



**UNIVERSAL ROBINA  
CORPORATION**

# Shareholders Presentation

April 17, 2008



# Major Developments in FY2007



## Branded Consumer Foods (Philippines)

---

- Split the Snacks and Biscuits tertiary sales force to improve coverage in downscale accounts
- Acquired the water business of Nestle Waters Philippines
- Expanded coffee capacities in our Rosario coffee plant; concluded leasing agreement for additional coffee manufacturing capacity

## Branded Consumer Foods (International)

---

- Expanded biscuits production capacity in Thailand and put a new biscuits production line in Vietnam

## Commodity Foods

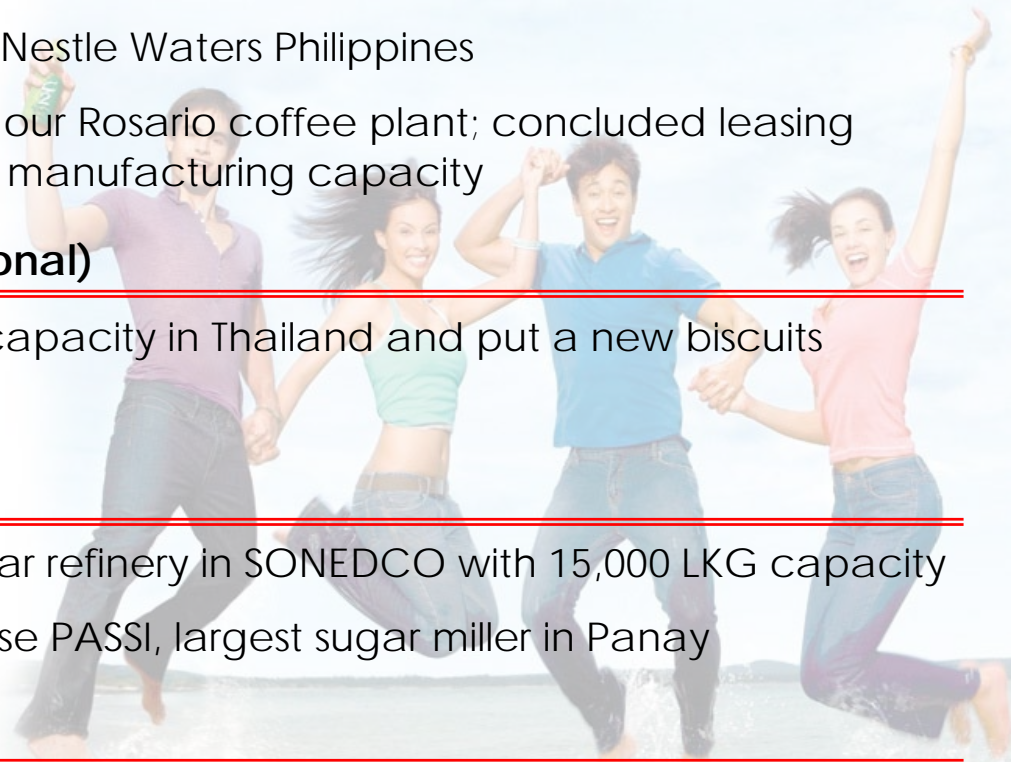
---

- Completed construction of sugar refinery in SONEDCO with 15,000 LKG capacity
- Entered negotiations to purchase PASSI, largest sugar miller in Panay

## Corporate

---

- Sold all URC-owned Robinsons Land Corporation shares during RLC's follow on offering in October 2006

