



Full Year CY2021 Audited Results Investor Briefing

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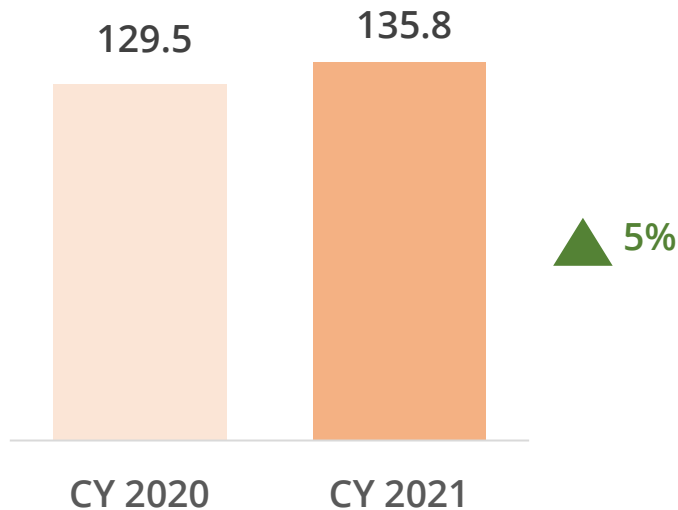
Executive Summary

- **2021 net sales grew 3%** on the back of International and Commodities growth; 4th quarter sales up 11% vs. the same period last year.
- BCFG Philippines sales recovery seen in the 2nd half of 2021, delivering over 5% growth in Q4 vs. the same period last year; improved sales momentum entering 2022, with URC well-positioned for strong growth
- Portfolio adjustments via Acquisitions and Divestitures delivering enhanced value creation
- **Market share gains vs 2019 retained** across most categories on the back of supply resilience and new product launches
- Operating Income declined 8% as higher input prices impacted operations; pricing action and cost savings mitigated impact to margins to 141bps
- **Total net income up 109%** on gain on sale of Oceania business, forex gain, sale of idle assets, and CREATE tax savings

URC (with 10-months Oceania results)

SALES

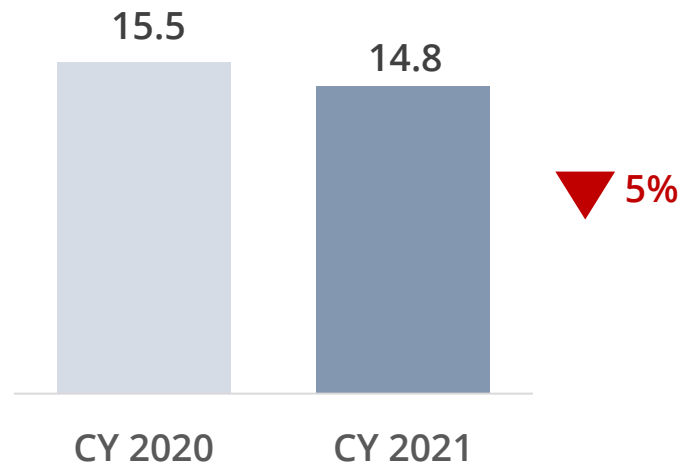
In billion pesos



- Growth from Commodities and International, despite markets affected by COVID restrictions
- Philippines bounced back from a muted H1, ending on a strong note in Q4

EBIT

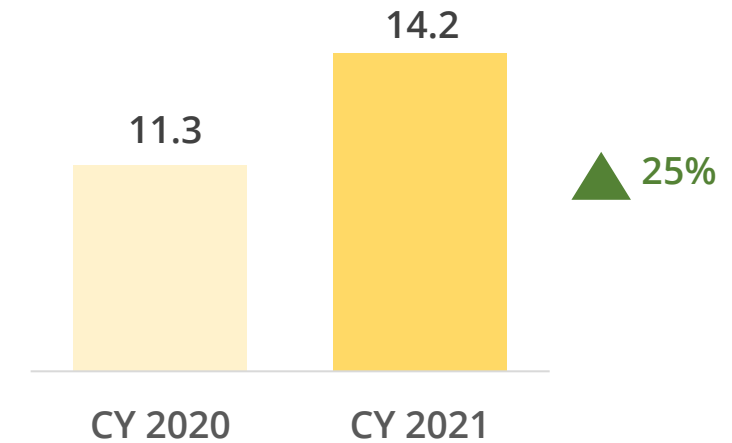
In billion pesos



- Gross margins affected by significant spikes in input prices
- Pricing action and OPEX optimization mitigated impact of cost increases; additional pricing actions for 2022

NET INCOME

In billion pesos

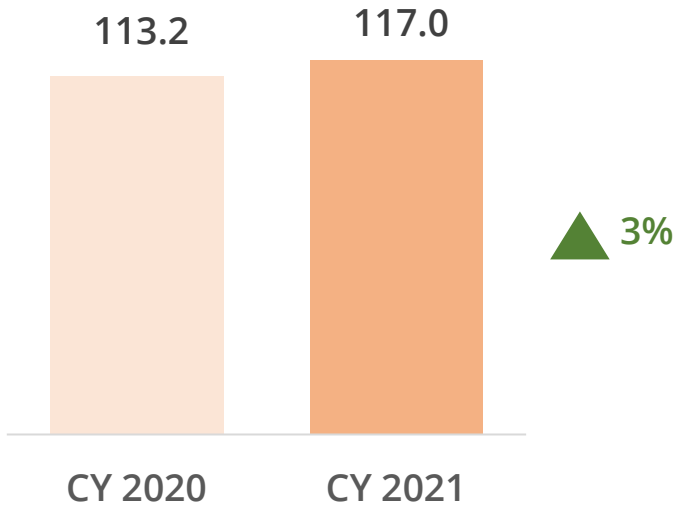


- Increase in net income driven by, forex gain, proceeds from sale of idle assets, and CREATE tax savings
- Including gain from Oceania sale, net income at Php 24.3 billion in 2021, up 109%

URC (Continuing Operations)

SALES

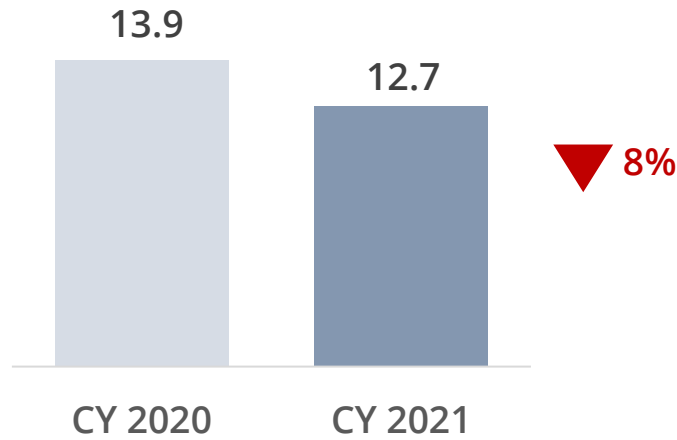
In billion pesos



- Growth from Commodities and International; Philippines bounced back from a muted H1, ending on a strong note in Q4
- Q4 sales up 12% vs. Q3 and up 11% vs. same period last year
- Total Group Sales well above pre-pandemic levels

