

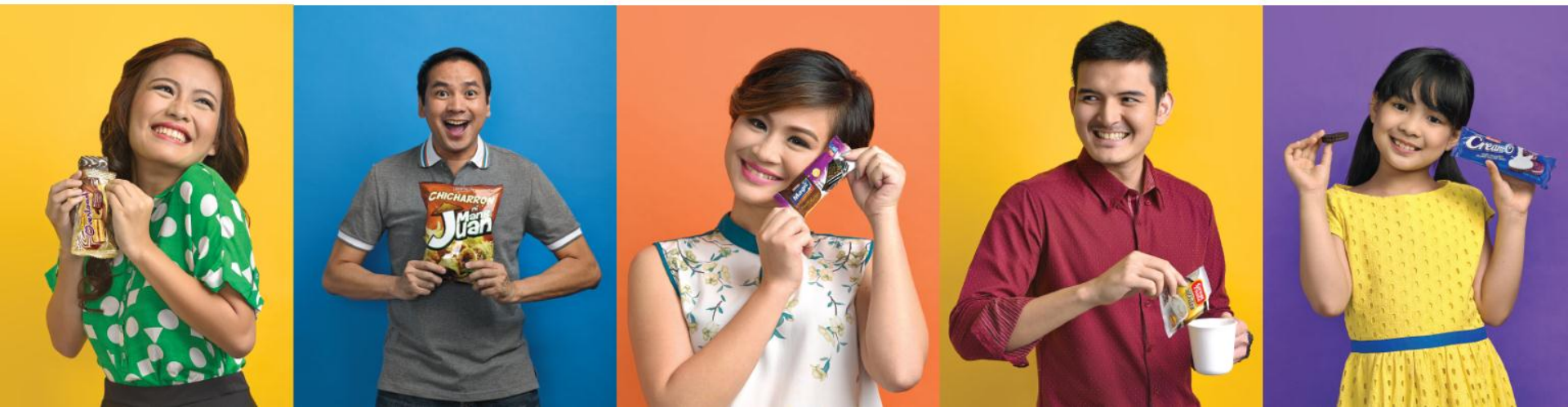


UNIVERSAL ROBINA
CORPORATION

FY2014 Audited Results

Lance Y. Gokongwei
President & CEO

Michael P. Liwanag
Vice President





Disclaimer

This presentation contains certain forward looking statements with respect to the financial condition, results of operations and business of Universal Robina Corporation (URC) and plans and objectives of the management of URC. Such forward looking statements involve known and unknown risks, uncertainties and other factors which may cause the actual results or performance of URC to be materially different from any future results or performance expressed or implied by such forward looking statements. Such forward looking statements were based on numerous assumptions regarding URC's present and future business strategies and the political and economic environment in which URC will operate in the future.

AGENDA

FY14 FINANCIAL PERFORMANCE PLANS AND EXPECTATIONS

URC: Another record year...



UNIVERSAL ROBINA CORPORATION

- Consistently growing topline and margins with FY2014 setting another record high
- Strong sales and profitability driven by Branded Foods Philippines
- Lower non-recurring gains resulted to slower growth in Core Earnings and Net Income

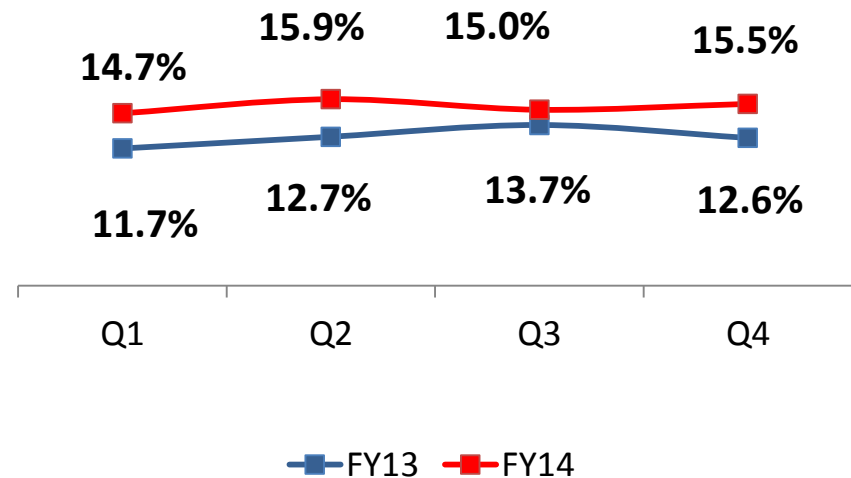
Financial Highlights

(Php Billions)