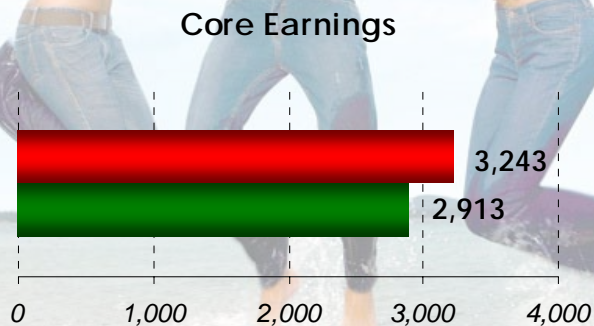
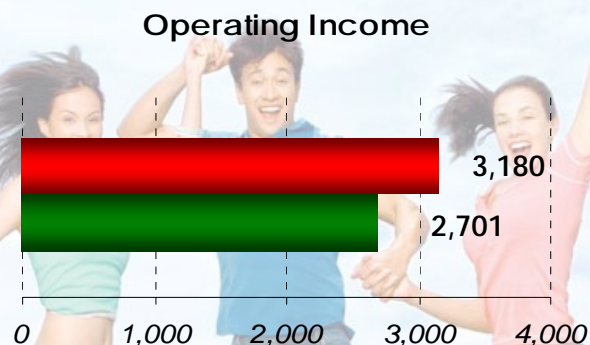
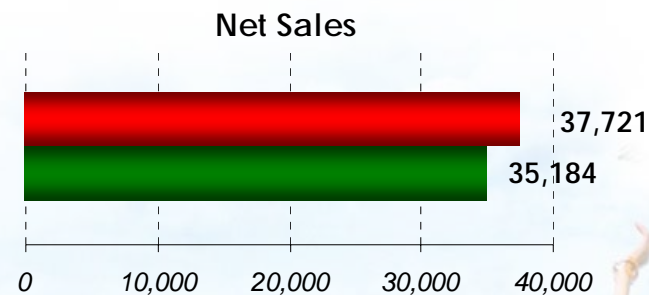


# Highlights



<b>Sales</b> <i>(PhP MM)</i>	<b>FY 2007</b>		<b>Q1 2008</b>	
BCFG*	28,370	+7%	8,316	+17%
Agro-Industrial	5,649	+11%	1,494	+10%
Commodity Foods (Net)	3,702	+6%	1,049	+42%
<b>Total URC</b>	<b>37,721</b>	<b>+7%</b>	<b>10,859</b>	<b>+18%</b>
<b>Operating Income</b> <i>(PhP MM)</i>				
BCFG*	1,813	+30%	614	+50%
Agro-Industrial	810	+10%	135	(19%)
Commodity Foods	1,306	+22%	302	+16%
Corporate	(749)		(134)	
<b>Total URC</b>	<b>3,180</b>	<b>+18%</b>	<b>917</b>	<b>+26%</b>

\* BCFG figures include Domestic, International, and Packaging



■ FY2007 ■ FY2006

# Branded Consumer Foods - Philippines



Sales (PhP MM)	FY 2007		Q1 2008	
Snackfoods	11,760	+8%	3,508	+22%
Beverage	5,360	+50%	1,497	+25%
Grocery	2,222	(4%)	682	+5%
Others	795	+7%	245	+20%
<b>Total</b>	<b>20,137</b>	<b>+15%</b>	<b>5,932</b>	<b>+20%</b>
<b>Operating Income (PhP MM)</b>				
Snackfoods	1,617	+12%	501	+49%
Beverage	639	+24%	139	+34%
Grocery	(36)	(0%)	32	+23%
Others	32	(44%)	(13)	(263%)
<b>Total</b>	<b>2,252</b>	<b>+14%</b>	<b>659</b>	<b>+39%</b>

- Domestic market recovers from slow growth in previous year
- Snackfoods grows on improved demand and split of Snacks/Biscuits sales force
- Beverage continues to drive market growth
- Grocery hit by rising input prices, but now recovering
- Exports affected by rising Philippine peso

