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Final Report

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OVERVIEW OF THE PHILIPPINE AGRIBUSINESS SECTOR

Perspectives on the Key Agribusiness Groups
(The Next 100 Groups)

Technical Services Performed for

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Through
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EXECUTIVE SUMMARY

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A. Objectives

This study supplements the reports submitted to USAID/Manila titled: Perspectives on the Key Philippine Agribusiness Groups, covering 20 key business groups undertaken for Chemonics International in November 1990, and a follow-up study The 50 Key Agribusiness Groups, made for Ernst & Young in August 1991.

The objectives of the research and analysis of this report are consistent with those of the Agribusiness Initiatives, including the following:

1. To identify the next 100 key local agribusiness groups/families with interests in agribusiness in the Philippines, beyond the 50 already identified in the previous studies;

2. To categorize the key agribusiness groups/families according to industry group, product/market lines, and regional presence;

3. To identify the key players in agricultural exports classified by product line/industry; and

4. To provide better perspectives and understanding of the agribusiness system in the Philippines.

This study will extensively use the results of the earlier studies, particularly emphasizing the relative importance of each agribusiness group by revenue and by industry.

B. Overview of the Next 100 Key Agribusiness Groups

The next 100 key agribusiness groups (beyond the first 50 groups), earlier studied play important roles in the Philippine agribusiness sector and the whole economy. In 1989, their combined gross revenues from agribusiness activities totalled at least 25.89 billion pesos and those from non-agribusiness activities have been estimated at 26.57 billion pesos.

The estimated gross value added (GVA) of the top agribusiness groups was about 8.83 billion pesos in 1989, or about 34% of gross revenues. This accounted for about 0.91 % of the gross domestic product (GDP), which was about 963 billion pesos in 1989.

When non-agribusiness activities are included, the GVA amounts to at least 18 billion pesos, or about 1.9% of GDP. Assuming a multiplier of 2.0 to 2.5, the next 100 groups will have direct and indirect effects close to 3.8 to 4.8% of GDP. This is much less than the total economic impact of the first 50 groups which was estimated at 21.4 to 26.8% of GDP.

Overall, the 150 agribusiness groups directly and indirectly account for about 25% to 31% of Philippine GDP.

The next 100 key agribusiness groups are listed below in alphabetical order.

Group	Major Agribusiness Companies
Aidsisa	Aidsisa Integrated Industries
Amadeo	Mindanao Cotton Development Corp.
Campos (Jose Yao)	Univet Agricultural Products, Inc.
Chan (Feldman)	Feldman Agricultural Trading La Union Redrying Corp
Chan (Martin)	Emco Plywood Corporation Extensive Wood Processing Corp.
Chan/Tecson	Marisco Corporation
Chankian	Foodworld Manufacturing Corp
Cheng	Philippine Trade Center, Inc.
Cheng Ban Yek	Cheng Ban Yek and Company, Inc.
Chin/Chua	Malabon Merchandising Co., Inc.
Co (Nemesio)	Reliance Agricultural Devt. Corp.
Co (Te)	Philippine Super Feed Corp.
Columbian Phils.	Tag Fibers, Inc.
Consing	Passi Sugar Central, Inc.
Dayan/Lim/Tan	Philippine Tobacco Flue-Curing and Redrying Corp.
De Leon/Escaler	Pampanga Sugar Devt Co., Inc.
Dee (Francisco)	Frabal Fishing and Ice Plant Corp.

Dee/Diong	Trans-Manila, Inc.
Diploma	Sta. Clara Housing Industries, Inc.
Dizon (Francisco)	F. S. Dizon and Sons, Inc.
Dolor/Serrano	Batangas Sugar Central, Inc.
Dy Juanco	Filmundo Export Corp
Dy Sun	Yakult Philippines Inc.
Escuadro	Marlife Export Corp.
First Pacific	Country Fair Food Corp.
Flores	Agrofactors Corporation
FMT Industrial	The Findlay-Millar Timber Co.
Gaisano	Gaisano Brothers Merchandizing
Garcia	Kenram Industrial & Development
Gatchalian (William)	Shrimplex International Corp. Pacific Aquaventures
Gaw (Jimmy)	Uniwide Sales Warehouse Club
Go (Dante)	Sugarland International Products
Go Eng Uy	Lucky Two Repacking
Go (Guioc So)	Sulpicio Marketing Corp.
Go (Sing King)	Cenapro Incorporated
Huang	Commonwealth Foods, Inc.
Jao/Tan/Chua	Unideco Consolidated Manufacturing
Jimenez	Albay Agro-Industrial & Devt Corp
Keng (Teddy)	Landmark Shopping Center
Lim (Ching Bee)	Ching Bee Trading Corporation
Lim (Johnny)	Bagumbuhay Industrial Corp
Lim (RBL)	RBL Fishing Corporation
Lim Tay	New Zealand Creamery, Inc.

Limketkai	Limketkai Sons Milling, Inc.
Liong Cio Chang	La Perla Sugar Supply
Lopez	Lopez Sugar Corporation
Manuba	Ferchemx Corporation Parafert Corporation
Marina Agro-Industrial	Marina Int'l Marketing Corp.
Marcelo	Erma Industries, Inc.
Martinez-Leyba	Nasipit Lumber Company, Inc. Philippine Wallboard Corporation Anakan Lumber Co. Inc.
Montenegro & Partners	Pacific Activated Carbon Inc. Filipinas Activated Carbon
Murillo	Swire Agricultural Products Inc.
Nakagawa	Filocene Export Corp Unifish Export Import Corp
Nocom	Puromines, Incorporated
Ng (Henry)	Unimart, Inc. Makati Supermart, Inc. Cash & Carry
Olivan/Co/Chong	Bescom Commodities Corp.
Ong	Baliwag Mahogany Corp.
Pardo/Paterno	Wenphil Corporation
Prieto	Golden Pizza, Inc. International Family Food Services Golden Donuts, Inc.
Qua	Ocean Light Export and Import Corp. President Marine Products Corp.
Que (Mariano)	Pacific Agrivet Supplies Tropical Hut Food Market MLM Foods, Inc.
Quesada	Foodmine, Inc. Famous Recipe Fried Chicken (Phils.)
Repolda & Associates	Honor Marketing Corp

Reyes/Llamado	The Aristocrat, Inc.
Ricohermoso	MCPI Corporation
Rivilla	Hilongos Development Corp.
Rodriguez/Lim	Luzon Mahogany Corp.
Romulo & Associates	Agrotex, Inc.
Roxas Chua (Antonio)	Pacific Flour Mills, Inc. Arcya Trading Corporation
Rufino	Bataan Pulp and Paper Mills, Inc.
Santos Sisters	South Supermarkets, Inc
Sison/Yao	Silver Swan Manufacturing Co. Phil. General Merchandising Corp.
So/Limso	Davao Plywood Company, Inc.
Soriano (Alberto)	AMS Farming Corporation Soriano Fruits Corp.
Southern Phils	Food Industries Inc.
Sy Chi Siong	Sy Chi Siong & Co., Inc.
Sy De Jesus	Malabon Soap & Oil Industrial Company, Inc.
Sy (Henry)	SM Supermarket, Inc
Sy (Su)	Sy Su International, Inc.
Tan (Earnsun)	Earnsun Company Limited
Tan (Farmix)	Farmix Fertilizers Corp. Philippine Planters Consumers, Inc. Isabela Agro-World Trading
Tan/Mendiola	Continental Leaf Tobacco (Phils.), Inc.
Tan/Tang Soc	Industrial Timber Corp.
Tan/Wee	Marcel Trading Corporation
Tanhueco	Asia Rattan Manufacturing Co.
Tantoco	Rustan Commercial Corp

Tee	Gaf Export and Import Corp.
Triple V	Kamayan, Inc Saisaki Food Services, Inc. Triple V Express
Trota/Fuentebella	Max's Incorporated
Typoco	Federal Agricultural Corp.
UFC	Universal Food Corp. (UFC) Street Marketing Corporation
Uygongco	La Filipina Uy Gongco Corp.
Uykim	Cocomart Commodities Inc.
Villa-Abrille	Philippine Cocoa Corporation
Villareal	Vegoil Philippines, Inc.
Wee	Philippine International Dev, Inc.
Wong	Leslie Corporation
Wongchuking	La Campana Fabrica de Tabacos, Inc. Tobacco Industries of the Phils.
Yap/Yang	Orient Marine and Fishing Resources, Inc.
Yulo	Canlubang Pulp Manufacturing Corp.