EBIT

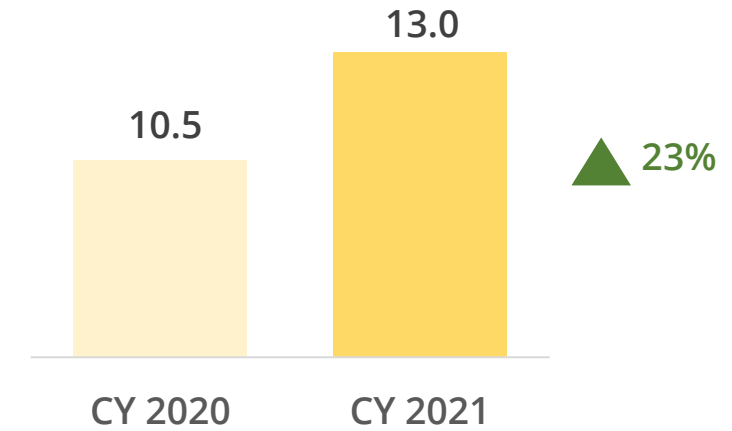
In billion pesos



- Gross margins affected by significant spikes in input prices
- Pricing action and OPEX optimization mitigated impact of cost increases; additional pricing actions for 2022

NET INCOME

In billion pesos



- Increase in net income from continuing operations driven by forex gain, proceeds from sale of idle assets, and CREATE tax savings
- Total net income up 109% with Oceania divestment

URC able to grow shares amidst market contraction

GROWTH VS 2019



CATEGORY

| PHILIPPINES | |
|---------------|--|
| Snacks | |
| Candies | |
| Chocolates | |
| Biscuits | |
| Cup Noodles | |
| Pouch Noodles | |
| RTD Tea | |
| Coffee | |
| THAILAND | |
| Biscuits | |
| VIETNAM | |
| RTD Tea | |

URC Market Share

| 2019 | 2021 |
|-------------|-------|
| PHILIPPINES | |
| 35.6% | 37.2% |
| 25.7% | 27.6% |
| 21.1% | 24.4% |
| 16.0% | 16.1% |
| 48.3% | 51.9% |
| 12.9% | 13.9% |
| 83.1% | 89.0% |
| 22.2% | 21.7% |
| THAILAND | |
| 17.8% | 18.0% |
| VIETNAM | |
| 14.7% | 18.5% |



- URC held on to market share gains from before the pandemic
- Categories poised to recover vs troughs of 2020; well positioned to ride growth from reopening

Cost Environment

- Unprecedented price spikes for key commodities coupled with supply chain disruptions have compressed margins for FMCG companies worldwide
- Initial pricing actions in Q2 and Q3 2021 supplemented by further price increases from November onwards; more pricing moves planned in 2022
- Discretionary spending controlled and cost savings programs accelerated; brand-building investments optimized and to continue
- Structural supply improvements forecasted, but geopolitical tensions to increase volatility in the short-term

Php6B

Input material cost increases for total company

5%

Margin impact of input cost increases

2%

Weighted price increases for URC in 2021

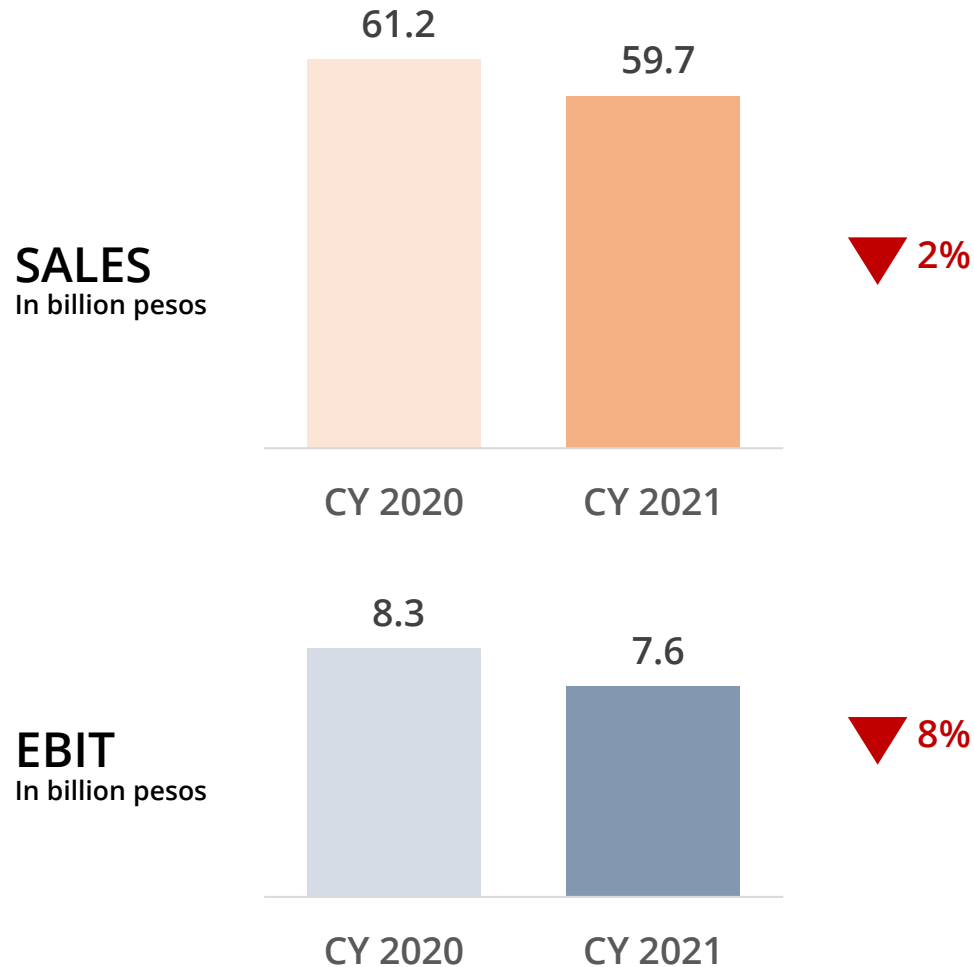
2%

Cost and opex savings programs

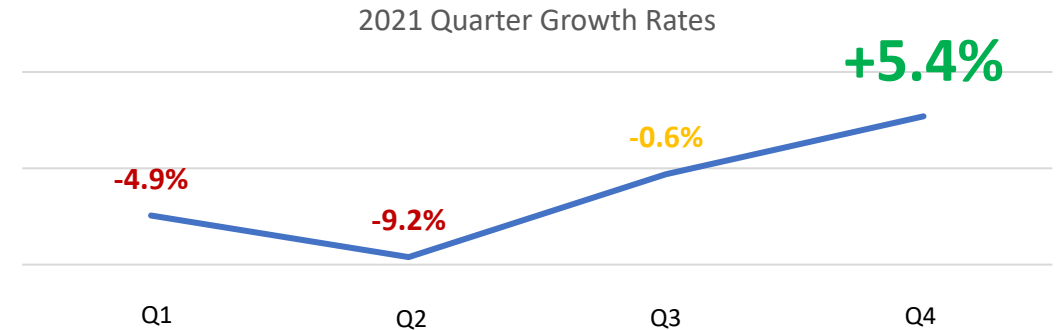
| | Q4 prices vs Jan 2021 |
|----------------------|-----------------------|
| Soft Wheat Flour | +44% |
| Palm Oil | +65% |
| Robusta Coffee Beans | +25% |
| Skimmed Milk Powder | +26% |
| PET resin | +61% |