Note: Excludes packaging

## Snackfoods growing steadily

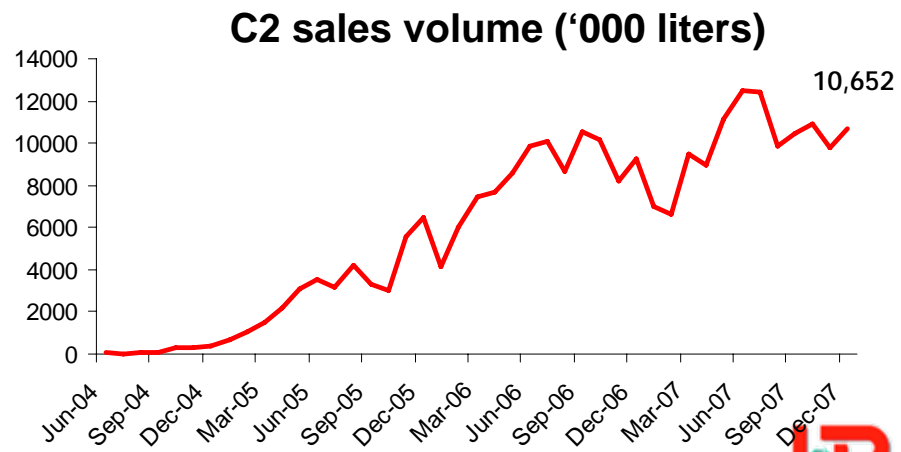
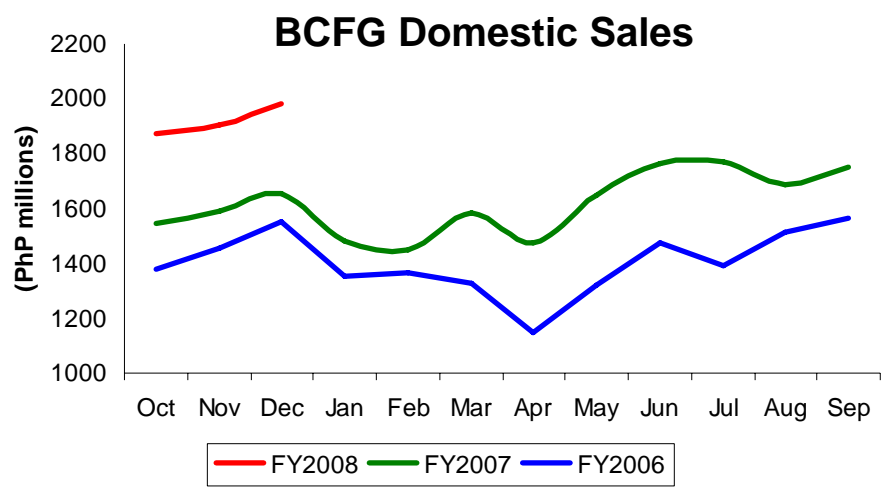


Chocolates	+10%
Soft/Hard Candies	+8%
Snacks	+5%
Biscuits	+0%
RTE – Beans	+1%
Instant Noodles	-1%
Tomato Sauce	-10%

3-in-1 coffee	+56%
Isotonic drinks	+47%
Tea	+41%
Energy drinks	+19%
Packaged water	+9%
Ready to drink – Coffee	+9%
Carbonated soft drink	+5%
Ready to drink – Juice	+5%

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

## Domestic sales surging; beverage growth continues



# Branded Consumer Foods - International



Sales (US\$ MM)	FY 2007		Q1 2008	
Thailand	75	+21%	24	+24%
Malaysia/SG	32	+5%	8	+24%
Indonesia	23	(25%)	6	(13%)
China/HK	14	(32%)	5	+48%
Vietnam	6	+32%	4	+176%
<b>Total</b>	<b>150</b>	<b>+1%</b>	<b>47</b>	<b>+25%</b>
Operating Income (US\$ MM)	FY 2007		Q1 2008	
Thailand	4.6	(1%)	1.8	+1%
Malaysia/SG	0.7	(10%)	0.1	(44%)
Indonesia	(3.1)	(82%)	(0.6)	(284%)
China/HK	(5.2)	+39%	(1.3)	+9%
Vietnam	(3.8)	(20%)	(0.8)	+28%
<b>Total</b>	<b>(7.0)</b>	<b>+15%</b>	<b>(0.8)</b>	<b>(12%)</b>