Aside from the local groups above, the following multinational firms also play important roles in the Philippine agribusiness sector. These are: International Flavors and Fragrances (Phils.), Inc., Lancaster Leaf Tobacco Company, Rhone-Poulenc Agrochemicals Philippines, Inc., Compania General de Tabacos de Filipinas, Shell Chemical Co. (Phils.), Inc., Kubota Philippines, Universal Leaf, Inc, Van Melle Phils. Inc., and Wrigley Philippines.

The next 100 key agribusiness groups are either dominant, key or minor players in the following businesses:

- o Abaca Growing/Trading
- o Activated Carbon Mfg.
- o Agricultural Machineries
- o Animal Feeds
- o Cavendish Banana

- o Hog and Poultry Raising
- o Cassava Starch
- o Cigar & Cigarette Mfg/Distribution
- o Cocoa and Chocolate Product
- o Coconut Oil Milling/Trading/Export

- o Copra Trading
- o Corn Oil Manufacturing
- o Cotton Processing
- o Dairy Products Manufacturing
- o Deep-sea Fish Trading

- o Deep-sea Fishing
- o Fastfood Businesses
- o Fertilizer Import/Distribution
- o Flour Manufacturing/Distribution
- o Food Products Manufacturing

- o Food Retailing
- o Fruit Juice Processing
- o Meat Processing
- o Prawns Processing/Exports
- o Pulp and Paper

- o Seafoods Processing/Export
- o Seaweed Processing/Export
- o Sugar Milling/Trading/Export
- o Food Retailing (Supermarkets)
- o Tobacco Redrying/Trading/Export

- o Veterinary Products
- o Wood Products

Collectively, the groups are present in all regions of the country. However, they are heavily clustered in Metro Manila (National Capital Region). Some have presence in other regions, particularly in: Central Luzon (Region 3), Southern Tagalog (Region 4), Western Visayas (Region 6), and Southern Mindanao (Region 11).

C. Implications for the Soundness of the Agribusiness Initiatives.

The identification and description of the key agribusiness groups are in line with the Agribusiness Initiatives. If economic change is to take place or is accelerated, there is a need to tap the resources and cooperation of the agribusiness groups. This is not saying that they are not active in the development process; many of them are. In fact, a number have strong linkages with the agricultural producers. Moreover, the agribusiness groups are, in more ways than one, economically and politically influential.

As already cited in the earlier reports, the following factors are particularly important:

- o The agribusiness groups are active not only in agribusiness, but perhaps more so in non-agribusiness activities.

- o They are either dominant, key or plain players in many agribusinesses and non-agribusinesses.

- o They have strong presence in many regions. In some regions, they can be politically influential.

- o Many of these groups are members of business and industry associations. (In addition, many of their staff are members of civic clubs and other community organizations).

- o A number are strongly involved in farmer linkages through contract growing arrangements in various regions.

- o Some have established foundations for economic and social activities in their respective communities.

- o These groups can be excellent contacts for U.S. investors in the Philippine regions.

D. Recommendations

The following are recommendations, with respect to various groups, for consideration by USAID/Manila in the design of the Agribusiness Initiatives.

1. Agribusiness Groups

- o Support training programs in policy, sector, and industry analysis for the key staff of "global" associations (Philippine Chamber of Commerce and Industry-PCCI, Makati Business Club-MBC, and Management Association of the Philippines-MAP).

- o Promote among the agribusiness groups the special significance of having their own foundation/NGOs to serve their respective communities.

- o Encourage agribusiness groups to provide advice to regional colleges and universities (public and private) on agribusiness curricula development. These groups could also be tapped for professorial chairs in agribusiness.

- o Support the agribusiness groups, in cooperation with the Department of Agriculture and regional colleges and

universities to conduct area-specific agribusiness research. The results of these research must be made available to the public.

- o Disseminate information on the agribusiness groups and other regional groups to encourage joint ventures and other arrangements between Philippine and U.S. investors.

- o Provide access to USDA and American industry associations information on U.S. agribusiness markets to global associations such as PCCI and MAP.

2. Philippine Chamber of Commerce and Industry

- o Support PCCI to expand its Market Information and Dissemination Project (MARID) to other crops and regions. It must be stressed, however, that in the medium term, the MARID project must be self-sustaining.

- o Support PCCI to take an active role in improving the agricultural marketing system of crops such as corn, coconut, fruits and vegetables, and livestock. For example, a project for a bulk storage facility for corn in Mindanao must take off from the studies stage.

- o Support PCCI in export market development by providing short-term experts in international marketing.

3. Management Association of the Philippines (MAP)

- o Support MAP in conducting policy studies in agribusiness and related fields. MAP members have a rich reservoir of expertise in many agribusiness and non-agribusiness activities.

- o Support MAP in establishing management centers (MCs) in key regional centers, along the lines of the USAID-supported business resource centers (BRCs), jointly with selected colleges and universities. The MCs could be a training center for farmers cooperatives, NGOs, and local government units (LGUs).

- o Support MAP in a number of pilot projects under the DA's Livelihood Enhancement for Agricultural Development (LEAD). These projects would serve as living "laboratories" of project development and management.

- o Support MAP in assisting regional colleges and universities in curricula development in the fields of agribusiness and project management.

- o Support MAP in the local and overseas training of its key staff.

4. Academic Institutions

o Support selected academic institutions in cooperation with the Department of Agriculture and industry groups and associations, to strengthen their respective policy, industry, and technical study capabilities; and with MAP to improve their agribusiness and project management curricula.

o Utilize selected academic/research institutions as channels of funds for private sector-oriented policy and industry studies.

o Strengthen selected institutions which offer training programs in agribusiness and projected analysis and management, including training for trainers.

5. Cooperatives

o Strengthen farmers cooperatives, including those organized for beneficiaries of the Comprehensive Agrarian Reform Program, which covers plantations and large landholdings through participations in MAP's management support programs.

o Consider scholarship/training programs for key staff of cooperatives in such fields as agribusiness, project management and other skills-enhancing courses.

SECTION I
INTRODUCTION

A. Objectives

The broad development goals for the agricultural and natural resource sector of the USAID/Philippine mission are to accelerate private sector-led economic growth in agriculture and to improve national food security through:

- o increased reliance on open-market mechanisms;
 - o elimination of historical policy biases against the sector;
 - o increased choices for rural investment and employment;
- and
- o improved natural resource management.

The Agribusiness Initiative (AI), one of the three proposed interventions that will implement the Agriculture and Natural Resource (ANR) Strategy of USAID in the Philippines, is expected to expand private sector agribusiness investments and to accelerate agricultural growth through two components by:

- o encouraging cooperation between the public and private sectors to improve the market linkages among farmers, agribusiness entrepreneurs, and consumers; and
- o linking performance-based disbursements with agribusiness policy reforms by supporting technical assistance to strengthen:
 - the private sector's ability to conduct analysis and advocacy;
 - the GOP's overall capacity for market-based sectoral management; and
 - the monitoring of progress of targeted policy reforms.

This study has four objectives consistent with the development goals of the Agribusiness Initiatives. These are:

1. To identify the next 100 key local agribusiness groups/families with interests in agribusiness in the Philippines, over and beyond the 50 already identified in the previous studies;

2. To categorize the key agribusiness groups/families according to industry group, product/market lines, and regional presence;
3. To identify the key players in agricultural exports classified by product line/industry; and
4. To provide better perspectives and understanding of the agribusiness system in the Philippines.

Moreover, this study will extensively use the results of the earlier studies, particularly emphasizing the relative importance of each agribusiness group by revenue and by industry.

B. Methodology

The methodology used in preparing this report was to gather, review and analyze available primary and secondary information relating to the subject. This was complemented by interviews of resource persons and other intelligence sources.

Financial data were obtained from: the Securities and Exchange Commission (SEC); the Top 5,000 Corporations (published by Philippine Business Profiles and Perspectives, Inc. and Center for Research and Communication); the Top 1000 Corporations and the Philippine Company Profiles (both published by Mahal Kong Pilipinas Foundation, Inc.). Estimates of gross revenues were resorted to when necessary. The selection and rankings of the key agribusiness groups were approximated due to data constraints such as the non-reporting or delayed reporting of some groups of their financial reports to the SEC. The views and opinions expressed herein are those of the consultants and researchers, and may not reflect those of the USAID or that of the United States Government.