	FY14	vs. SPLY
Net Sales	92.4	↑14%
EBIT	14.1	↑37%
Core Earnings	14.2	↑26%
Net Income	11.7	↑15%

EBIT Margin

FY14 EBIT margin at 15.3%, +259 bps vs. FY13



BCF: Managed to maintain double digit growth while increasing margins significantly

Net Sales and EBIT

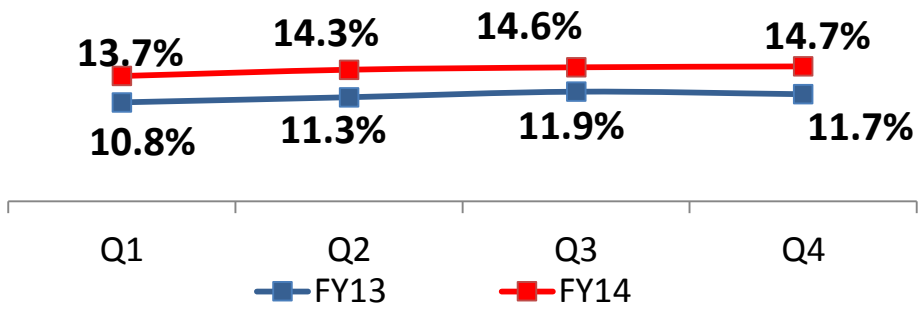
(Php Billions)

	FY14	vs. SPLY
BCF Net Sales	77.2	↑ 18%
Philippines	53.5	↑ 23%
International	23.8	↑ 8%
BCF EBIT	11.1	↑ 48%
Philippines	8.6	↑ 58%
International	2.5	↑ 22%

•Philippines includes packaging

EBIT Margin

FY14 EBIT margin at 14.4%, +292 bps vs. FY13









Commodity Inputs

Commodity	Ave. FY14 Prices vs. FY13
Sugar	-2% ↓
Wheat Flour	0%
Cocoa Powder	-34% ↓
Palm Oil	7% ↑
Robusta Coffee Beans	-1% ↓

•Material prices based on URC's contracted prices with suppliers. Sugar and Flour pricing are contracted internally.

BCF International: Managed to buck the trend in a tough Macro Environment

	FY14 vs. SPLY Net Sales	Drivers
Total International	 8%	<ul style="list-style-type: none"> Consolidated BCF organization under one leadership and formed regional support functions in operations, product development, procurement
Thailand	 10%	<ul style="list-style-type: none"> Inflation increased from 1.7% to 2.5% in Q2 2014 Promotional and lower pack size strategy for biscuits and wafers buoyed up sales Addressed issues in the sales force organization (appointed new national sales manager and trade marketing and selling systems reorganization)
Vietnam	 8%	<ul style="list-style-type: none"> FMCG down by -4% in the past 12 months, with RTD tea at -9% Consumer Confidence Index low Sales growth driven by new launches
Indonesia	 -4%	<ul style="list-style-type: none"> Weaker Rupiah due to wider Current Account deficit Snackfoods +11% driven by all time high volumes from Piattos and growth of Cloud 9; revised channel strategy towards modern retail Installed a new cluster head to provide better focus on sales and marketing
	 8%	<ul style="list-style-type: none"> Growth in biscuits and confectionary sales partially offset by decline in salty snacks in MY/SG Aces (cereals and oats) and salty snacks growing while biscuits sales sluggish for China/HK

