



FY16 Q1 Unaudited Results

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Agenda

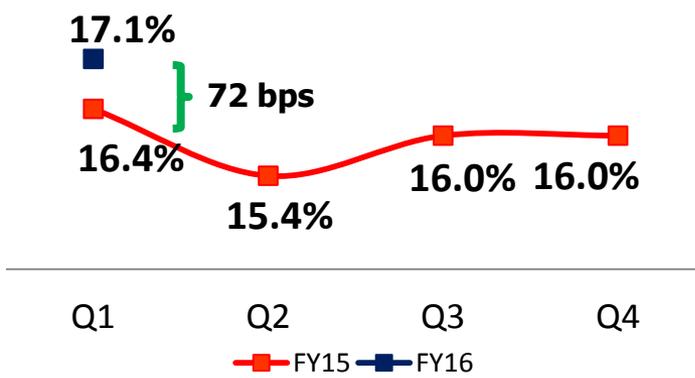
Q1 FY16 FINANCIAL PERFORMANCE **KEY BUSINESS UPDATES/PLANS**



URC: Profitability and margins improved despite slower topline growth of core branded foods

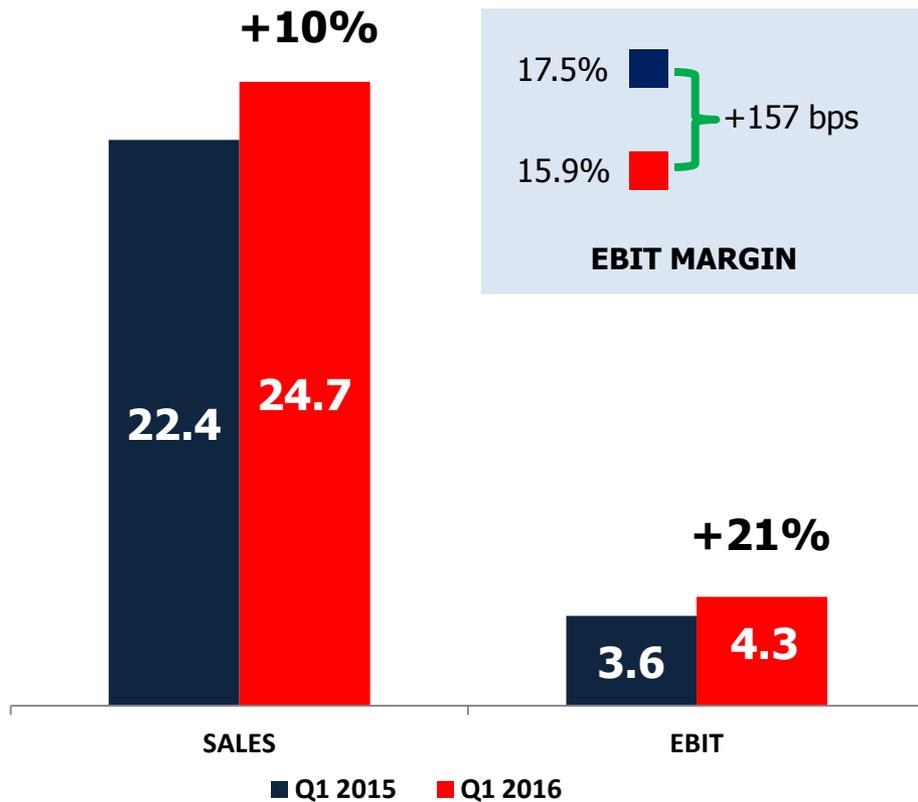
SALES	+11%	30.0
EBIT	+16%	5.1
CORE EARNINGS	+17%	4.9
NET INCOME	+47%	4.8
EBITDA	+15%	6.4

- Top line growth slowed down to single digits for core BCFG
- Profit and margins managed to grow faster with benefits coming from lower soft commodity prices despite forex devaluation and better cost management