C. Definitions (1)

The term "agribusiness" came into use in the United States in the mid-1950s, and is now widely use throughout the world. Two common definitions have emerged from the expanded universal usage. To prevent any misunderstandings, a brief discussion of agribusiness as used elsewhere and as used in the Philippines is appropriate.

(1) Allen, Glen and Rolando T. Dy, Overview of the Philippine Agribusiness Sector and Recommendation. Technical Services Performed for USAID/Philippines under the provisions of contract # 398-0249-C-00-9140-00. Chemonics International Consulting Division. Washington, D.C. July 6, 1990.

In developed countries, agribusiness is defined as the entire food and fiber system, including the products and services of processing, wholesaling and retailing businesses, plus farm production from conception to consumption, all inclusive. In the less developed countries, agribusiness usually represents the food agro-industries, including processing and wholesaling of inputs and outputs, plus agriculture, and is called in many cases the "agribusiness sector". The distinction often used is that anything within the "farmgate" is agriculture, while all products and services before and after the farmgate excluding the final retail delivery system to the consumer, are referred to as "agro-industry."

In the Philippines, agribusiness is usually defined in a more restrictive manner. It includes products and services for processing and distribution, inputs to farmers, and outputs. However, it excludes the retailing of food products. This definition is a serious impediment to any comprehensive effort to develop the agribusiness sector. Farmers are usually described as agricultural "producers," but it is clear that a significant amount of agricultural output is produced by large-scale crop, livestock, and fishery firms that do not match the popular image of a "farmer." To ignore the retail subsector because it is an urban business should not be construed to mean that farmers account for all agricultural production. This misinterprets the true meaning of agribusiness.

Our definition of "agribusiness" therefore means "farmer-producers" who produce the food and fiber commodities and "off-producer farm market service," composed of input suppliers, processors/wholesalers/distributors, and retailers. This definition best represents the potential backward and forward linkages appropriate for understanding and strengthening any country's food and fiber system.

According to the gross domestic product (GDP) data for 1989, the agribusiness sector produced at least one-half of the 963 billion pesos of goods and services produced by the economy. Within the agribusiness sector, about 226 billion pesos of goods were produced by farmer-producers. By these estimates, another 256 billion pesos of off-farm marketing of goods and services were produced by input suppliers, processors/wholesalers/distributors, and retailers.

This estimation of the agribusiness sector share of the economy has two major shortcomings. First, there is no convenient method to reclassify the GDP industry data into agribusiness market service categories. If the market service share estimates of 256 billion pesos is reasonable, there is little information on the relative shares of input suppliers, processors/wholesalers/distributors, and retailers.

Second, the agribusiness market service share is probably underestimated. The farmer-producer estimate of 226 billion pesos is relatively accurate, since it is based on a wide array

of primary data sources. According to the present allocation, farmer-producers account for 46% of agribusiness goods and services. However, 30% would be a more reasonable share, implying that off-farm market services is above the current estimate of 54% and that the agribusiness share of the total economy is well above 50%.

The definition of the "agribusiness group" used in this report refers to business groups/conglomerates that have significant involvement in agribusiness. As most of their sales are combined with non-agribusiness activities, it is difficult to determine the actual relative shares of the two types of activities. Under this situation, intelligent "guesstimates" were made. It is also noted that some products, such as alcoholic beverages, can be classified as "borderline" cases, since they use either local or imported agricultural raw materials.

In some corporations, it is likely possible that they are own by several groups, and only the main or "visible" group is highlighted. Moreover, some firms do not make their financial statements available; they may in fact be players in their respective industries.

The "agribusiness corporation" is either an independent juridical entity, or a subsidiary or affiliate of an agribusiness group that may or may not be included in the key agribusiness groups.

The definition of "dominant" player is a company or agribusiness group which controls at least 50% of the Philippine market or production, while a "key player" has a market/production share of about 3-5%.

SECTION II
OVERVIEW OF THE NEXT 100 KEY AGRIBUSINESS GROUPS

A. General

This report identifies the next 100 key agribusiness groups that have a strong presence in the Philippine agribusiness sector. It is a follow-up to two other studies that covered the 50 key agribusiness groups. This report includes the major supermarkets which form part of the whole agribusiness chain. According to an expert, food accounts for about 80% of total supermarket sales. In this regard, large supermarkets surpass even the top 50 key agribusiness groups in terms of gross revenues, although not necessarily in gross value added.

Table 1 lists their total sales from both agribusiness and non-agribusiness activities.

Table 1. KEY AGRIBUSINESS GROUPS: GROSS REVENUES IN 1989

Group	Gross Revenues	
	Agribusiness	Non-Agribusiness
	----- (in million pesos) -----	
Aidsisa	121	NA
Amadeo	193	NA
Campos (Jose Yao)	336	3,854
Chan (Feldman)	272	NA
Chan/Tecson	239	NA
Chan (Martin)	348	NA
Chankian	133	NA
Cheng	138	50
Cheng Ban Yek	251	NA
Chin/Chua	> 246	NA
Co (Nemesio)	> 178	> 65
Co (Te)	295	NA
Columbian Phils.	179	NA
Consing	166	NA
Dayan/Lim/Tan	169	NA
Dr. Leon/Escaler	158	NA
Dee (Francisco)	139	NA
Dee/Diong	113	NA
Diploma	172	NA
Dizon (Francisco)	> 118	NA

(Continuation of Table...)

Dolor/Serrano	134		NA
Escuadro	107		NA
Dy Sun	100		NA
Dy Juanco	95		NA
First Pacific	161	>	5,000
Flores	155		NA
FMT Industrial	268		NA
Gaisano	96		52
Garcia	96		NA
Gatchalian (William)	231	>	1,000
Gaw (Jimmy)	360	>	90
Go (Dante)	95		NA
Go Eng Uy	130		NA
Go Guioc So	238		897
Go Sing King	233		NA
Huang	307		54
Jao/Tan/Chua	> 113		NA
Jimenez	95		NA
Keng (Teddy)	300		300
Lim (Ching Bee)	215		NA
Lim (Johnny)	284		NA
Lim (RBL)	368		NA
Lim Tay	246		9
Limketkai	220		9
Liong Cio Chang	> 100		NA
Lopez	315	>	40
Manuba	221		NA
Marina Agro-Industrial	250		NA
Marcelo	384	>	28
Martinez Leyba	446	>	24
Montenegro and Associates	234	>	11
Murillo	192		NA
Ng (Henry)	960	>	240
Nocom	> 288		NA
Nakagawa & Associates	128		NA
Olivan/Co/Chong	> 211		NA
Ong	230		NA
Pardo/Paterno	352		47
Prieto	> 382	>	16
Qua	333		NA
Que (Mariano)	884	>	5,474
Quesada	230	>	25
Repolda	207		NA
Reyes/Llamado	> 137		NA
Ricohermoso	99		NA

(Continuation of Table...)

Rivilla	101		NA
Rodriguez/Lim	261	>	38
Romulo & Associates	572		NA
Roxas Chua (Antonio)	> 643	>	335
Santos Sisters	490		117
Rufino	460		NA
Sison/Yao	252		NA
So/Limso	188		NA
Soriano (Alberto)	220		NA
Southern Phils	171		NA
Sy (Henry)	800	>	6,768
Sy Chi Siong	262		NA
Sy De Jesus	186		NA
Sy (Su)	259		26
Tan (Earnsun)	121		82
Tan (Farmix)	> 228		NA
Tan/Mendiola	227		NA
Tan/Wee	> 188		NA
Tan/Tang Soc	199		NA
Tanhueco	107		NA
Tantoco	1,000	>	776
Tee	98		NA
Trota/Fuentebella	214		NA
Triple V	> 100		NA
Typoco	237	>	291
UFC	> 330		NA
Uygongco	700		435
Uykim	195		NA
Villa-Abrille	329	>	19
Villareal	> 161		280
Wee	523		NA
Wong	> 130		NA
Wongchuking	101		117
Yap/Yang	318		NA
Yulo	169		NA
TOTAL	> 25,894	>	26,569

Source: Annex A

The following groups below do not belong to the next 100 groups. However, they are important for future references.