- Operating losses in China being tempered
- Sales soaring in Thailand and Vietnam
- C2 sales volume in Vietnam growing steadily, reaching 400,000 cases in December 2007
- C2 now being exported to Thailand



# Agro-Industrial Group



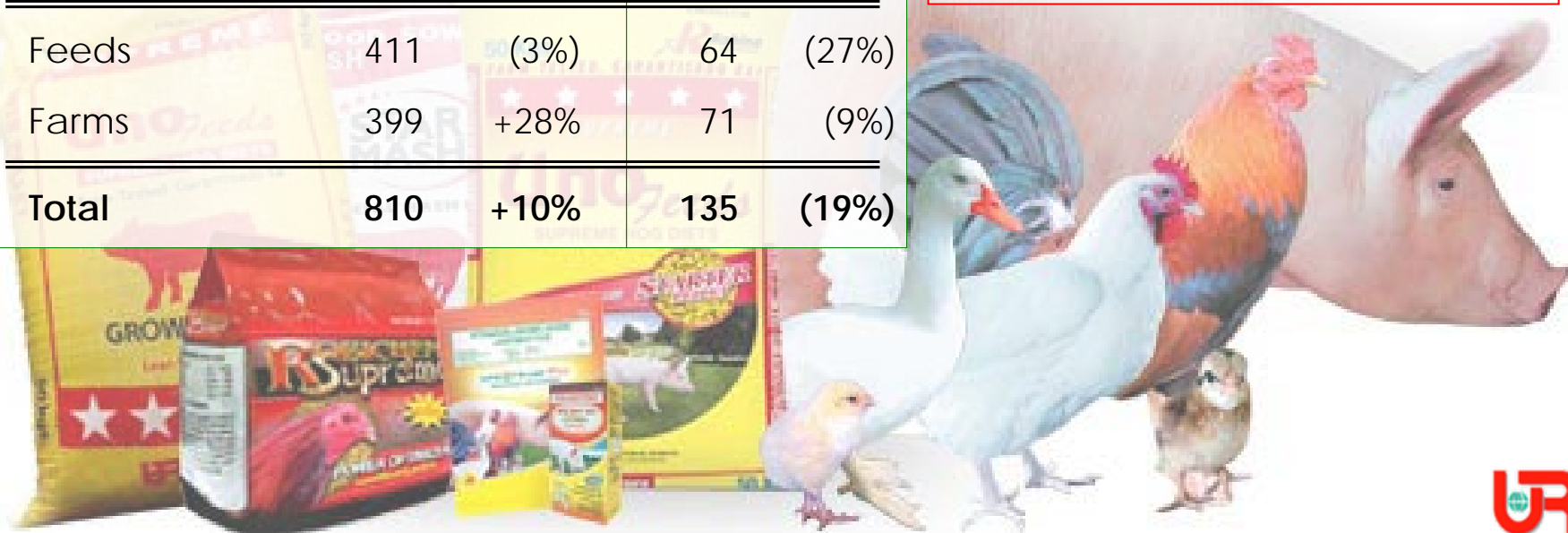
Sales <i>(PhP MM)</i>	FY 2007		Q1 2008	
Feeds	2,637	+19%	683	+8%
Farms	3,012	+5%	811	+12%
<b>Total</b>	<b>5,649</b>	<b>+11%</b>	<b>1,494</b>	<b>+10%</b>
<b>Operating Income <i>(PhP MM)</i></b>				
Feeds	411	(3%)	64	(27%)
Farms	399	+28%	71	(9%)
<b>Total</b>	<b>810</b>	<b>+10%</b>	<b>135</b>	<b>(19%)</b>