*In Billion Pesos

BCF: Topline growth muted but hit another record high in margins

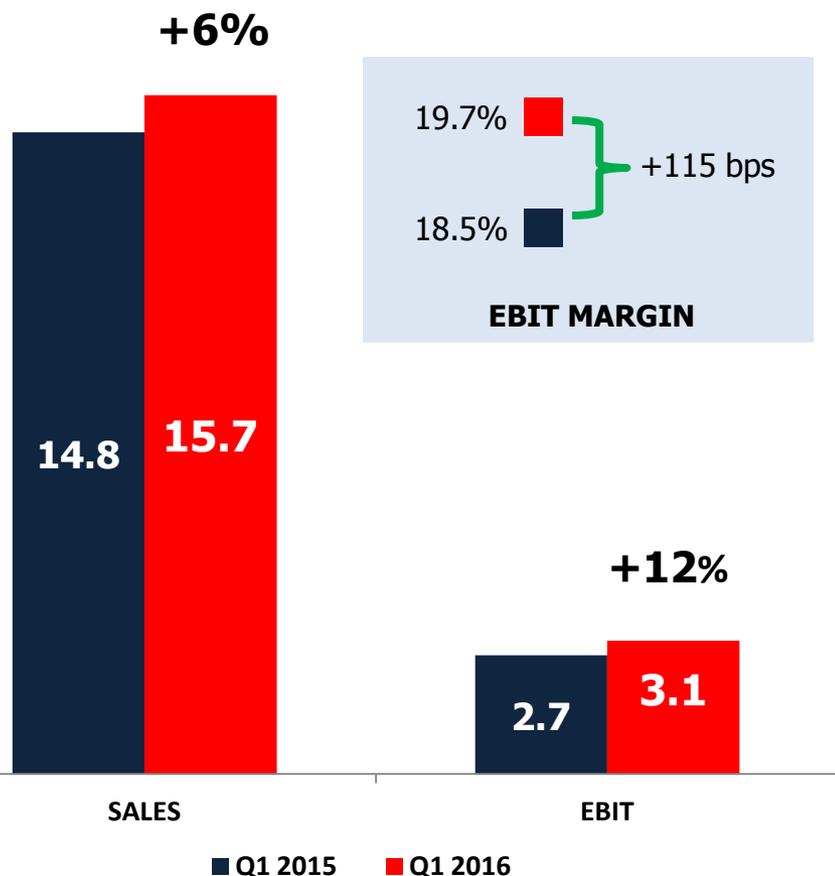


- PHL challenged by tougher comparable, intense competitive pressures on coffee, and weaker demand in some channels
- INT'L growing in key markets but forex remains to be a challenge
- Lower COGS and OPEX management helping buoy up profit and margins



*In Billion Pesos
 **Excluding Packaging

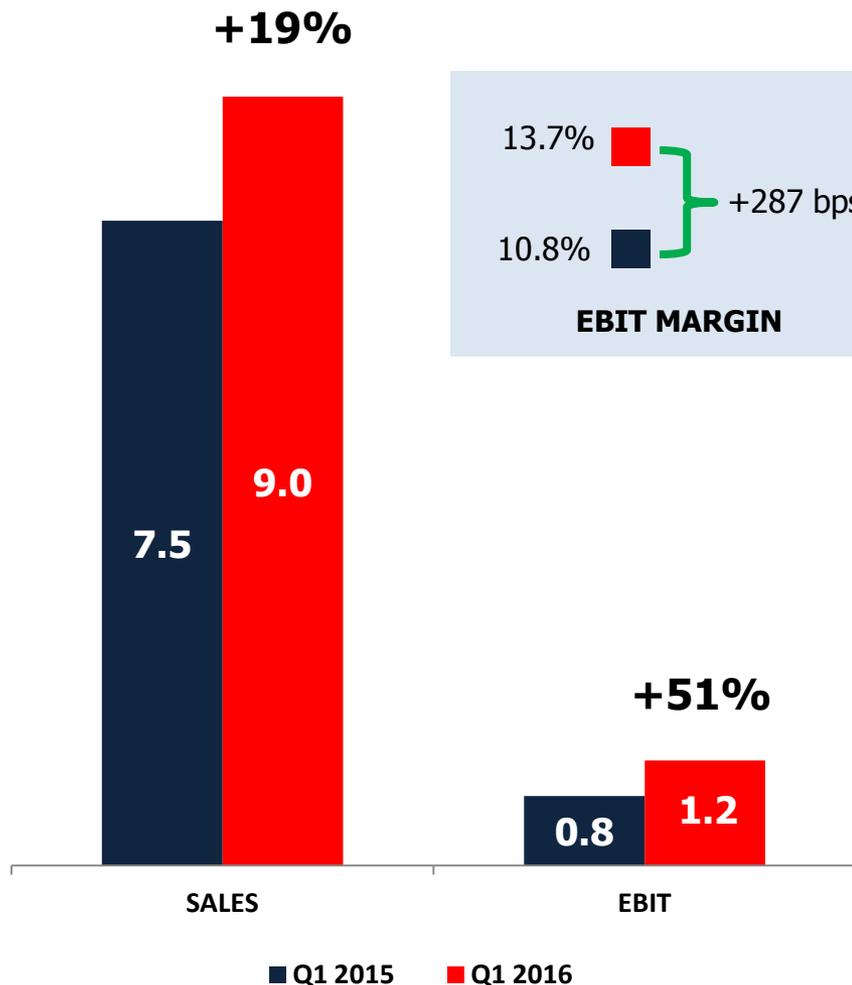
BCF PH: Overall topline growth still tracking GDP despite challenges