Non-BCF: Stable CFG earnings while Farms good performance buoyed up AIG EBIT

<i>Php Billions</i>	FY14 Sales	YoY	FY14 EBIT	YoY
Flour	4.1	+5%	1.1	+10%
Sugar	2.8	-34%	2.0	-6%
Commodity Foods*	6.9	-15%	3.1	-1%
Feeds**	3.4	+11%	0.3	-13%
Farms***	4.8	+11%	0.8	+163%
Agro-Industrial	8.2	+11%	1.1	+62%
NON-BRANDED	15.1	-3%	4.2	+10%

*CFG Gross Sales for FY14 of Php 6.0B for Flour and Php 7.0B for Sugar

** Feeds Gross Sales for FY14 of Php 7.3B, with EBIT margin based on gross sales at 4.5%

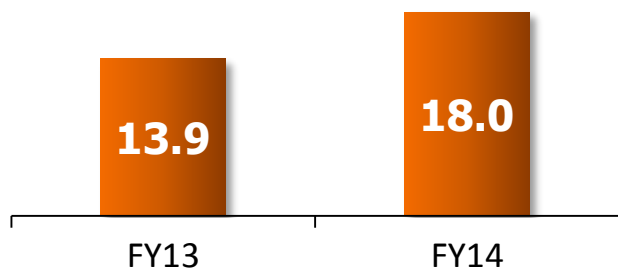
***Includes marked-to-market revaluation gain of Php 183.0M for FY14 vs. Php 69.9M SPLY

Balance Sheet remains strong.

- CAPEX for FY 2014 is Php 7.7B
- Dividends of Php 6.6B
- Gearing ratio of 0.16
- Net cash position of Php 1.8B

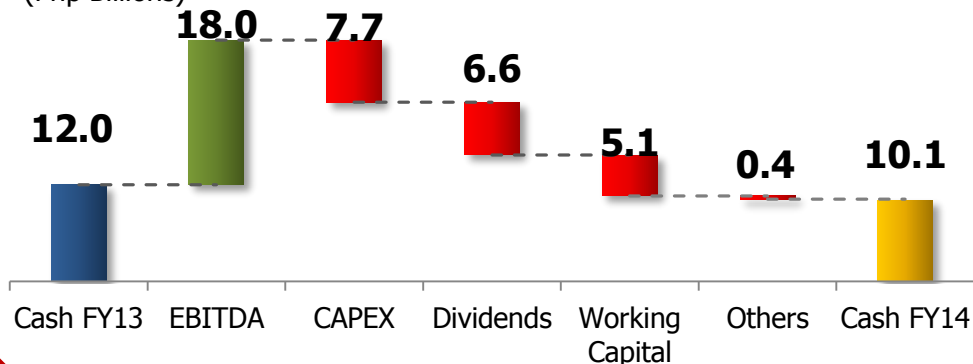
EBITDA

(Php Billions)

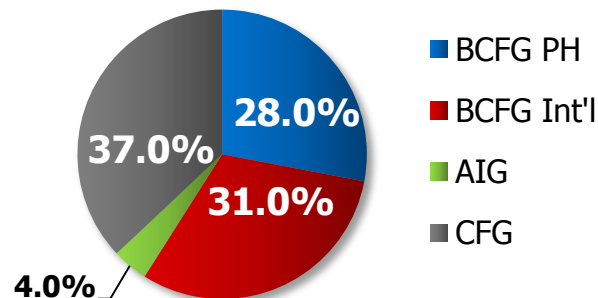


Cash Position

(Php Billions)

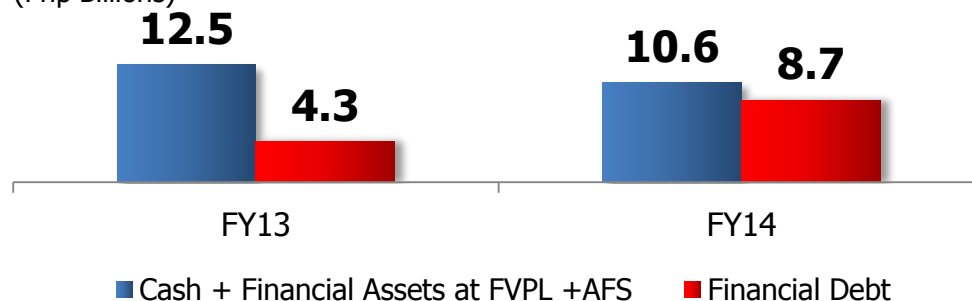


FY14 CAPEX Breakdown



Cash and Financial Debt

(Php Billions)