Group	Gross Revenues in 1989	
	Agribusiness	Non-Agribusiness
----- (in million pesos) -----		
Chin/Uy	76	NA
Dizon (Manuel)	85	NA
Gatchalian (Dee Hua)	> 70	NA
Goquiolay	87	NA
Rodriguez/Sy	91	NA
Tan (Marfenio)	87	NA
Tan/Lee	90	NA
Tanmantiong	88	NA
Ty/Ng	82	NA
Uy (Agustin)	85	NA
Zobel	> 80	NA

Source: Annex C

THE NEXT 100 AGRIBUSINESS GROUPS/FAMILIES (1)

Aidsisa Group

The group, a holding company, owns 40% of the Caneland Sugar Corporation, a sugar mill in Silay, Negros Occidental. The mill has a capacity of 4,000 tons of cane per day. The president is reportedly Benjamin Bautista, one of the members of a diverse board of directors.

Gross revenues: 121 million pesos in 1989.

Amadeo (Patricio) Group

The Amadeo group controls Mindanao Cotton Development Corporation. It operates a ginnery in South Cotabato which process seed cotton into lint. The company reportedly leases land for cotton plantations as well as undertakes contract growing. Unconfirmed reports show that the group is also engaged in deep sea fishing.

Agribusiness revenues in 1989 and 1990: 193 million pesos and 84 million pesos, respectively. No data on non-agribusiness activities.

(1) Those groups under brackets do not belong to the Next 100 agribusiness groups. They are, however, included for information purposes.

Campos (Jose Yao) Group

The group controls Univet Agricultural Products, Inc., one of the leading manufacturers and wholesalers of veterinary products in the country. It is a subsidiary of United Laboratories, Inc. (Unilab), the leading pharmaceutical company, Univet maintains branches in all provincial depots of Unilab. The group has several non-agribusiness affiliates that are mostly engaged in drug and pharmaceutical businesses. President: Delfin Samson, Jr.

Gross revenue totaled 336 million pesos in 1989 and 208 million pesos in 1990. The mother company, United Laboratories, had gross revenues of 3,029 million pesos in 1989 and 3,506 million pesos in 1990.

Affiliates and revenues in 1989: Dynavision Development Corp; Greenfield Development Corp, 51 million pesos; G.D. Searle (Phils), 126 million pesos; Chemfields, Inc, 158 million pesos; General Drug and Chemical Company, 66 million pesos; Pediatrica, Inc, 101 million pesos; Medichem Pharmaceuticals, 323 million pesos; Biomedis, Inc; Westmont Pharmaceuticals; and Universal Silk Corp.

Note: A.B. Universal Traders Corp, a trader/exporter of copra and other agri products, had gross revenues of 263 million in 1989. The mother group (Aboitiz) was included in the top 50 groups.

Chan (Feldman) Group

The Chans- Tita Yabut, See Lin, and John Kam Biak, Jr - control Feldman Agricultural Trading Corp. The La Union-based firm is engaged in trading tobacco leaf, cotton, and rice. President: Chan See Lin.

Gross revenues: 136 million pesos in 1989.

Affiliate: La Union Tobacco Redrying Corp. Gross revenues: 136 million in 1989.

Combined agribusiness revenues: 272 million pesos in 1989.

Chan/Tecson Group

The group owns Marisco Corporation--a Filipino-Japanese joint venture engaged in the processing and export of frozen shrimps and other seafoods. Production averages 30 to 45 tons per month. The Navotas-based firm ships about 90% of its exports to Japan. President: Yoshio Kabashigawa.

Net revenues amounted to 239 million pesos in 1989. No

reported affiliates.

Chan (Martin, Yu Lim & David) Group

The group controls Emco Plywood Corporation, Extensive Wood Processing Corporation and Extensive Trading Corporation. Martin Chan heads Emco Plywood Corporation with 40% of the company's shares; his brother, David, also owns 40% of the company. Yu Lim Chan heads Extensive Wood Processing Corporation with 35% of the company's shares.

EMCO Plywood is a manufacturer and exporter of plywood and other wood products such as lumber and veneer. Operating since 1987, it is based in Agusan del Norte. Its plant has a rated capacity of 4,500 panels per day; 40% of its raw materials is obtained locally while 60%, from Germany, Japan and Malaysia.

Extensive Wood Processing Corporation, based in Valenzuela, Metro Manila, is a manufacturer, wholesaler and exporter of sawn lumber made from Philippine mahogany. Its two sawmills can each turn out an average output of 60,000 board feet of lumber per day. It procures its log requirements mostly in the Luzon and Mindanao areas. Extensive Trading Corporation is the marketing arm of both companies.

The group's combined revenues, excluding the trading business, totalled 348 million pesos in 1989, and 443 million pesos in 1990. Emco revenues: 161 million pesos in 1989 and 212 million in 1990. Extensive Wood: 160 million pesos and 231 million pesos, respectively. Extensive trading: 27 million pesos in 1989.

Chankian (Felixberto) Group

The Chankian group controls Foodworld Manufacturing Corporation, a manufacturer of concentrated fruit drinks. It carries the "Sunny" brand of orange, grapes, and strawberry juices. They are marketed locally through leading supermarkets and groceries. President: Angelita Sy.

The Caloocan-based group had gross sales of 134 million pesos in 1989 and 156 million pesos in 1990. No reported affiliates.

Cheng Group

The group owns Philippine Trade Center, Inc., a company based in Sultan Kudarat, Maguindanao. The company, established in 1962, manufactures corn starch ("Atlas"), cassava starch ("Apollo") and corn grain. It sells its products locally with a claimed market share of 20%. President: Enrique Cheng.

Gross revenues: 138 million pesos in 1989 and 116 million in 1990.

Affiliates: Cotabato Shipping Corp (revenues: 9 million in 1989) and Western Export Corp (41 million in 1989).

Cheng Ban Yek Group

Cheng Ban Yek and Company, Inc. is a manufacturer and wholesaler of cooking oil ("Baguio" brand), copra meal, and soaps and detergents. The company uses "International Oil Factory" trade style since 1953. President: Dominador Lim. and general manager.

Gross revenues in 1987: 251 million pesos. Latest data are not available.

Affiliates: Four Seas Trading Corp, CPS Development Company, Inc., and ITC Development Corp.

[Chin/Uy Group]

The group owns Premium Feeds Manufacturing Corporation, a Malabon-based poultry and livestock manufacturer. It is a minor player in the animal feeds business. President: Jorge Chin.

Gross revenues in 1989: 76 million pesos. No reported affiliates.

Chin/Chua Group

Malabon Merchandising Company, Inc., the flagship of the group, started as a partnership between Jorge Chin and Canuto Chua in 1966. The company was then incorporated in 1978 with Jorge Chin retaining control of the business. At present, the firm is engaged in the importation and wholesaling of feed ingredients like bone meal, copra meal, corn, etc. President: Jorge Chin.

Gross revenues: 246 million pesos in 1989, and 134 million pesos in 1990.

Affiliate: Asian Native Realty.

Co (Nemesio) Group

The group owns Reliance Agricultural Development Corp., which operates several piggery farms in Bulacan(2), Rizal, and Novaliches, Quezon City. The combined monthly sales of these farms average 5,815 heads from a stock of about 40,000-head stock farm. Other agribusiness firms owned by the group include

Reliance Aquaculture Corp.; Amihan Farms; Reliable Farms Development; and Reliance-Asia Agribusiness Corp. President: Nemesio Co.

Reliance Agri had gross revenues of 177 million pesos in 1989 and 222 million in 1990.

Affiliates: Ceramics Manufacturing Corp; Neco Industries; Glorious Sun Fashion Garments Mfg; Reliance Tong-Fang Ceramics; PTF Phils Corp; Paco Amusement Company.

Co (Te) Group

The group owns and operates Philippine Super Feed Corporation--a manufacturer and wholesaler of animal feeds. Reported production is about 100 tons per day. The company also sells imported and local feed ingredients such as fishmeal, corn germ, corn bran, meat and bone meal, etc. Its plant is located in Navotas, MM. President: Co Te.

Revenues: 295 million pesos in 1989 and 290 million pesos in 1990. No affiliates reported..

Columbian/Smith Bell/Conrad Group

Columbian Phils., Inc., Smith Bell and Co., Inc. and Conrad & Co., Inc. owns Tag Fibers Inc., each with 30% share of the company. Tag Fiber is involved in the trading of abaca fiber for foreign and local markets. Monthly sales average 9,000 to 10,000 bales, 90% of which are exported. President: Antonio Larrauri.