- RTD Tea growing strongly with additional capacities while Noodles continues to gain traction with Nissin Cup Noodles
- Price war and value for money offerings affecting coffee topline but maintaining market position and shares
- Mixed results for snackfoods with consumer downtrading to one peso/cheaper brands happening for salty snacks, shift to other formats/segments affecting candies/biscuits while chocolates growing significantly
- Margins hit another record high for the quarter with gains mostly coming from lower COGS and skewed A&P investments



BCF INT'L: Results tracking macro-economic conditions of the market



- Macro-economic recovery positively affecting topline growth in Vietnam and Indonesia while conditions in Thailand remain to be challenging
- Growth in key markets drove significant profit and margin expansion despite forex affecting sales translation and COGS (importation costs)

Sales Value Growth

COUNTRY	PHP	LCY
INDONESIA	↑ 15%	↑ 23%
THAILAND	↓ -2%	↓ -4%
VIETNAM	↑ 11%	↑ 12%
NEW ZEALAND	↓ -8%	↑ 4%

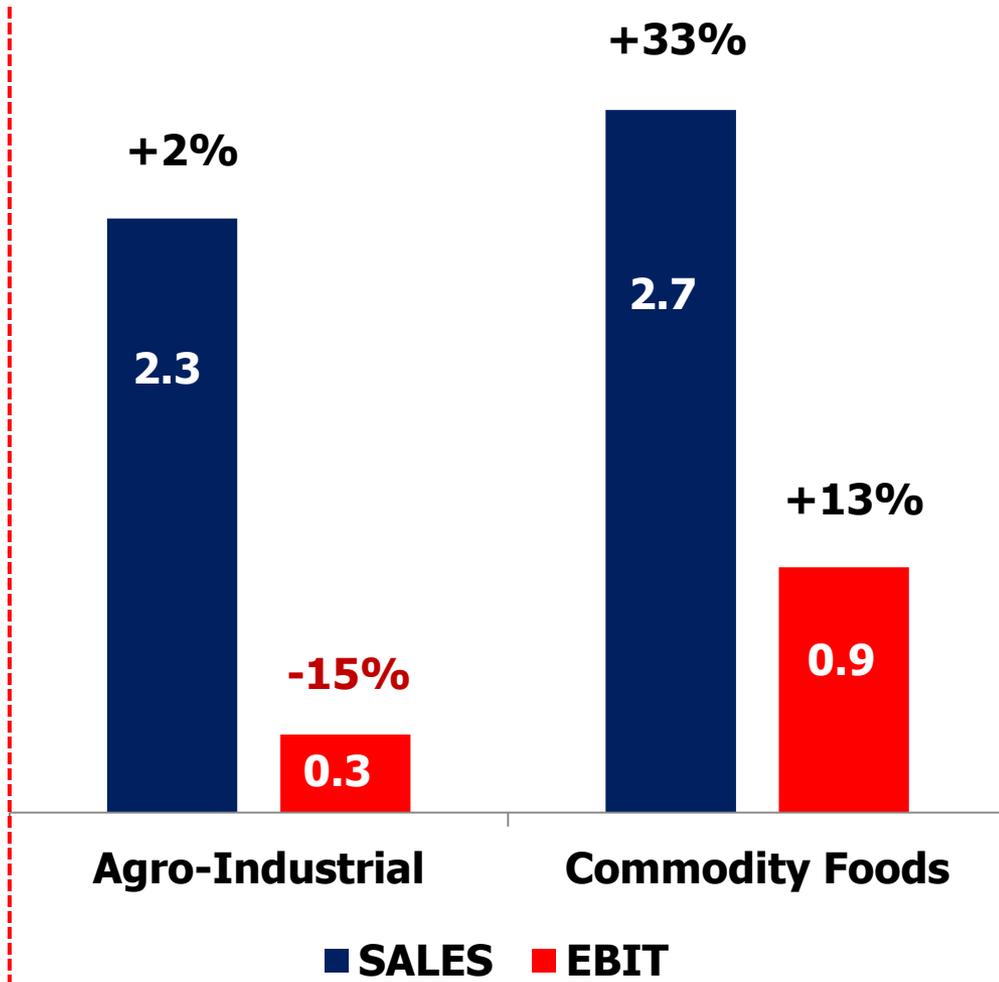
*In Billion Pesos

*NZ based on full Q1 sales in 2014



NON BCF: Maintaining consistent operating income contribution

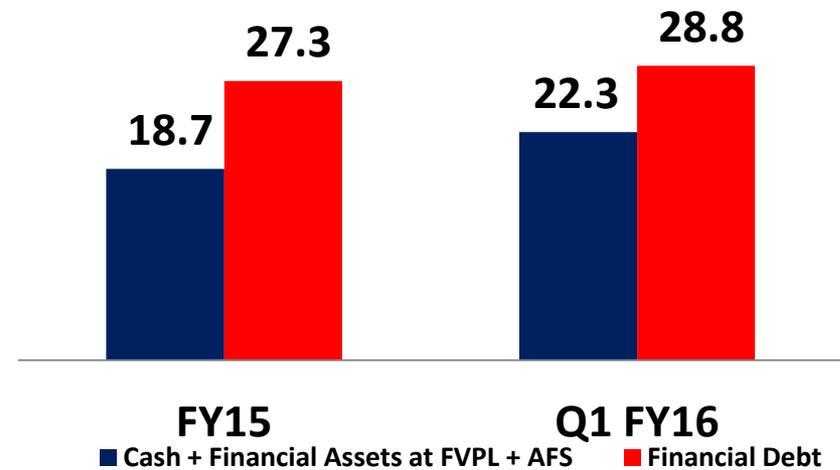
- Sales growth driven by Sugar/Renewables and Feeds
- Commodity Foods EBIT: Sugar boosted by renewables despite lower milling income due to higher subsidies and lower external sales volumes
- Agro Industrial EBIT: Feeds profits higher due to lower input costs and better volumes partly offset by farms