AGENDA

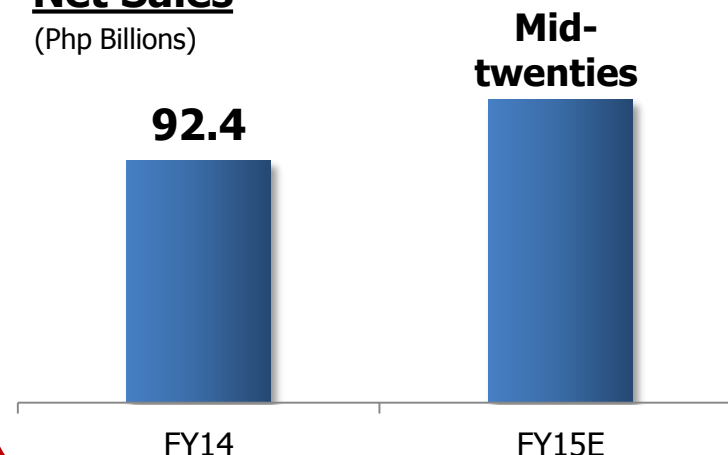
FY14 FINANCIAL PERFORMANCE PLANS AND EXPECTATIONS

Plans and Guidance

- **Sustain strong momentum of branded foods business**
- **Continue expansion with CAPEX budget of USD 200M**
- **Finish construction of factory in Central Vietnam and second phase Biomass Power Cogeneration facility in the Philippines in Q2 FY15**
- **Commission Myanmar facility in 2H FY15**
- **Maintain margins as weighted input cost is expected to be flattish to slightly higher**
- **CFG and AIG to continue being profitable**

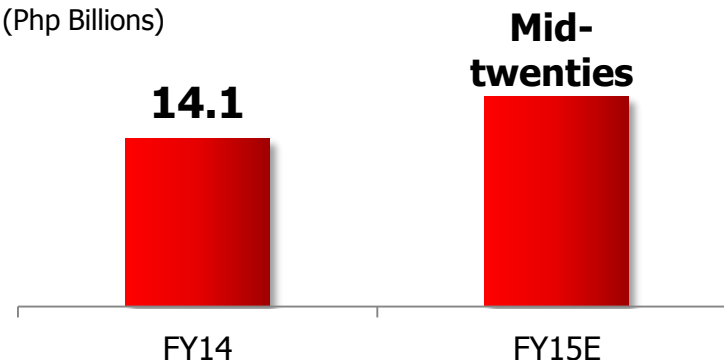
Net Sales

(Php Billions)



EBIT

(Php Billions)



Update on New Businesses



Griffins Update:

- Completed the transaction last Nov 14, 2014 and paid NZD 742M (700EV and 42M working capital)
- Financing via two 5-year term syndicated loans
- Management identifying quick wins and synergies in Operations, Product Development and Procurement
- Will start work on branding to ensure successful launch of Griffins products into URC's markets and vice versa



Joint Venture Updates



CALBEE-URC, INC.

- Setting up a manufacturing facility
- Expected launch of first product in Q2 FY15



- Ongoing branding/marketing work and plant trial of the product
- Expected launch is Q2 FY15



NISSIN-UNIVERSAL ROBINA
CORPORATION

- Integrated noodles business under the JV with URC effectively owning 51%

THANK YOU

Income Statement

(Php Millions)	FY14	FY13	YoY
NET SALES	92,376	80,995	14%
Cost of Sales	64,005	57,776	11%
GROSS PROFIT	28,371	23,219	22%
Operating Expenses	14,252	12,940	10%
OPERATING INCOME	14,119	10,279	37%
Equity in net income	14	19	
Finance Revenue (cost) - net	79	264	
Other Revenues	3	700	
CORE EARNINGS	14,214	11,262	26%
Market valuation gain	63	473	
Foreign exchange gains (losses) - net	73	(157)	
Impairment loss	(122)	(29)	
INCOME BEFORE INCOME TAX	14,228	11,549	23%
Provision for income tax	2,572	1,432	
NET INCOME	11,655	10,117	15%
Net income attributable to holders of the parent	11,559	10,045	
EBITDA	18,004	13,901	30%