The company controls about 40 % of the Philippine abaca exports. It maintains branches in Davao, Cebu, Cagayan de Oro, Maasin (Leyte), Tabaco (Albay) and Tigaon, Camarines Sur.

Net revenues: 179 million pesos in 1989 and 213 million pesos in 1990.

Consing Group

The Consing/Siason/Valderama group of Iloilo largely controls Passi Sugar Central, Inc. Its mill at San Enrique, Iloilo has a rated capacity of 4,000 tons of cane per day or about 7,000 piculs per day. Production in crop year 1988-89 totaled 538,000 piculs. The company owns about 7,000 hectares of sugarcane plantations with additional 3,000 hectares being developed. President: Timoteo Consing, Jr.

Revenues: 135 million pesos in 1988; none available for 1989.

Dayan/Lim/Tan Group

The Philippine Tobacco Flue-Curing and Redrying Corporation, controlled by Edmon Dayan, Patricio Lim and heirs, and Bienvenido Tan, Jr. It started its operations in 1951 primarily to engage in flue-curing and redrying of tobacco leaves. However, flue-curing operations were stopped in 1959 when the firm found it more profitable to buy tobacco leaves, which are already flue-cured from farmers and traders. President: Edmon Dayan.

At present, the company's activities consist of redrying, export, and wholesaling of tobacco leaves. Annual production: about 3 million kilos of leaves. It sells to the two largest cigarette manufacturers: Fortune Tobacco and la Suerte.

Revenues: 169 million pesos in 1989 and 268 million pesos in 1990. No reported affiliates.

De Leon/Escaler Group

Jose de Leon founded Pampanga Sugar Development Company, Inc. (Pasudeco) in 1918 to engage primarily in sugar milling. At present, the mill at San Fernando has a rated capacity of 6,500 ton canes per day. Production in 1988-89 season totaled 698,000 piculs. President: Luis Panlilio.

Gross revenues: 158 million pesos in 1989 and 202 million pesos in 1990. No reported affiliates.

Dee (Francisco) Group

The Dee group owns the Frabal Fishing and Ice Plant Corporation, a buyer and wholesaler of deep sea fishes procured from local fishermen in Palawan, Mindoro, and China Sea. The company's headquarters are located in Navotas, while its ice plant is in Malabon. President: Francisco Dee.

Gross revenues: 136 million pesos in 1989 and only 18 million in 1990 due to the reported ban on muro ami fishing method. The company reportedly merged with Unity Fishing Corporation in February 1991.

Affiliate: Frabal Fish Broker & Marketing Corp.

Dee/Diong Group

Trans-Manila, Inc. was organized by the Dee/Diong group in 1963 to process and redry tobacco for the local and export markets, such as the Europe, US, Japan, and China. President, Faustino Dee. Mr. Dee is reportedly the president of the Continental Leaf.

This La Union-based firm had revenue of 113 million pesos in

1989.

Diploma Group

This group owns Sta. Clara Housing Industries, a logging and plywood manufacturing, with about 6,000 hectares of logging concessions in Sultan Kudarat and Zamboanga del Sur. Chairman/President: Nordy Diploma.

Revenues: 172 million pesos in 1989 and 142 million pesos in 1990. Unconfirmed reports indicate that logging concession in Zamboanga has been cancelled. No reported affiliates.

Dizon (Francisco) Group

The Dizon family of Davao City, headed by Francisco S. Dizon controls F.S. Dizon and Sons, Inc., producer and exporter of Cavendish bananas. Registered capacity: 34,000 tons per year. This company is affiliated with Dizon Agro Industrial Inc. which produces citrus, calamansi, pomelo and mandarin. President: Francisco Dizon.

Revenues: 95 million pesos in 1989 and 107 million pesos in 1990. No reported affiliates.

[Dizon (Manuel) Group]

The group owns Sucrex Marketing Corp, a trader of sugar, coffee and other commodities. Prior to the collapse of the International Coffee Agreement in July 1989, the firm was one of the key coffee exporters. President: Manuel Dizon.

Gross Revenues: 85 million pesos in 1989 and 98 million pesos in 1990. No reported affiliates.

Dolor/Serrano Group

The Dolor and Serrano families owns about 76% of Batangas Sugar Central, Inc. Chairperson: Soledad Dolor. The firm is gaged in the milling of centrifugal brown sugar and by-products like molasses. It started commercial operations in crop-year 1968-69. Its factory, with a rated capacity of 4,000 tons of cane sugar per day, is located in Balayan, Batangas. Production: about 700,000 piculs per year. President: Federico Serrano.

Revenues: 134 million pesos in 1989 and 135 million pesos in 1990. No reported affiliates.

Dy Juanco Group

The group owns Filmundo Export Corporation, the handicrafts export firm. The company is one of the key players in the business. President: Alejandro Dy Juanco.

Gross revenues: 95 million in 1989 and 109 million in 1990. NO reported affiliates.

Dy Sun Group

The group controls Yakult Philippines, Inc. The company is, perhaps, the only manufacturer of cultured milk drink in the country. The Laguna-based plant has Japanese investments and technical assistance. President: Alejandro Dy Sun.

Gross Revenues: 100 million pesos in 1989 and 122 million in 1990. No reported affiliates.

Affiliate: Yakult Marketing Corporation with revenues of 48 million pesos in 1989.

Escuadro Group

Marlife Export Corporation is a trader/exporter of marine products. The firm operates out of the Food Terminal, Inc Complex, Taguig, MM. President: Rodolfo Escuadro.

Gross revenues: 107 million pesos in 1989; 137 million pesos in 1990. No reported affiliates.

First Pacific Group

The First Pacific group operates Country Fair Food Corporation, a manufacturer of hotdogs, bacon, ham, fresh meat, and dry "longanisa". The company is also engaged in milk repacking. President: Francisco Buencamino.

Gross revenues: 161 million pesos in 1989; 144 million pesos in 1990.

Affiliates: Metro Drug Corporation, a key player in pharmaceutical and food products industry; First Pacific Metro Marketing, Inc (496 million pesos sales in 1989); Steniel Manufacturing Corporation, a major manufacturer of corrugated boxes and fiber (638 million pesos); Berli-Jucker Industries, Inc, a manufacturer of bath soaps; and First Pacific Land, a realty firm which owns the Makati-based First Pacific Plaza. The Liem So Liong (Indonesia) has large interests in the group.

Non-agribusiness revenues: at least 5,000 million pesos (?)

Flores Group

The Floreses, Ricardo and Winston (55% of company stocks) and Daniel Bolong, Jr (32.5%) control Agrofactors Corporation, a La Union-based company. Established only in 1985, the company imports and distributes fertilizers nationally. Imports in 1982 amounted to 150,000 tons. Agrofactors concentrates its business, however, in Region 1 particularly in Ilocos, La Union and some provinces in Central Luzon. It has 300 dealers nationwide. President: Daniel Bolong, Jr.

It procures its fertilizer locally from Philippine Phosphate Fertilizer Corp. and internationally from Europe, Malaysia, Indonesia, Middle East, and Canada.

Gross revenues: 155 million pesos in 1987. 1989 data is not available.

Affiliates: Phi-Am Trade Corp; Rural Bank of Bacnotan, La Union; and Phil-Am Corporation.

FMT Industrial Group

FMT Industrial Consultants, Inc controls 99.9% of Findlay-Millar Timber Company, a Kolambugan, Lanao del Norte-based firm in operation since 1915. It is a manufacturer and exporter of wood products such as lumber, plywood, veneer, and others. It has logging concessions in nine municipalities in Lanao del Norte and three towns in Lanao del Sur. It sells its products locally and to the United States.

The company owns integrated wood processing complex standing on a 17.8-ha land area along Iligan Bay. Its plywood plant has a registered capacity of 4,925 cubic meter of plywood per year while its veneer plant has a registered capacity of 22,843 cubic meter of veneer per year. According to one report, the company temporarily shut down its operations in mid-1991 due to market conditions. The group is heavily leveraged. President: Benjamin Trinidad.

Gross revenues: 266 million pesos in 1989; none available for 1990. No reported affiliates.

Garcia Group

The group controls Kenram Industrial and Development Corporation, a palm oil mill in Isulan, Sultan Kudarat province. The company was spun in 1987 from Kenram Philippines. The latter operates about 1,500 hectares of oil palm plantations as well as outgrowers of about 2,500 hectares. The plantations are being threatened by the comprehensive agrarian reform program. President: Juan Garcia, Jr.