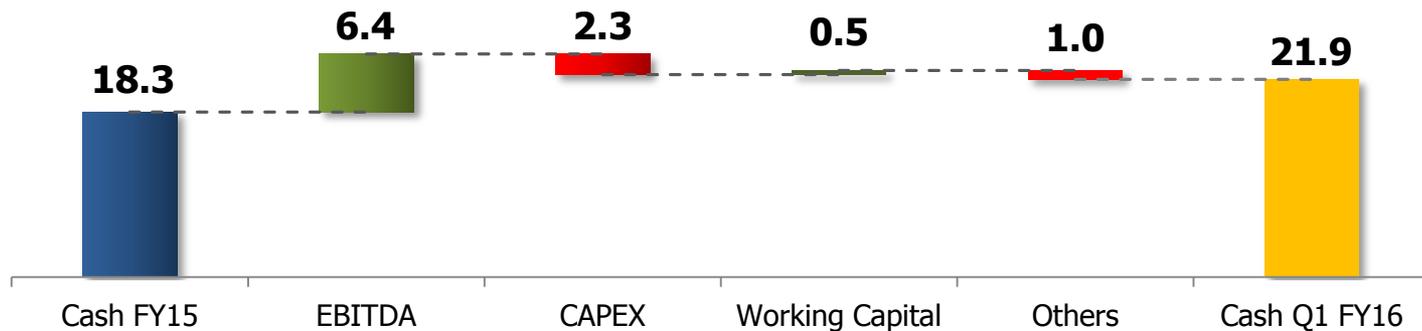
Cash position continues to be healthy

- Net debt position of Php 6.5B as we have Php 23.5B long term debt due to Griffin's acquisition
- CAPEX disbursements of Php2.3B
- Gearing ratio of 0.42

Cash and Financial Debt



Cash Position

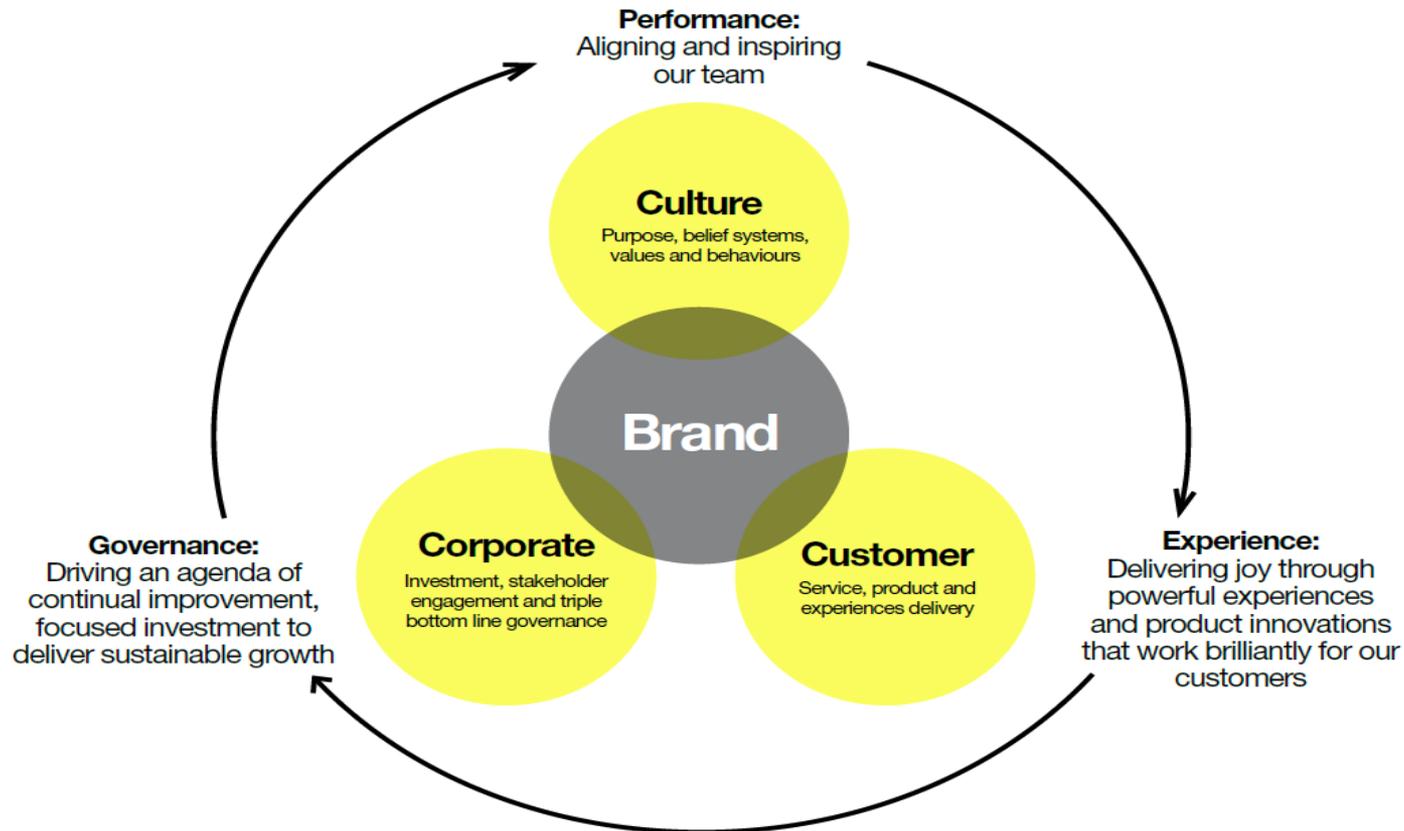


Agenda

Q1 FY16 FINANCIAL PERFORMANCE **KEY BUSINESS UPDATES/PLANS**

Key Business Updates/Plans

Launch of a new visual expression of our corporate identity with the aim of making our mark closer to the consumer