BCF PHILIPPINES

2H sales improved, with sequential improvement



- Full year sales down slightly vs. 2020 on expected weaker performance in 1st half 2021
- Promising signs of recovery as mobility restrictions eased; 4th quarter sales up 3% quarter-on-quarter and up 5% vs. SPLY



- Decline in EBIT on the back of increasing input prices; Php2.5B in cost headwinds partially offset by pricing, mix, and cost savings initiatives
- Additional pricing actions in November and December to improve margins entering into 2022

• Excluding packaging

URC able to grow shares amidst market contraction

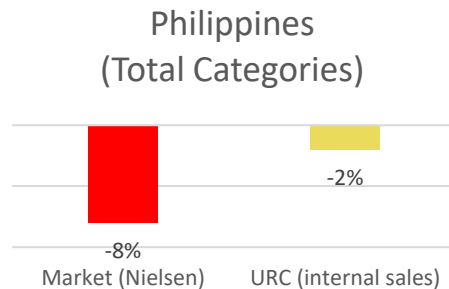
| CATEGORY |
|---------------|
| PHILIPPINES |
| Snacks |
| Candies |
| Chocolates |
| Biscuits |
| Cup Noodles |
| Pouch Noodles |
| RTD Tea |
| Coffee |

| 2021 vs. 2019 growth | |
|----------------------|----------------|
| Market (Nielsen) | URC (Internal) |
| | |
| -5% | -2% |
| -25% | -15% |
| -9% | 15% |
| -14% | -8% |
| -9% | -1% |
| 13% | 43% |
| -24% | -7% |
| -7% | -8% |

| URC Market Share | |
|------------------|-------|
| 2019 | 2021 |
| | |
| 35.6% | 37.2% |
| 25.7% | 27.6% |
| 21.1% | 24.4% |
| 16.0% | 16.1% |
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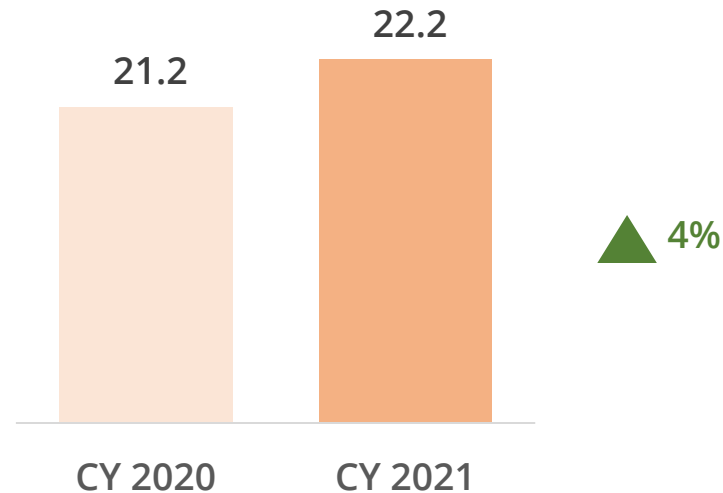
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BCF INTERNATIONAL

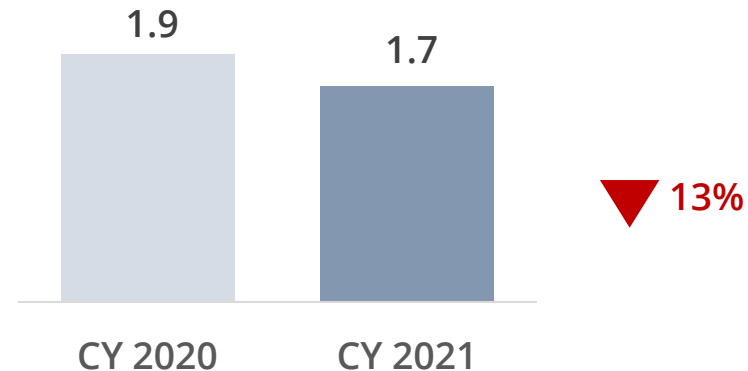
Topline growth as markets recovered from Q3 Delta outbreak

SALES In billion pesos



- Resilient sales from Indochina and Indonesia
- Overall recovery from challenged Q3, with quarter on quarter growth of 15%