Gross revenues: 96 million in 1989; none available for 1990.

No reported affiliates.

[Gatchalian (Dee Hua)]

Dee Hua Gatchalian and the Go brothers (Romeo and Roberto) controls Westin Seafood Market, Inc. Dee Hua is married to William Gatchalian, a well-known businessman. The company "pioneered" in the country seafood market restaurants style. The Westin chain of restaurants are located in: Malate, Manila; Makati; and Cubao, Quezon City. President: Dee Hua Gatchalian.

Revenues guesstimate: 70 million pesos in 1989; none available for 1990.

Affiliate: The Cuisine of the Philippines, Inc.

Gatchalian (William) Group

William Gatchalian, a Chinese-Filipino, controls Shrimplex International Corporation, processor and exporter of shrimps and other crustaceans. It is based at the FTI complex, Taguig, MM. It exports 80% of its output exclusively under "Shrimplex" brandname to Japan. Average monthly shipment is about 70 metric tons. In addition, the company also ships dried shrimps to Japan at an average of 150 to 200 tons annually.

Thirty five percent (35%) of its raw prawns are cultured by Pacific Aquaventures Corp., an affiliate while 65% are procured on cash basis from independent growers. Shrimplex maintains buying stations nationwide, in Bataan, Bulacan, Roxas, Bacolod, Kalibo and Iloilo.

The company has recently embarked on a joint venture with a foreign partner (not disclosed) for the exportation and processing of "Shirafu". It has a 30% interest on this project and handles the processing of the seafood. Its Japanese partner who has a 70% interest provided the technology, machines and plant. The processing plant is located in San Dionisio (2 hours from Iloilo City) and has an annual capacity of 1,000 metric tons. President: William Gatchalian.

Agribusiness revenues: 231 million pesos in 1989 (181 million pesos in 1989 from Shrimplex and 50 million pesos from its affiliate, Pacific Aquaventure Corp had 50 million in sales in 1989 and 62 million pesos in 1990. Data for Tokai Feeds Corp are not available.

Non-agribusiness Affiliates: Willex Plastics Industries; Plastic City Corp; MPC Plastic Corp; International Polymer Corp; Pacific Plastics Corp; Kennex Container Corp; Recovery Development Corp; and Rexlon Realty. William Gatchalian is, perhaps, the largest manufacturer of plastic products in the Philippines. Data are not available. Revenues guesstimates: at

least 1,000 million in 1989.

Gaw (Jimmy)

The Gaw group owns Uniwide Sales Warehouse, Inc, the leading wholesale discount store in the country. The firm has three main stores: Libis, Quezon City; Cainta, Rizal; and Baclaran, MM. Total gross revenues in 1989 totalled 450 million pesos and 806 million pesos in 1990. President: Jimmy Gaw.

Agribusiness revenues (est): 315 million pesos in 1989 and 565 million pesos in 1990.

Non-agribusiness revenues (est): 135 million pesos in 1989 and 241 million pesos in 1990.

Affiliate: Uniwide Textile Bargain House.

Go (Dante)

The Go family owns and controls Sugarland International Products, Inc. The Navotas-based company is involved in the manufacture and trading of food products, particularly juice concentrated powder under "Eight O' Clock" brand. It is gaining market share from its main competitor, Tang, produced by Kraft-General Foods. President: Dante Go.

Gross revenues: 95 million pesos in 1989 and 164 million pesos in 1990. No reported affiliates.

Go Eng Uy Group

Go Eng Uy owns Lucky Two Repacking, a sole proprietorship, which operates as a wholesaler and retailer of sugar. The company's main office is located in Tarlac, where most of the products are purchased. In addition, it has a branch in Bacolod City, which takes care of procurement from individual planters in the locality.

Gross sales: about 130 million pesos in 1989 and 159 million pesos in 1990. Reportedly owns a large block of San Carlos Milling.

Go (Guioc So) Group

The Go group, led by Go Giouc So and Carlos Go, controls Sulpicio Marketing Corporation. The Cebu-based company is engaged in the copra, corn oil, and charcoal trading. Its major clients include Lu Do and Lu Ym Corporation of Cebu.

Sulpicio Marketing had revenues of 231 million pesos in

1989; none available for 1990.

Affiliates: Sulpicio Lines Inc., Solid Marketing Corporation of Cebu, Containers Haulers Inc., Sulpicio Machine Shop Inc., and Solid Towage and Lighterage Co., Inc. They are mostly engaged in non-agribusiness activities. Non-agribusiness revenues: Sulpicio Lines, 897 million pesos in 1989.; Solid Marketing, 37 million pesos.

Go (Sing King) Group

The Go group led by Go Sing King and Go Sing Chan, runs Cenapro Inc. which is in the manufacturing and export of charcoal, activated charcoal, copra, etc. It has a registered capacity of 4,860 tons of charcoal and 320 tons of activated carbon per year. Export sales account for 40 % of total sales. Charcoal accounts for about 70% of total turnover. Based in Mandaue City, the company has been in business since 1965. President: Go Sing King.

Gross Revenues: 232 million pesos in 1989 and 174 million pesos in 1990. No affiliates reported.

[Goquiolay Group]

The Goquiolays controls, Sergs Products, Inc., a manufacturer of cocoa products since 1962. Its products include cocoa butter, cocoa powder, confectioneries, wafers and biscuits, etc. Based in Cainta, Rizal, the firm is a key player in the chocolate business. President: Antonio Goquiolay.

Gross revenue: 87 million pesos in 1989 and 171 million pesos in 1990. No reported affiliates.

Huang Group

The group owns Commonwealth Foods, Inc.(Comfoods), a major manufacturer, processor, and exporter of various food products carrying the "Ricoa" (cocoa products), "Fibisco" (cookies, crackers, and biscuits), and "Cafe Puro" and "Cafe Bueno" (coffee) brands. It is a key player in the business. Comfoods, established in 1951, has a plant at Mandaluyong, MM. President: Samuel Huang.

Gross revenues: 307 million pesos in 1989 and 322 million pesos in 1990.

Affiliate: Reliance Commercial Enterprises, Inc (New York).

Jao/Tan/Chua Group

The Jao's, Tan's and Chua's of Lucena City largely control Unideco Consolidated Manufacturing Inc. The company, under Jose Jao Ng Tai (President), is a manufacturer and wholesaler of crude coconut oil. Its plant has a capacity of 150 tons of crude oil per day. Its actual production is about 80-100 tons per day of crude oil. The company sells to major clients such as Malabon Soap and Oil Industrial Company, Proton Chemical Industries, Inc., J & J Oil Industries, Crystal Oil and Industrial Co., and Colgate-Palmolive Phils., Inc. President: Jose Jao Ng Tai.

Gross revenues: 113 million pesos in 1989 and 93 million pesos in 1990.

Affiliate: J & J Oil Industries.

Jimenez Group

The group owns Albay Agro-Industrial and Development Corporation, which is into abaca fiber trading, principally in the Bicol region. Unconfirmed reports indicate that Mr. Jimenez has large interests in Republic Broadcasting Corp (TV Channel 7). President: Menardo Jimenez.

Gross revenues: 95 million pesos in 1989 and 121 million pesos in 1990.

Keng (Teddy) Group

The group owns Landmark Shopping Center at Ayala Center, Makati. The comple became operational in the late 1980s. Antonio Cojuangco, Jr. of the PLDT group is reportedly a key investor. No financial data available.

Agribusiness revenues from supermarket sales(est): at least 300 million pesos in 1989.

Non-agribusiness revenues (est): 300 million pesos in 1989.

Lim (Ching Bee)Group

The Lim family controls Ching Bee Trading Corporation, a wholesaler and exporter of copra and abaca hemp. The company is based in Tabaco, Albay. It exports 15 40-foot container vans valued at US\$20,000/container of abaca every month to the United States and Europe. It sells copra locally to companies which include San Miguel Corporation, Philippine Refining Company, Procter and Gamble Phils. President: Pua Chay (aka Johnny Lim).

Gross revenues: 214 million pesos in 1989.

Affiliates: CBT Construction and Equipment Corp.

Lim (Johnny) Group

The group owns Bagumbuhay Industrial Corporation, a key player in canned sardines and mackerel. The Malabon-based firm uses the "Master" brands. President: Johnny Lim.