Net finance revenue decreased vs. SPLY due to:

- Lower finance revenue caused by a decline in level of financial assets as bonds and equity investments were disposed
- Lower finance cost due to a decline in level of financial debt as long-term debt was settled

Market valuation gain on financial instruments at fair value through profit or loss decreased due to a lower level of financial assets as all bond investments and a majority of equity investments were disposed

Foreign exchange gain (loss) – FY14 posted a gain vs. a foreign exchange loss for FY13 due to currency translation adjustments and restatements of foreign currency denominated balances

Balance Sheet

(Php Millions)	FY14	FY13
Cash & cash equivalents (including Financial assets at FVPL and AFS)	10,574	12,469
Other current assets	29,704	20,959
Property, plant, and equipment	34,408	30,180
Other noncurrent assets	3,236	2,937
TOTAL ASSETS	77,921	66,545
Current liabilities	21,168	14,719
Other noncurrent liabilities	726	996
TOTAL LIABILITIES	21,894	15,715
Retained earnings	42,789	37,775
Other equity	13,238	13,055
TOTAL EQUITY	56,027	50,830



Divisional Financials

(Php Millions)	SALES			EBIT			EBIT MARGIN		
	FY14	FY13	YoY	FY14	FY13	YoY	FY14	FY13	BPS YOY
Branded Consumer Foods	77,234	65,401	18%	11,099	7,487	48%	14.4%	11.4%	292
Philippines	52,352	42,180	24%	8,648	5,508	57%	16.5%	13.1%	346
Packaging	1,106	1,167	-5%	(63)	(81)	22%	-5.7%	-7.0%	124
Total Philippines	53,458	43,347	23%	8,585	5,427	58%	16.1%	12.5%	354
International	23,776	22,054	8%	2,514	2,060	22%	10.6%	9.3%	123
Non-Branded Consumer Foods	15,142	15,594	-3%	4,157	3,776	10%	27.5%	24.2%	324
CFG (net)	6,939	8,201	-15%	3,091	3,119	-1%	44.5%	38.0%	651
Flour	4,137	3,948	5%	1,087	989	10%	26.3%	25.1%	122
Sugar	2,802	4,253	-34%	2,004	2,130	-6%	71.5%	50.1%	2,146
AIG (net)	8,203	7,393	11%	1,066	657	62%	13.0%	8.9%	411
Feeds	3,427	3,098	11%	326	375	-13%	9.5%	12.1%	(259)
Farms	4,776	4,295	11%	740	282	163%	15.5%	6.6%	895
Corporate Expense				(1,138)	(984)				
TOTAL URC	92,376	80,995	14%	14,118	10,279	37%	15.3%	12.7%	259



Value Market Shares

Philippines

CATEGORY	MARKET SHARE	#1	#2	#3
Snacks	39%	URC	24%	8%
Candies	33%	URC	12%	11%
Chocolates	23%	URC	11%	9%
Biscuits	17%	34%	27%	URC
Cookies	28%	URC	24%	13%
Pretzels	39%	URC	26%	11%
Canned Beans	82%	URC	8%	5%
Cup Noodles	46%	47%	URC	1%
RTD Tea	83%	URC	5%	4%
Coffee	29%	47%	URC	20%
Instant Coffee	26%	71%	URC	2%
Coffee Mixes	29%	40%	URC	25%

AC Nielsen Survey MAT: Snacks, RTD Tea,- August 2014; Canned Beans, - April 2014, Biscuits, Candies, Chocolates, Cup Noodles- September 2014, Coffee – October 2014

Thailand

CATEGORY	MARKET SHARE	#1	#2	#3
Biscuits	22%	URC	11%	9%
Wafers	25%	URC	14%	11%

Source: AC Nielsen Retail Index September 2014

Vietnam

CATEGORY	MARKET SHARE	#1	#2	#3
RTD Tea	40%	43%	URC	11%

Source: AC Nielsen Retail Index September 2014 (6 key cities)