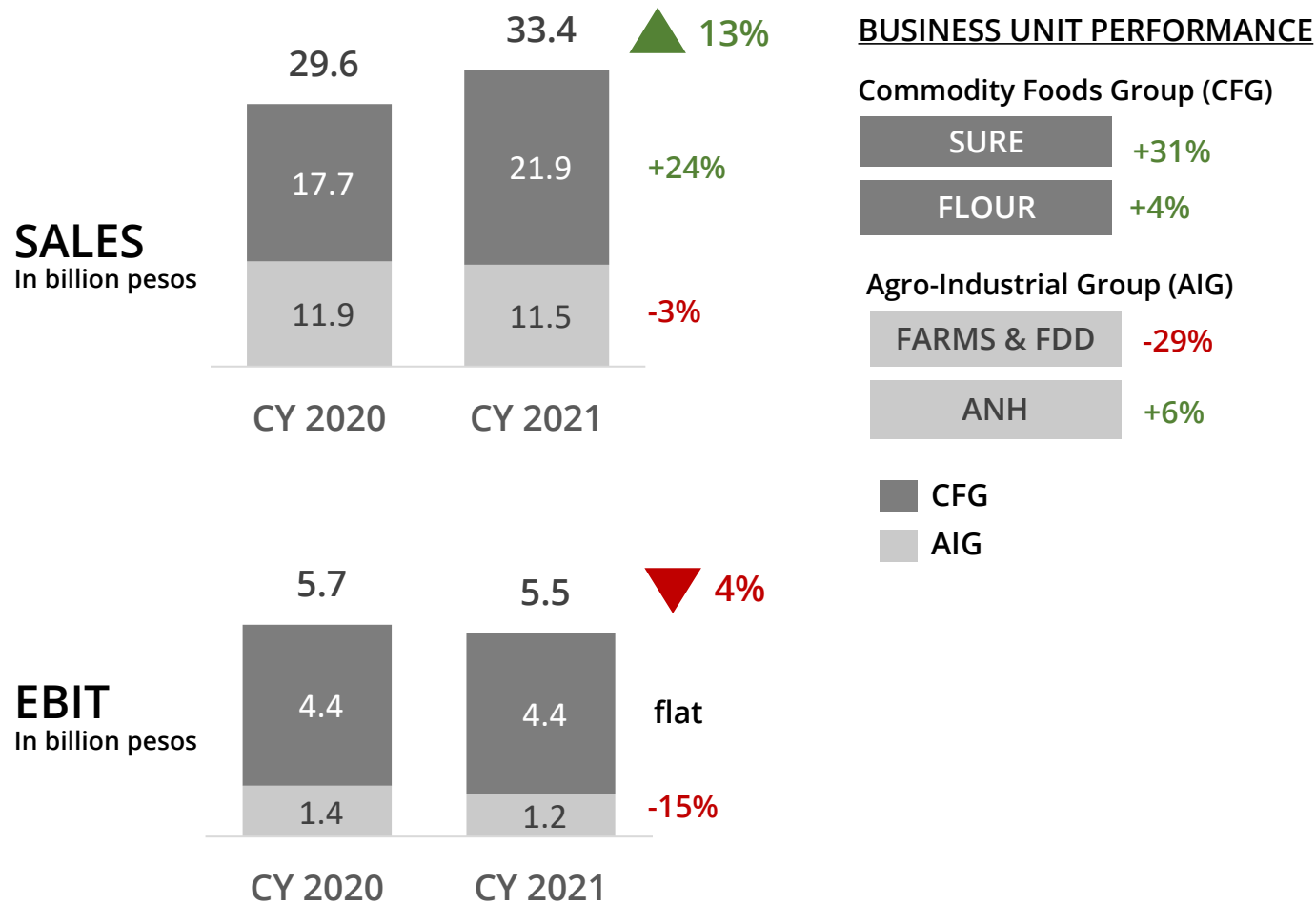
EBIT In billion pesos



- Margins challenged by material cost increases; Delta surge also impacted operating income due to shutdowns and COVID-related spend
- Mix, pricing, and cost improvement programs executed in Q4 to mitigate impact entering into 2022

AIC

Growth driven by strong performance of Sugar and Renewables



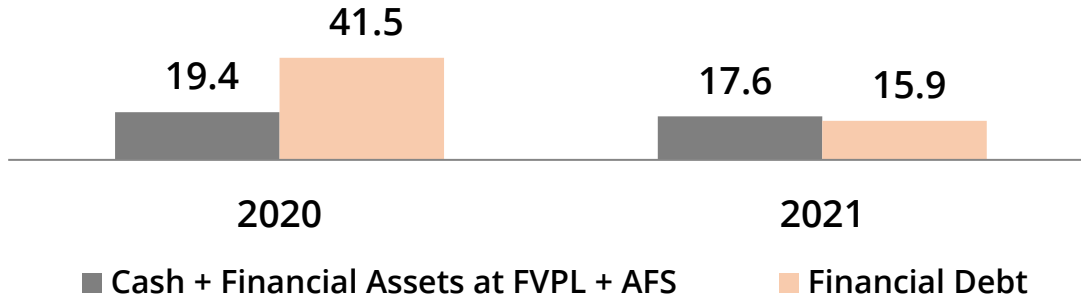
- La Carlota and Roxol performing better than expected, contributing growth to base Sugar business
- Double-digit growth in Pet Foods offset decline in farms and feeds volumes from lower PH hog population
- Strong performance in Sugar and renewables offset challenges in Flour from surging wheat prices
- AIG margins impacted by higher input costs

• Non-branded Consumer Foods Group is now called Agro-Industrial and Commodities (AIC)
 • Feeds is now called Animal Nutrition & Health (including Pet Food) | Farms is now called Robina Farms | FDD is Food, Drugs & Disinfectants

Balance Sheet and Cash Flow

Cash and Financial Debt

In billion pesos

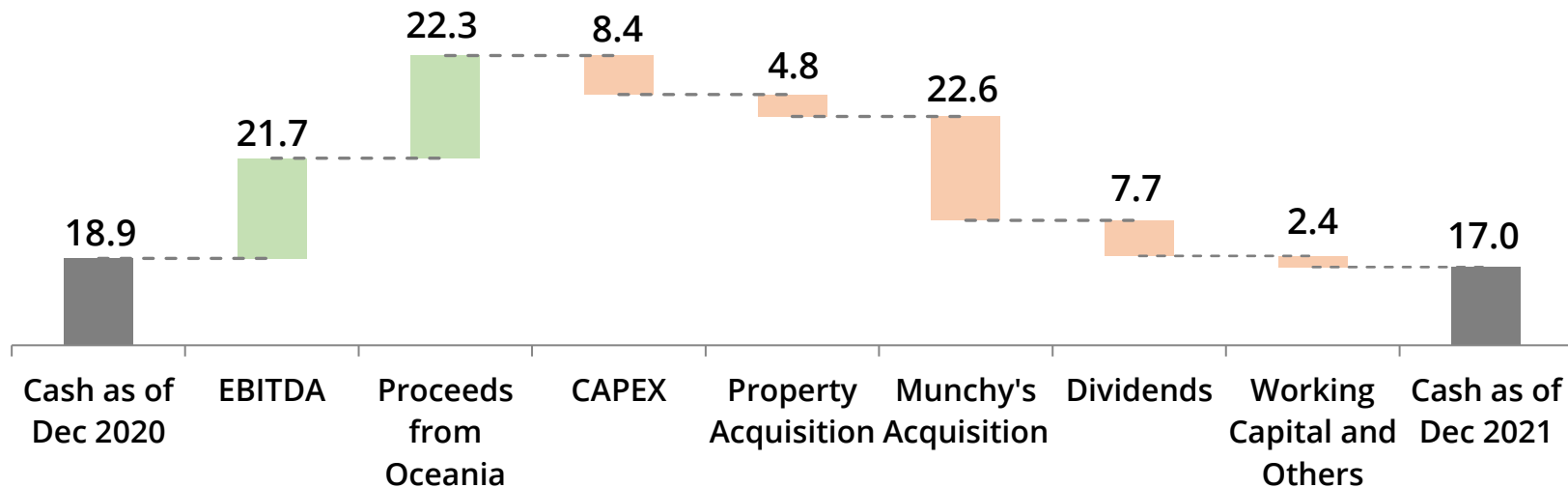


Gearing Ratio



Cash Position

In billion pesos



- Balance sheet remains healthy, with significant gearing reduction and at a net cash position
- Share buyback program continues; almost 40% deployed to date
- Board approval to increase dividend payout to Php3.45 (5% higher than Php3.30 in 2021)

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Growth & Innovation Thru the Pandemic: URC Strategy Update