Gross revenues: 284 million pesos in 1989 and 277 million pesos in 1990. No reported affiliates.

Affiliates: Not available.

Lim (RBL) Group

RBL Fishing Corporation was established in 1979 by the Lim group. The company is a major player in deep sea fishing and fish brokerage business. Among its product lines are tuna, sardines, and other fishes, whereby about 20% of tuna catches are exported, and 70% are sold to local canning factories. Its main office is located in Navotas, which has port, warehouse and drydock facilities, cold storage, and ice plant. The firm also maintains an office with port and warehouse facilities in Palawan.

Gross revenues: 368 million pesos in 1989; none for 1990.

Affiliate: RBL Shipyard, Inc.

Lim Tay Group

New Zealand Creamery, Inc., an importer, manufacturer and wholesaler of dairy products carrying the "Che-vital" brand. The Makati-based firm is owned by the Lim Tay and associates: Lim Tay himself, Kim Sin Ongkauko, Kue Kun Ongkauko, Chan Chin Choing, and Eduardo Hernandez. The company imports 90% of its raw materials from Australia and Europe. Production is estimated at 60 tons a month. President: Lim Tay.

Gross revenues: 245 million pesos in 1989 and 270 million pesos in 1990.

Affiliate: Asa Metal Corporation.

Limketkai Group

The Limketkai family established Limketkai Sons Milling, Inc. in 1966. The Cagayan de Oro-based company is mainly involved in the manufacture of coconut oil, corn oil, rice, and corn grits under the "Marca Leon" brand. In addition, Limketkai also operates two cinema houses in Cagayan de Oro, and a real estate business. President: Macrobio Lim.

Gross revenues: 224 million pesos in 1989; none available for 1990.

Affiliates: Limketkai Development Corp; and Central Fermentation Industrial Corp

Liong Cio Chang Group

La Perla Sugar Supply is a single proprietorship owned by Liong Cio Chang. The firm is engaged in trading, wholesaling, and exportation of raw and refined sugar.

Gross revenues guesstimates: over P100M in 1989.

Affiliate: Reportedly owns shares in Bukidnon Sugar Mill.

Lopez Group

The Lopez group is the owner of Lopez Sugar Corporation located in Sagay, Negros Occidental. The milling plant manufactures sugar and molasses, with a capacity of 7,500 tons of cane per day. Production during crop year 1988-89: 564,000 piculs of raw sugar. President: Mary Ann Bernas.

Gross revenues: 315 million pesos in 1989; none available for 1990.

Affiliates: Admiral Realty Corporation, CCC Insurance Corporation, and Sucrest Trading Corporation.

Manuba Group

The group established Ferchemx Corporation in 1985. It imports, distributes and retails fertilizer. Based in Davao City, it markets heavily in the Mindanao area. It also distributes the "Philphos" brand of fertilizer. Its major clients include: Matling Industrial and Commercial Corporation, Davao Fruits Corporation, and individual farmers and dealers mostly in Mindanao. It is affiliated with Parafert Corporation, a distributor of fertilizers. President: Solomon Manuba.

It sources 30% of its fertilizer requirement locally while the 70% abroad from Indonesia, Japan, Alaska, Pakistan, and Korea.

Gross revenues: 145 million pesos in 1989 and 231 million pesos in 1990. Its affiliate, Parafert Corporation had revenues of 76 million pesos in 1989 and 128 million in revenues in 1990.

Marcelo Group

Erma Industries, Inc., one of the major processors and exporters of prawns, and seafood products, is controlled by the Marcelo group. The company procures raw materials from Bulacan, Bataan, Malabon, Navotas, Roxas City, Iloilo City, and Bacolod City through its plants located in Navotas and Roxas City. President: Ernesto B. Marcelo.

Gross revenues: 383 million pesos in 1989 and 398 million pesos in 1990.

Affiliates: EBM Industries, Inc.; T.P. Marcelo & Co., Inc.; Lux Ice Plant & Cold Storage; and T.P. Marcelo Realty.

Marina Agro-Industrial Group

Marina Agro-Industrial Corp. largely controls Marina International Marketing Corporation. Established in 1987, the company is engaged in the operation of prawn farms and in the export of prawns. Specifically, it ships its prawns (brands "Orion" and "Black Tiger")to the United States and Japan. It makes an average shipment of 8-12 40-foot container van (12-15 tons per van) per month. President: Caesar Tanjutco.

Its affiliate, Marina Agro-Industrial Corp., handles the processing , freezing and packing of prawns at its plant in Hagonoy, Bulacan and Bacolod, Negros Occidental. It sources 1% of its prawn export from its 60 hectare prawn farm in Bulacab; the rest (99%) are procured from individual farmers.

Gross revenues: 250 million pesos in 1989; none available for 1990.

Affiliates: Tanjutco Industries and Trading Corp;

Martinez-Leyba Group

Martinez-Leyba owns 61% of the total shareholdings of Nasipit Lumber Company, Inc. Carlos Fernandez owns 17% of the company's shares, Nasipit is primarily engaged in the logging business since 1946. It produces logs, lumber and other lumber products such as door, parquet floorings, and veneer plywood. It operates three sawmills in Masipit, Agusan del Norte and has aggregate capacity of 150,000 board feet. It has concessions located in Agusan del Norte and Misamis Oriental with a total area of 98,000 hectares. It has an annual allowable cut of 215,000 cubic meters.

Twenty five percent (25%) of its total production is exported to Japan, Australia, and the United States while the remaining 75% is sold locally. President: Carlos Fernandez.

Nasipit Lumber Co. owns 94% of Philippine Wallboard Corporation's total shareholdings. This company is the manufacturer and wholesaler of hardboard utilizing wastes (sidings, strips, and others) of its mother company and affiliates which include Nasanak Woodland Co., Inc., Anakan Lumber, and Martinez Leyba, Inc. Its plant, part of the Nasipit group integrated wood processing plant within a sprawling 50,000-hectare forest area located in Nasipit, Agusan del Norte, has a rated capacity of 300 tons per day. Its product is marketed under the brand "Lawanit" nationwide through its 30 distributors.

Combined agribusiness revenues: 446 million pesos in 1989 (Nasipit Lumber, 177 million pesos in 1989 and 254 million pesos in 1990; and Philippine Wallboard Corp, 194 million pesos and 237 million pesos; and Anakan Lumber, 75 million pesos and 88 million pesos, respectively).

Montenegro and Associates Group

The group owns 61% of Pacific Activated Carbon Company, Inc.'s total shares. This company is engaged in the manufacture and export of activated carbon. Established in 1974, this company's plant and warehouse are located in Barrio Gracia, Tagoloan, Misamis Oriental.

It sells its products locally (25%) and internationally (75%) to the United States, Britain, South Africa, Europe, Korea and Japan. Its raw materials such as coconut shell charcoal are procured through its buying stations in northern and western Mindanao. Its affiliate, Filipinas Activated Carbon Manufacturing Corp is also in similar business. President: Herman Montenegro.

Gross revenues: 230 million pesos in 1989 (129 million pesos from Pacific Activated Carbon, and 101 million pesos from Filipinas Activated Carbon)

Affiliates: Consolidated Refractories Co. Inc., Mindanao Aquamarine Resources Corp., Pexcor Shipping Co., Inc., Standard Construction and Maintenance Co., Inc., Prime Cut Food Corp., Pacific Flora Inc., and Titan Megabags Inc.

Murillo Group

Hilario Murillo owns 80% of Swire Agricultural Products, Inc.'s total shareholdings. A Manila-based corporation founded in 1986 by Murillo, the company is engaged in the importation, wholesaling and distribution of fertilizer. It markets its "Swire" brand of fertilizers nationwide through its 50 authorized dealers. It imports its fertilizer from Thailand, Indonesia and Middle East. The firm maintains a rented 1,500 square meter single-storey warehouse at Port area, Manila and Sta. Clara, Batangas City. President: Raul Vasquez.

Gross revenues: 192 million pesos in 1989; none available for 1990.

Affiliates: Pilsen International Trading, Inc; Uzion Traders Phils, Inc; Gerico Trading (Phils), Inc.

