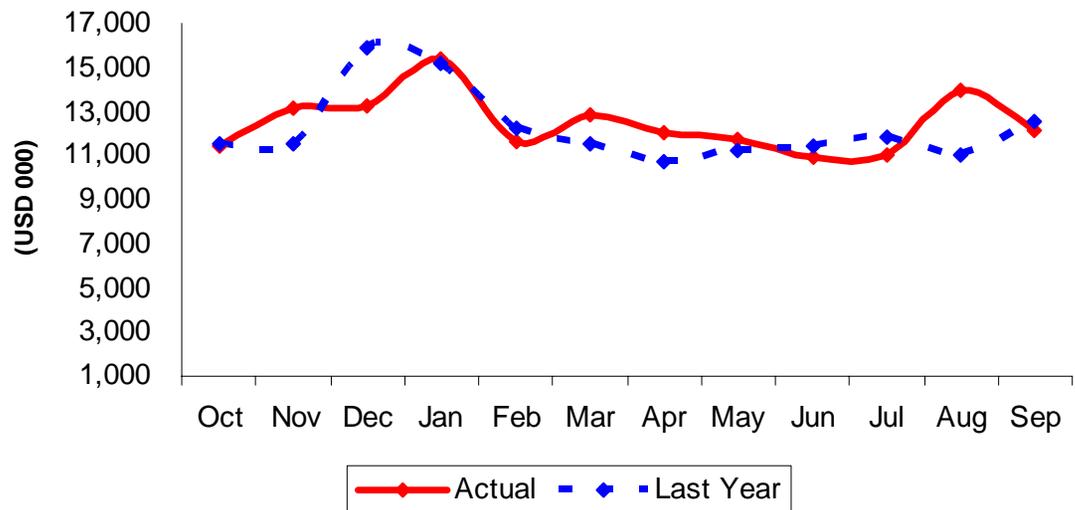
Thailand

- #1 in wafers & biscuits



Singapore

- #1 potato chip brand



UR Financial Highlights

Agro-Industrial Revenues (Php M)

	FY 2006	FY 2007	YoY Growth
Feeds	2,209	2,637	+19%
Farms	2,873	3,012	+5%
TOTAL	5,083	5,648	+11%

Agro-Industrial EBIT (Php M)

	FY 2006	FY 2007	YoY Growth
Feeds	423	411	-3%
Farms	312	399	+28%
TOTAL	735	810	+10%



URC Feeds

- Focus on branding moves for specialized feeds for increased sales

URC Farms

- Better profits from higher prices caused by lowered supply due to disease outbreaks

UR Financial Highlights

Commodity Revenues (Php M)

	FY 2006	FY 2007	YoY Growth
Flour	3,521	3,604	+2%
Sugar	2,074	2,698	+30%
SUBTOTAL	5,595	6,302	+13%
Less Transfers	(2,091)	(2,600)	-24%
TOTAL	3,504	3,702	+6%



Commodity EBIT (Php M)

	FY 2006	FY 2007	YoY Growth
Flour	417	453	+9%
Sugar	655	755	+15%
TOTAL	1,072	1,208	+13%

URC Sugar

- SONEDCO refinery online
- Mill expansion finished in October in time for next milling season

URC Flour

- Wheat prices increasing worldwide, affecting overall profitability



BALANCE SHEET AND EXPECTATIONS IN 2008

Corporate

- Pay off URC 08 bond
- Continue 50% dividend pay-out policy
- Pursue M&A that will add value to the company
- Capital expenditures of about P3 billion in FY2008
- Stock buy-back program

Expectations

- Positive trends in domestic BCFG to continue, especially in snackfoods
- Further recovery in international volumes, particularly in Thailand and Vietnam
- Good volumes but margin pressure in flour, feeds, and farms; margin recovery towards the second quarter of the fiscal year
- FY2008 revenue growth of 10%, with EBIT growing in the mid-teens



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Thank You