URC Strategy

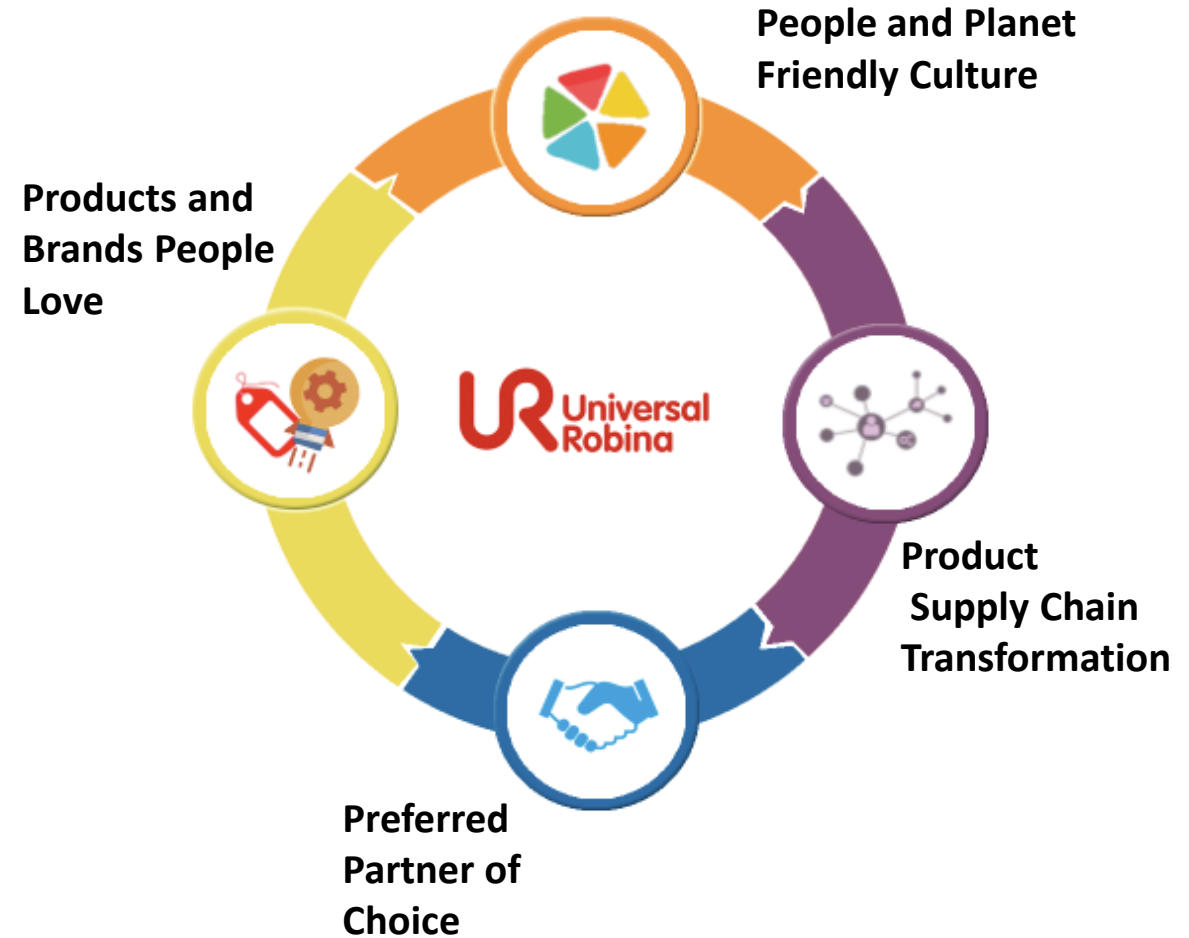
Where to Play



Grow the CORE

Expand for MORE

How to Win



Solid Core from market-leading brands

Leading positions in all categories and markets.
 Diverse portfolio and geographic footprint.

Strong brands well-entrenched in consumers' lives.
 Present in 9 out of 10 Filipino homes.

#1 **Philippines:** Snacks, Candies, Chocolates, Cup Noodles, RTD Tea
Thailand: Biscuits

#2 **Philippines:** Instant Coffee, Pouch Noodles
Malaysia: Biscuits
Thailand: Wafers