Key Business Updates/Plans: Corporate Branding



Key Business Updates/Plans: New Product/Market Developments

UPDATE ON GRIFFIN'S

- Launched 14 SKUs in Singapore
- Implemented consumer promotions and digital communication & PR activities to build brand equity
- Launch in Hong Kong will be this March
- Phase 2 launch moved to July 2016 (PH) and August 2016 (TH, MY, ID)



BRANDED CONSUMER FOODS

- Pipeline new innovation with exciting formats and flavors for brands such as Great Taste, Maxx, Nips, Tostillas, Vcut, Mang Juan & Tivoli



MYANMAR

- Initiated retail trade discounts to penetrate more accounts and increase offtake



LAOS/CAMBODIA

- Formalize sales and distribution



Key Business Updates/Plans: CAPEX Investment and Asset Acquisition

PHL

- New Factory Building (Cebu Plant)
- New Piattos Line
- New Beverage Lines (PET, Cup)

THL

- New Factory Building (Plant 6)
- New Wafer Line
- New Biscuit Line

VN

- New Beverage Lines (Pet & Cup)
- Finish Second Coffee/Creamer Plant (Line 2)

MY

- New Snacks Packaging Line
- Building Extension

IND

- New Building
- Installation of Biscuits Line

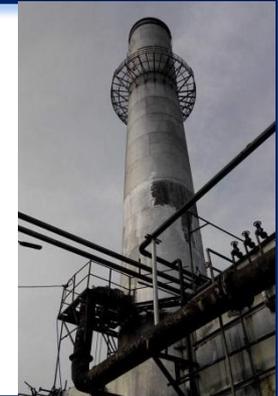
NEW ZEALAND

Bar Line
in Griffin's
Wiri Plant
(Commissioned
in Oct 2015)



URC SUGAR

Asset purchase of
Batangas Sugar Central
Inc. which has a milling
capacity of 5k tons
canes per day



Key Business Updates/Plans: Cash Flow and Dividends

CASH FLOW

- Plan to repay loan of NZD 322M to URC Oceania.

CASH DIVIDENDS

- Declared cash dividend of PHP 3.15 per share last Feb 9
- Payout scheduled on March 28, 2016

Outlook and Guidance

- ❑ We continue to remain cautiously optimistic given challenges that affect consumer sentiment and overall demand (El Nino, slower growth in remittances, weaker macro in Thailand)
- ❑ Soft commodity prices have further bottomed out but will gradually increase towards the end of the current fiscal year
- ❑ Forex volatility will continue to be a threat
- ❑ We expect intense competition beyond coffee coming from global MNC's, regional players and focused local category players

With the above, we plan to stick to our initial topline guidance of growing 8-9% and will try to preserve our record margins in FY2015 for the total business.



Thank you

INCOME STATEMENT



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(Php Millions)	FY16	FY15	QoQ
NET SALES	29,987	26,951	11%
Cost of Sales	19,784	18,144	9%
GROSS PROFIT	10,203	8,807	16%
Operating Expenses	5,060	4,380	16%
OPERATING INCOME	5,142	4,427	16%
Equity in Net Income	(117)	(75)	
Finance Revenue (cost) - net	(223)	(171)	
Other Revenues	61	(41)	
CORE EARNINGS	4,863	4,140	17%
Market valuation gain/ (loss)	743	(50)	
Foreign exchange gain/ (loss) - net	171	(131)	
Impairment Loss	-	-	
INCOME BEFORE INCOME TAX	5,777	3,960	46%
Provision for Income Tax	986	707	
NET INCOME	4,792	3,253	47%
Net income attributable to holders of the parent	4,740	3,218	
EBITDA	6,411	5,551	15%

Net finance cost increased vs. SPLY due to higher level of financial debt.