## URC Feeds

- Rising costs of inputs such as corn and feed wheat

## URC Farms

- Higher prices caused by lowered supply due to disease outbreaks



# Commodity Foods Group



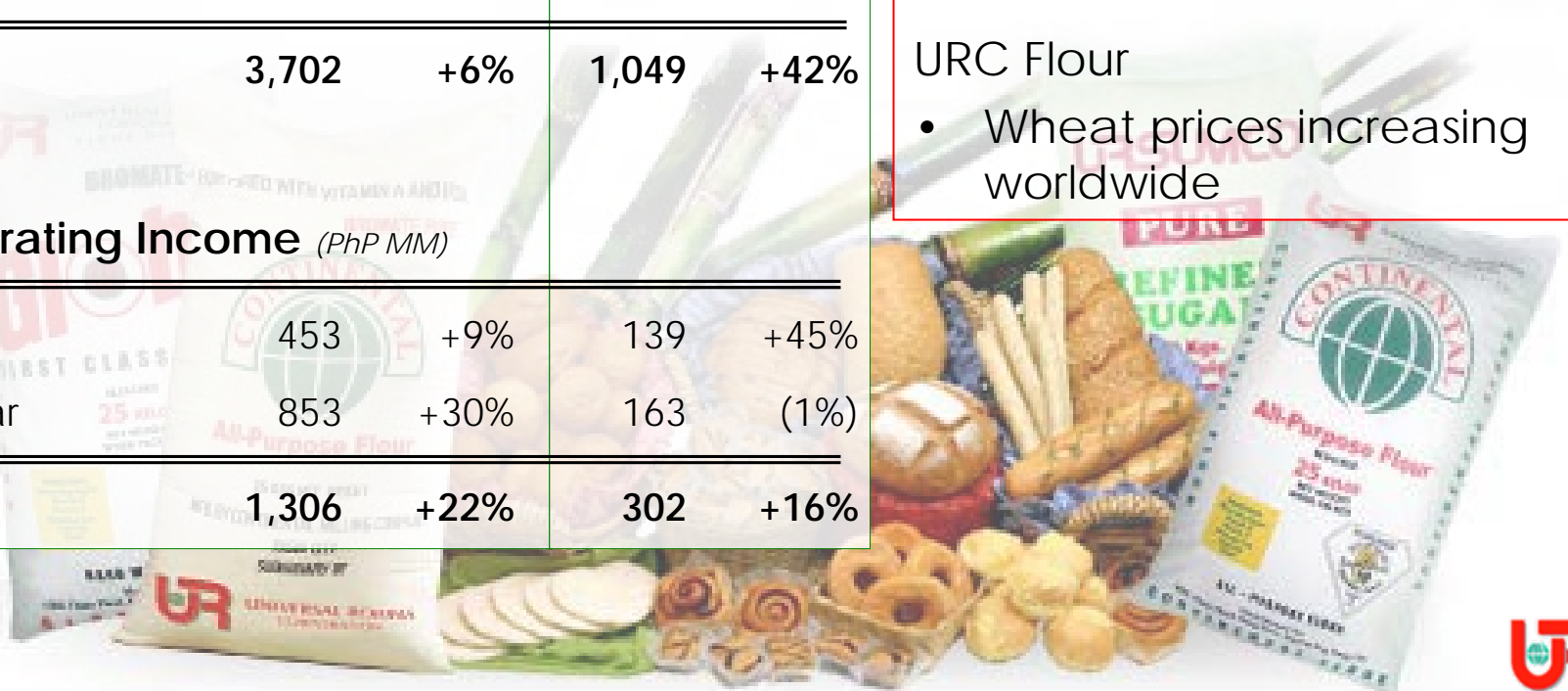
## URC Sugar

- Mill expansion finished in time for 2008 milling season
- PASSI sugar mill acquired in October