#3 **Philippines:** Biscuits, Coffee Mixes
Vietnam: RTD Tea



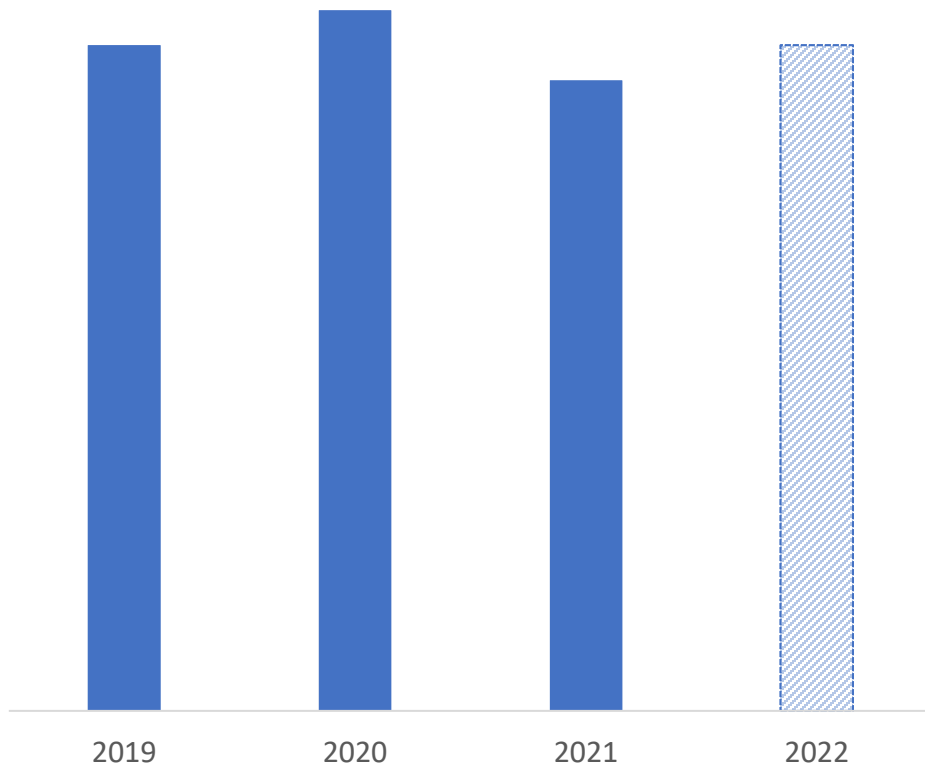
Kantar Mission Study, Aug 2019

Grow with Core: Brand Investment

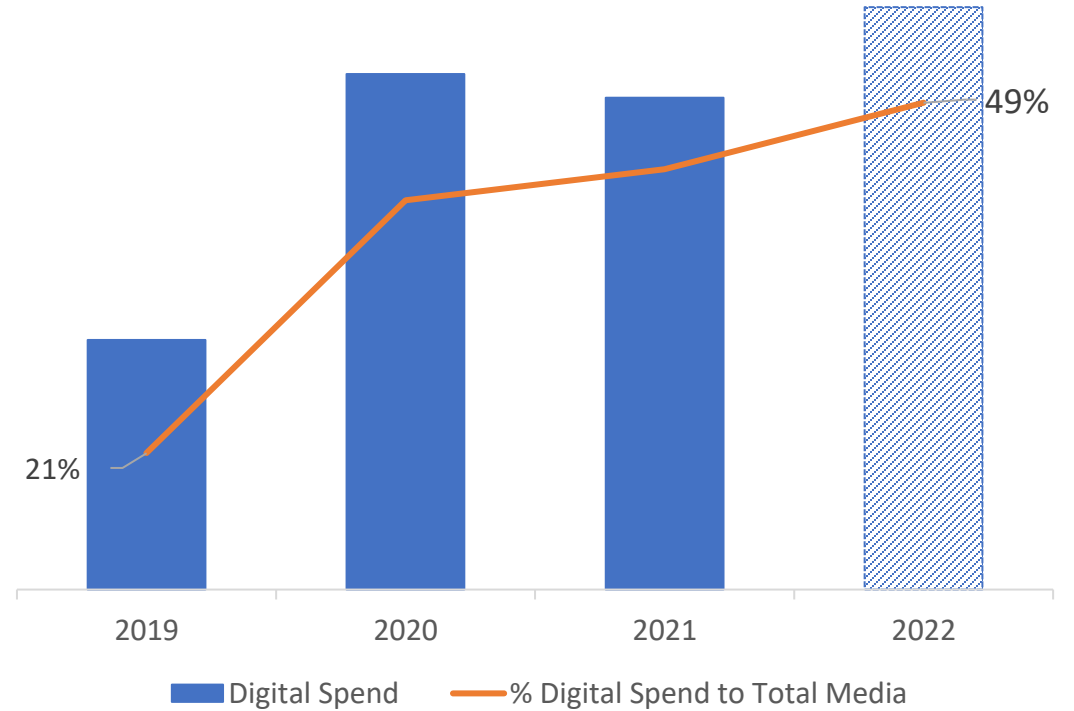
We are committed to invest in our brands, even thru the downturn.

With a strong focus on Digital, we will future-proof our growth.

URC Media Spend



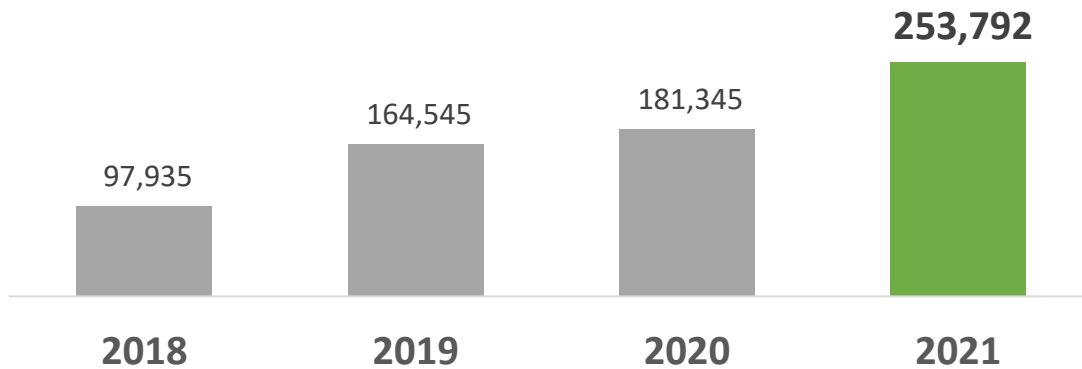
URC Digital Growth



Grow the Core: Win in Trade

We have built distribution thru the pandemic, and scaled our e-commerce presence rapidly.

Number of Doors Covered



Now ranked 4th in the grocery category

| | Q1 2021 | Jun 2021 | Jul 2021 | Aug 2021 | Sep 2021 |
|------------|------------|-------------|-------------|-------------|-------------|
| URC | 12 | 8 | 7 | 5 | 4 |

Winning with customers cemented our trade strength.

| Company | 2019 Ranking | 2020 Ranking | 2021 Ranking |
|-------------|-----------------|-----------------|-----------------|
| Global MNCs | #1-8 | #1-6 | #1-4 |
| URC | 13 | 7 | 5 |

Advantage Survey



- Highest-scoring local manufacturer for 2 straight years
- Rated by retailers on strategic alignment, category development, consumer and trade/shopper marketing, supply chain, and customer service

Go for More: Innovation-led Growth



Innovations thru the pandemic contributed

4-7% growth

Innovations that answer
consumer needs in the new normal



HEALTH



VALUE



IN HOME



INDULGENCE



Go for More: Innovation-led Growth

C2 Milk Tea: Now #1 with 45% market share.
Driving C2 Philippines to +22% growth.



C2 Vietnam Revamp: Grew 14%,
from #3 to #2 in volume!



Great Taste Iced Coffee: 11% market share in one year



*Based on internal POS data

Go for More: Innovation-led Growth

Big packs answer in-home consumption needs with incremental business

Setting the trend with exciting flavors: 6-10% incremental growth



4% incremental growth to the PH #1 Snack brand



10% contribution to PH #1 Potato Chips brand



10% incremental growth, driving Piattos ID to 16% growth versus category at 2%



Drove Roller Coaster TH to 52% growth, the fastest-growing brand in potato chips



9% contribution to Piattos ID, solidifies position in modern trade

Now 6% contribution to Nova, #3 variant



Go for More: Innovation-led Growth

Premiumization made URC the fastest growing chocolates business in pandemic. Nips Dark is #1 NPD of 2021.



Innovation intensity made URC TH #1 in CVS, in both coated and uncoated wafers



Creating new premium segment in Bakery, across VN and PH.



*AC Nielsen Retail Audit data

Go for More: Innovation-led Growth

Strong value-for-money offering for cash-strapped consumers

Deliberate entry into Health, Answering relevant needs in new normal.

Great Taste Instant Soluble business grew 20% VLY.