Market valuation gain on financial instruments at fair value through profit increased due to the growth in fair value changes from derivative instruments vs. SPLY.

Foreign exchange gain– net increased due to appreciation of IDR and depreciation of Philippine peso against USD.

BALANCE SHEET



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(Php Millions)	FY16	FY15
Cash & cash equivalents (including Financial assets at FVPL and AFS)	22,341	18,741
Other current assets	29,741	28,881
Property, plant, and equipment	40,343	38,832
Other noncurrent assets	24,951	24,293
TOTAL ASSETS	117,375	110,747
Current liabilities	22,187	20,712
Noncurrent liabilities	26,370	24,676
TOTAL LIABILITIES	48,557	45,387
Retained earnings	53,368	48,628
Other equity	15,450	16,732
TOTAL EQUITY	68,818	65,360

DIVISIONAL FINANCIALS

(Php Millions)	SALES			EBIT			EBIT MARGIN		
	FY16	FY15	QoQ	FY16	FY15	QoQ	FY16	FY15	QoQ
Branded Consumer Foods	24,995	22,669	10%	4,327	3,556	22%	17%	16%	163
Total Philippines	16,010	15,134	6%	3,101	2,743	13%	19%	18%	124
Philippines	15,695	14,840	6%	3,085	2,746	12%	20%	19%	115
Packaging	315	294	7%	15	(3)	-591%	5%	-1%	587
International	8,985	7,535	19%	1,227	812	51%	14%	11%	287
Non-Branded Consumer Foods	4,992	4,282	17%	1,244	1,192	4%	25%	28%	(290)
CFG (net)	2,705	2,032	33%	944	839	13%	35%	41%	(637)
Flour	1,164	1,141	2%	364	343	6%	31%	30%	113
SURE	1,541	891	73%	581	495	17%	38%	56%	(1,789)
AIG (net)	2,287	2,250	2%	300	353	-15%	13%	16%	(256)
Feeds	1,210	986	23%	150	87	73%	12%	9%	361
Farms	1,077	1,264	-15%	150	266	-44%	14%	21%	(714)
Corporate Expense				(430)	(320)	34%			
Total URC	29,987	26,951	11%	5,142	4,427	16%	17%	16%	72

VALUE MARKET SHARES

Philippines

CATEGORY	MARKET SHARE	#1	#2	#3
Snacks	37.8%	URC	22.3%	6.9%
Candies	30.1%	URC	11.5%	11.3%
Chocolates	22.9%	URC	10.2%	9.0%
Biscuits	16.8%	32.7%	26.4%	URC
Canned Beans	82.3%	URC	7.6%	4.5%
Cup Noodles	46.9%	URC	44.8%	1.1%
RTD Tea	82.4%	URC	4.8%	3.6%
Coffee	29.8%	42.8%	URC	23.5%
Instant Coffee	27.4%	69.4%	URC	2.1%
Coffee Mixes	30.4%	36.3%	URC	29.1%

Thailand

CATEGORY	MARKET SHARE	#1	#2	#3
Biscuits	24.0%	URC	8.9%	8.2%
Wafers	26.1%	URC	13.2%	9.5%

Vietnam

CATEGORY	MARKET SHARE	#1	#2	#3
RTD Tea	34.9%	39.3%	URC	17.6%
Energy Drink	3.9%	48.6%	27.5%	13.7%

New Zealand

CATEGORY	MARKET SHARE	#1	#2	#3
Sweet Biscuits	46.6%	Griffin's	20.0%	12.5%

*AC Nielsen Survey MAT: Snacks-Oct, 2015 Coffee, RTD Tea -Dec 2015; Biscuits, Candies, Chocolates, Cup Noodles- Nov 2015 Canned Beans- April 2014

** AC Nielsen Retail Index: URC Thailand: Biscuits, Wafers- Dec 2015, URC Vietnam: RTD Tea-Sept, 2015 Energy Drink-Sept 2015 (Exit 6 Key Cities)

***New Zealand: November, 2015