## URC Flour

- Wheat prices increasing worldwide

Sales <i>(PhP MM)</i>	FY 2007		Q1 2008	
Flour	3,604	+2%	1,280	+36%
Sugar	2,698	+30%	495	+16%
Subtotal	6,302	+13%	1,775	+30%
Transfers	(2,600)	+24%	(726)	+15%
<b>Total</b>	<b>3,702</b>	<b>+6%</b>	<b>1,049</b>	<b>+42%</b>
<b>Operating Income <i>(PhP MM)</i></b>				
Flour	453	+9%	139	+45%
Sugar	853	+30%	163	(1%)
<b>Total</b>	<b>1,306</b>	<b>+22%</b>	<b>302</b>	<b>+16%</b>



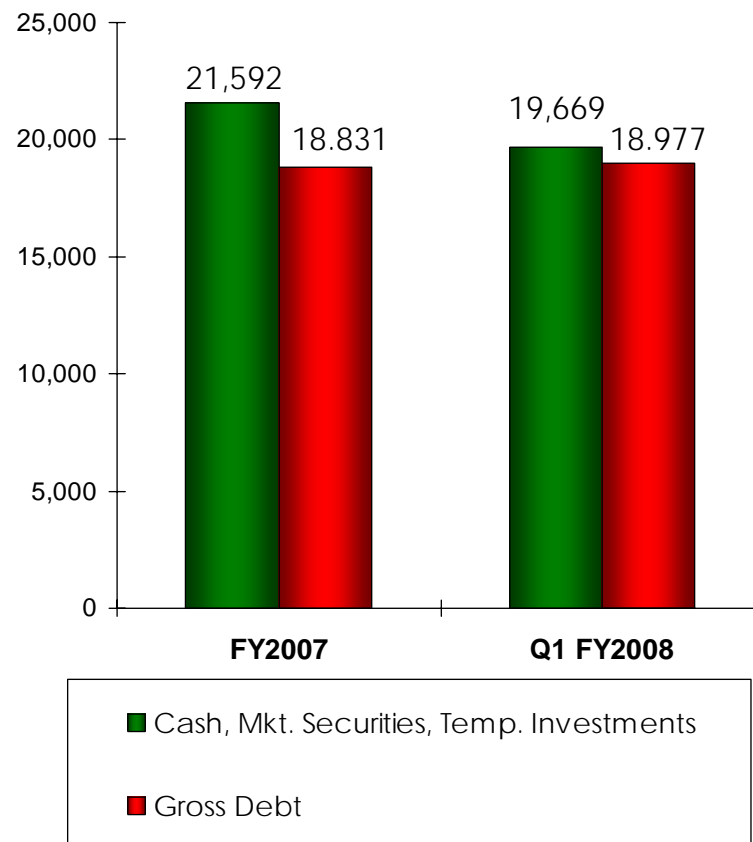


# Assets and Liabilities



Balance Sheet (PhP MM)	FY 2007	Q1 FY2008
Cash and Cash Equivalents	21,592	19,669
Other Current Assets	11,747	13,536
Property Plant and Equipment – net	22,267	22,504
Other non-current Assets	3,068	3,162
<b>Total Assets</b>	<b>58,674</b>	<b>58,871</b>
Current Liabilities	14,162	15,328
Noncurrent Liabilities	9,516	8,828
<b>Total Liabilities</b>	<b>23,678</b>	<b>24,156</b>
Retained Earnings	20,300	20,545
Other Equity	14,696	14,170
<b>Total Equity</b>	<b>34,996</b>	<b>34,715</b>

## Gross Debt and Cash (PhP MM)



# Plans and Expectations



## Corporate

---

- Paid 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
- Revenue and EBIT growing in the mid-teens



**UNIVERSAL ROBINA  
CORPORATION**

The End