GT Duo, the first 2-in-1 mix, grabbed 7% share from strong coffee mixes in half a year



Go for More: Acquisition-led Growth

Our strong cash position allowed us to scale with M&A



- ✓ From 17% to 24% share of the market; cements URC Sugar leadership position
- ✓ Secures further cane supply in the rich Negros Occidental region
- ✓ Increases share of PH ethanol capacity to 21%; now a strong #2

Central Azucarera de la Carlota Inc. and Roxol Bioenergy Corp



Munchy's Malaysia

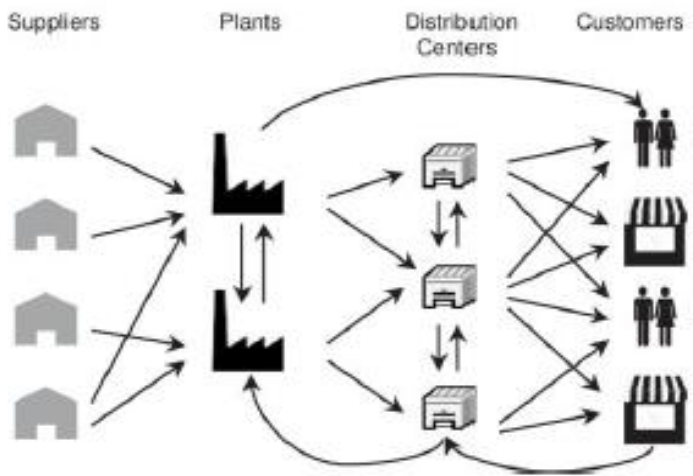


- ✓ Product Portfolio Fit
- ✓ Operational Efficiencies
- ✓ Geographic Synergies

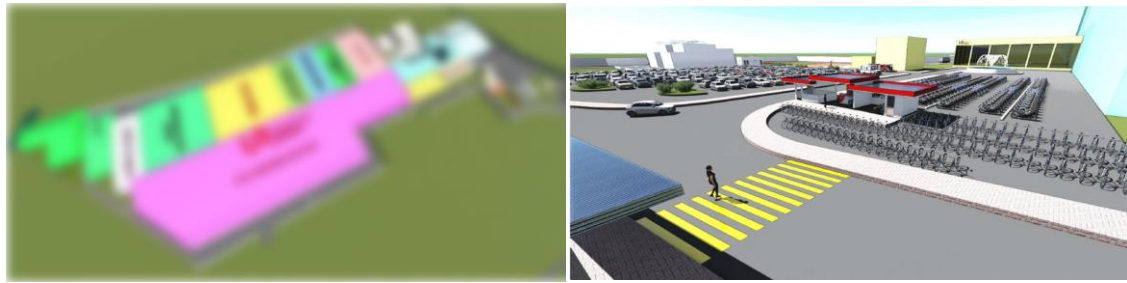
Supply Chain Transformation: Fuel for Growth

Our “Fuel for Growth” program will generate PHP5B of Savings over 5 years

Capacity investments will support future growth



- Lean Manufacturing
- Procurement Efficiencies
- Product Formulation
- Supply Network Redesign
- Productivity from Scale and Shared Services



New South Luzon megaplant (Malvar, Batangas)



World Grannary Flour Mill (Sariaya, Quezon)



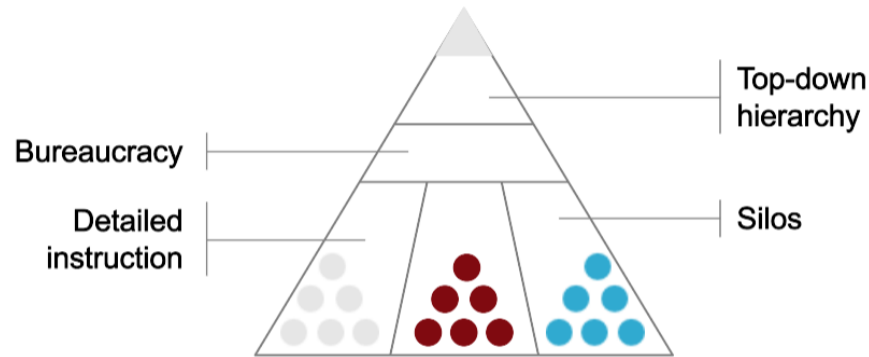
Long-term capacity building; ~30% additional lines over the next 5 years

People Transformation: Engine for Growth

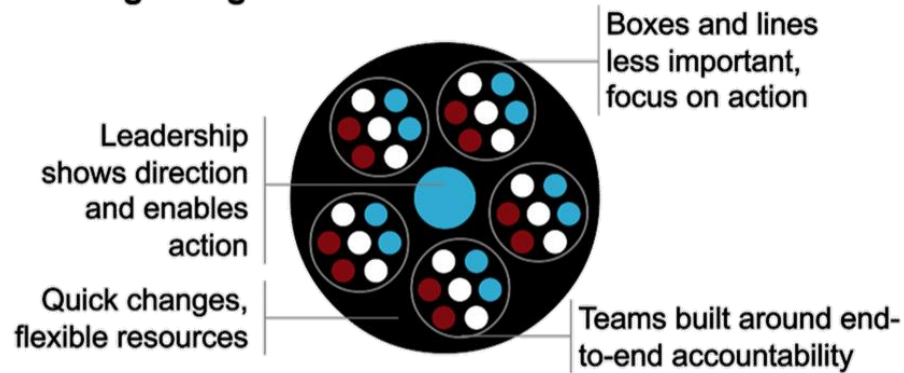
Our people are our strength.
Agile will make us stronger.

Digital powers our transformation.
Now, we are reaping the benefits of scale.

From traditional organisation...



... to Agile organisation



130+
1,370+

Agile Squads set up since 2021

People impacted by Agile since 2021

Smart Factory and
E2E Supply Chain Integration

eCommerce scale-up
and CRM



Employee Experience
and Satisfaction

Consumer Insighting

Sustainability focused on 6 key areas



People & Communities

Make people's lives better



Climate Action

Move towards a low-carbon economy



Water

Improve water use efficiency & protect watersheds



Product

Improve choices in our product portfolio



Packaging

Reduce our packaging footprint



Sourcing

Promote responsible sourcing of key ingredients



URC Strategy

Strategic Thrusts

Pivoting to strong growth in 2022



Grow the CORE

Expand for MORE



- People and Planet Friendly Culture
- Products and Brands People Love
- Preferred Partner of Choice
- Product Supply Chain Transformation

We expect to accelerate topline growth to the high single-digit to low teens level, anchored on strong core growth, a robust innovation pipeline, and new category entries

• Excluding Oceania and Munchy's

THANK YOU



Income Statement

| (Php Millions) | CY 2021 | CY 2020 | YoY |
|--|-----------|-----------|------|
| | (Audited) | (Audited) | |
| NET SALES | 116,955 | 113,162 | 3% |
| Cost of Sales | 83,490 | 78,573 | 6% |
| GROSS PROFIT | 33,465 | 34,588 | -3% |
| Operating Expense | -20,749 | -20,692 | 0% |
| OPERATING INCOME | 12,716 | 13,896 | -8% |
| Equity in net income of JVs | -91 | -62 | |
| Finance cost - net | -318 | -338 | |
| Market valuation gain/ (loss) | 87 | 136 | |
| Foreign exchange gain/ (loss) - net | 346 | -504 | |
| Other revenues/expense | 1,803 | -651 | |
| INCOME BEFORE INCOME TAX | 14,544 | 12,477 | 17% |
| Provision for Income Tax | 1,579 | 1,973 | |
| NET INCOME FROM CONTINUING OPERATION | 12,965 | 10,504 | 23% |
| NET INCOME FROM DISCONTINUED OPERATION | 11,281 | 1,120 | 907% |
| NET INCOME | 24,246 | 11,625 | 109% |
| Net income attributable to holders of the parent | 23,324 | 10,747 | 117% |
| EBITDA | 18,479 | 20,054 | -8% |

*Full P&L includes market revaluation gain/loss for Farms, excludes Oceania

Income Statement

| (Php Millions) | CY 2021 (Audited) | | | CY2020 (Audited) | | |
|-------------------------------------|-------------------|---------|---------|------------------|---------|---------|
| | Ex-Oceania | Oceania | Total | Ex-Oceania | Oceania | Total |
| NET SALES | 116,955 | 18,837 | 135,792 | 113,162 | 19,978 | 133,140 |
| Cost of Sales | 83,490 | 12,856 | 96,346 | 78,573 | 13,508 | 92,082 |
| GROSS PROFIT | 33,465 | 5,981 | 39,446 | 34,588 | 6,470 | 41,058 |
| Operating Expense | -20,749 | -3,940 | -24,689 | -20,692 | -4,319 | -25,011 |
| OPERATING INCOME | 12,716 | 2,041 | 14,758 | 13,896 | 2,151 | 16,047 |
| Equity in net income of JVs | -91 | 0 | -91 | -62 | 32 | -30 |
| Finance cost - net | -318 | -723 | -1,041 | -338 | -760 | -1,098 |
| Market valuation gain/ (loss) | 87 | 0 | 87 | 136 | 0 | 136 |
| Foreign exchange gain/ (loss) - net | 346 | 11 | 357 | -504 | 18 | -486 |
| Other revenues/expense | 1,803 | 10,271 | 12,074 | -651 | -162 | -813 |
| INCOME BEFORE INCOME TAX | 14,544 | 11,600 | 26,144 | 12,477 | 1,279 | 13,756 |
| Provision for Income Tax | 1,579 | 319 | 1,898 | 1,973 | 158 | 2,132 |
| NET INCOME | 12,965 | 11,281 | 24,246 | 10,504 | 1,120 | 11,625 |

*Full P&L includes market revaluation gain/loss for Farms

Balance Sheet

| (Php Millions) | CY 2021 | CY 2020 |
|---|----------------|----------------|
| | (Audited) | (Audited) |
| Cash & cash equivalents (including Financial assets at FVPL and FVOCI) | 17,629 | 19,367 |
| Other current assets | 49,863 | 46,271 |
| Property, plant, and equipment | 55,881 | 58,990 |
| Other noncurrent assets | 29,283 | 51,567 |
| TOTAL ASSETS | 152,657 | 176,195 |
| Current liabilities | 39,028 | 53,668 |
| Noncurrent liabilities | 3,861 | 24,743 |
| TOTAL LIABILITIES | 42,889 | 78,411 |
| Retained earnings | 88,908 | 70,448 |
| Other equity | 20,860 | 27,336 |
| TOTAL EQUITY | 109,768 | 97,784 |

Divisional Financials

| (Php Millions) | SALES | | | EBIT | | | EBIT MARGIN | | |
|------------------------------------|----------------|----------------|-----------|---------------|---------------|------------|--------------|--------------|--------------|
| | CY 2021 | CY 2020 | YoY | CY 2021 | CY 2020 | YoY | CY 2021 | CY 2020 | bps |
| Branded Consumer Foods | 83,523 | 83,588 | 0% | 9,398 | 10,209 | -8% | 11.3% | 12.2% | (96) |
| Total Philippines | 61,352 | 62,358 | -2% | 7,702 | 8,262 | -7% | 12.6% | 13.3% | (70) |
| Philippines | 59,734 | 61,240 | -2% | 7,603 | 8,262 | -8% | 12.7% | 13.5% | (76) |
| Packaging | 1,619 | 1,118 | 45% | 99 | 1 | 18881% | 6.1% | 0.0% | 607 |
| International | 22,170 | 21,230 | 4% | 1,696 | 1,947 | -13% | 7.6% | 9.2% | (152) |
| Agro-industrial and Commodity | 33,432 | 29,574 | 13% | 5,516 | 5,738 | -4% | 16.5% | 19.4% | (290) |
| CFG (net) | 21,949 | 17,715 | 24% | 4,351 | 4,363 | 0% | 19.8% | 24.6% | (480) |
| Flour | 5,009 | 4,794 | 4% | 636 | 1,227 | -48% | 12.7% | 25.6% | (1,290) |
| SURE | 16,941 | 12,922 | 31% | 3,715 | 3,136 | 18% | 21.9% | 24.3% | (234) |
| AIG (net) | 11,483 | 11,858 | -3% | 1,165 | 1,375 | -15% | 10.1% | 11.6% | (145) |
| Animal Nutrition and Health | 9,330 | 8,837 | 6% | 1,199 | 1,347 | -11% | 12.8% | 15.2% | (239) |
| Farms & Food, Drugs, Disinfectants | 2,153 | 3,022 | -29% | -34 | 28 | -221% | -1.6% | 0.9% | (250) |
| Corporate Expense | | | | -2,198 | -2,050 | 7% | | | |
| Total URC | 116,955 | 113,162 | 3% | 12,716 | 13,896 | -8% | 10.9% | 12.3% | (141) |

*EBIT and margins include revaluation gains/loss of our biological assets for the Robina Farms Division, excludes Oceania

Market Shares

Philippines

| CATEGORY | MARKET SHARE | #1 | #2 | #3 |
|------------------------------|--------------|-------|-------|-------|
| Snacks | 37.2% | URC | 23.9% | 5.7% |
| Candies | 27.6% | URC | 12.4% | 11.9% |
| Chocolates and Coated Wafers | 24.4% | URC | 13.2% | 8.5% |
| Biscuits | 16.1% | 29.4% | 27.1% | URC |
| Cup Noodles | 51.9% | URC | 37.6% | 5.3% |
| RTD Tea | 89.0% | URC | 1.8% | 1.8% |
| Coffee | 21.7% | 38.7% | 34.1% | URC |
| Instant Coffee | 21.9% | 76.0% | URC | 1.1% |
| Coffee Mixes | 21.7% | 43.0% | 29.0% | URC |

Thailand

| CATEGORY | MARKET SHARE | #1 | #2 | #3 |
|----------------|--------------|-------|-------|-------|
| Biscuits (new) | 18.0% | URC | 13.3% | 7.8% |
| Wafers | 20.8% | 22.2% | URC | 10.0% |

Vietnam

| CATEGORY | MARKET SHARE | #1 | #2 | #3 |
|----------|--------------|-------|-------|-----|
| RTD Tea | 18.5% | 47.7% | 19.1% | URC |

AC Nielsen, Value, MAT: Snacks, Candies, Chocolates and Coated Wafers, Biscuits, Cup Noodles, RTD Tea and Coffee as of Dec 2021

URC Thailand: Biscuits (new) includes market share reading for Pretzels and Chicken Leg which was excluded in disclosures from 2020 and earlier. Moving forward, we will use this new definition as we explore expanding growth possibilities for total Biscuits; Biscuits and Wafers – MAT Dec 2021, URC Vietnam: RTD Tea – MAT Dec 2021