Nakagawa and Associates Group

The group, primarily Hiromasa Nakagawa, Ruby Chua Cu, and Wilhelmina Salido, owns Filocean Export Corporation, which exports prawn and seafood products to Japan. Average export is reportedly 70 tons per month. The firm has a plant at Bormaheco Industrial Subdivision in Paranaque. President: Hiromasa Nakagawa.

Gross revenues: 108 million pesos in 1989 and 116 million pesos in 1990. No reported affiliates.

Ng (Henry) Group

The group is a major player in the supermarket business. It owns Unimart, Inc (Greenhills); Makati Supermart; and Cash and Carry (Makati). The reported gross revenues were about 800 million pesos in 1985. The 1989 revenues could be at least 1,200 million in 1989. President: Henry Ng.

Agribusiness revenues(est): 960 million pesos in 1989.

Non-agribusiness revenues (est): 240 million pesos in 1989. No reported affiliates.

Nocom Group

The group has two agribusiness affiliates--Puromines, Inc. and Mae Agricultural Marketing, Inc. Puromines is an importer and distributor of fertilizers. President: Ignacio Nocom.

Gross revenues: 288 million pesos in 1989. No data were available for Mae Agricultural Marketing.

Affiliates: Azucar Management Development Corp; Nebai and Company; Astar Resources Corp; and Ocho Corporation. Azucar Management, is part of the Lopingco group (top 50 groups).

Olivan/Co/Chong Group

The Olivan, Co and Chong families own Bescom Commodities Corporation, A Daet(Camarines Norte)-based trading firm. Bescom is primarily engaged in the copra buying, as well as the trading of coconut oil and copra meal. It is the marketing arm of Bicol

Oil Mill and Refinery, a sister company. It exports coconut oil to Europe and the U.S. President: Manuel Olivan.

Gross revenues: 209 million pesos in 1989 and 485 million pesos in 1990.

Affiliates: Bicol Oil Mill; Metroplex Development Corp; and Granville Properties and Development, Inc.

Ong Group

The Ongs controls Baliwag Mahogany Corporation. The firm manufactures and exports wood products, including wooden doors, shelves, and window frames. According to a report, it produces about 20,000 doors a month, all for export to Japan, United States, and Europe. Its plant is located at San Rafael, Bulacan. President: Alfredo T. Ong.

Gross revenues: 230 million pesos in 1989 and 253 million pesos in 1990. No reported affiliates.

Pardo/Paterno Group

The Pardo and Paterno families, related by marriage, own Wenphil Corporation. It is the local franchisee of Wendy's International. Wendy's has about 19 outlets in Metro Manila. Chairman: Senator Vicente Paterno. President: Jose Pardo.

Gross revenues: 166 million pesos in 1989 and 215 million pesos in 1990.

Affiliate: Philippine Seven Corporation, the franchisee of the U.S.-based "7-11" convenience stores chain. Gross revenues: 233 million pesos in 1989 and 357 million pesos in 1990.

Agribusiness revenues (est): 352 million pesos in 1989 and 500 million pesos in 1990. (80% of "7-11" sales were assumed to be food-related)

Non-agribusiness revenues (est): about 47 million pesos in 1989 and 71 million pesos in 1990.

Prieto Group

The Prietos, led by brothers Leopoldo Sr and Antonio, controls several franchises in the country, which include Golden Pizza, Inc.--operator of 13 Shakey's Pizza Parlors; International Family Food Services, Inc.--a franchise holder also of Shakey's with 55 outlets nationwide; and Golden Donuts, Inc., which operates 81 outlets of Dunkin' Donuts. The group is the major player in the pizza and donut businesses in the country. In addition, it also owns Tex-Mex, Inc., which operates the Tia Maria Restaurant. Lucia and Robert Spakowski, shareholders of Republic Chemical Industries, are large investors in Golden Pizza. International Family Food Services is totally controlled by Antelope Enterprises,, a holding controlled by the Prietos(?).

President, Golden Pizza, Inc: Leopoldo Prieto, Jr.
President, Int'l Family Food Services: Antonio Prieto, Jr
President, Golden Donuts, Inc: Leopoldo Prieto, Sr.

Combined gross revenues: 375 million pesos in 1989. Of which: Golden Pizza, 144 million in 1989 and 185 million in 1990; International Family Food Services, 66 million in 1989 and none available for 1990; and Golden Donuts, 165 million in 1989 and 174 million in 1990.

Affiliates: Parkside Realty and Development Corp. and Golden Circle, Inc.

Qua Group

The group controls Ocean Light Export and Import Corporation and President Marine Corporation.

Ocean Light Export and Import Corporation was established in 1978 and is primarily engaged in the export of frozen marine products, specifically shrimps and "black tiger" prawns. Ocean exports all its products to Japan with peak sales from October to February. Manila-based, it has several buying stations in other parts of the country: Negros Occidental, Bulacan, Roxas City and Naga City. Furthermore, it owns a cold storage and warehouse at IRC compound , barrio Paso de Blas, Malinta, Valenzuela. President: Mariano Qua.

President Marine Corporation, began in 1987, is based in Bacolod City. It exports prawn and shrimps, squid, cuttlefish and lobster to Japan and Taiwan.

Combined revenues: 333 million pesos in 1989. (Breakdown: Ocean Light, 163 million in 1989 and 244 million pesos in 1990; and President Marine, 170 million in 1989 and 114 million pesos in 1990.)

Que (Mariano) Group

The Mercury Group of Companies, controlled by the Que family, owns Pacific Agrivet Supplies, Inc. 100%. Based in Cebu City, it was established in 1974. The company is a leading retailer, wholesaler, and distributor of veterinary drugs, and agricultural compounds in Cebu. President: Vivian Que Azcona.

Combined agribusiness revenues: 884 million pesos in 1989. (Pacific Agrivets, 143 million pesos, and MLM Foods, 51 million pesos, and 80% of Tropical Hut sales, 690 million pesos)

Non-agribusiness revenues(est): at least 5,482 million pesos in 1989.

Affiliates and their gross revenues: Philusa Distributors, 340 million pesos in 1989 and 436 million pesos in 1990; Tropical Hut Food Market, 858 million pesos; and 951 million pesos; Mercury Drug Corporation, 4,894 million pesos and 6,087 million pesos; Trinity Franchising and Management Corp, none available; Rhea Pharmaceutical Corp, none available; Bambang Development Corp, none available; and Apollo Chemicals Inc, 76 million pesos and 87 million pesos.

Quesada Group

The Quesada family, owns Foodmine, Inc. is a franchisee of Kentucky Fried Chicken International U.S.A. to operate Kentucky restaurant chain in the Philippines. A key player in the fastfood business, Foodmine has 26 outlets in the country (25 in Metro Manila and one in Pampanga). The group also owns Famous Recipe Fried Chicken (Phils.), Inc., which is also involved in restaurant and catering services. President: Efren Quesada.

Combined revenues: 229 million pesos in 1989 and 302 million pesos in 1990. (Breakdown: Foodmine, 168 million in 1989 and 243 million pesos in 1990; Famous Recipe, 61 million in 1989 and 59 million pesos in 1990)

Affiliates: Doctors Pharmaceuticals, Inc (manufacturer /importer of drugs); Unicor, Inc (exclusive distributor of former's products); and Data Control.

Repolda Group

Pedro Repolda and associates (Dy Ching Ho, Noel Dy, Soledad Sy and Melencia Pena) equally own Honor Marketing Corporation. The company is a distributor of La Campana cigars and cigarettes. It presently occupies an office at the La Campana premises at Barangay Olympia, Makati. President: Pedro Repolda.

Gross revenues: 207 million pesos in 1989.

Reyes/Llamado Group

The Reyeses and Llamados own and operate Aristocrat, Inc., a restaurant which serves native and Chinese cuisines. Its specialties are chicken bar-b-que and honey-chicken. The restaurant now has a strong presence all over Metro Manila and Cavite with franchises at: The Aristocrat Greenbelt, The Aristocrat Quezon Avenue, The Aristocrat Gotesco, The Aristocrat Las Pinas, The Aristocrat Rosario, Cavite, among others. President: Arturo Reyes, Sr.

Gross revenues: 113 million pesos in 1989 and 123 million pesos in 1990.

Affiliates: Tanglaw Realty, Inc., Aris Restaurant Inc., Trigen Management and Investment Corp., ECR Catering and Restaurant Inc. and Heirs of Engracia Reyes Sr. Inc.

Ricohermoso Group

The group established MCPI Corporation in 1983, a processor of seaweeds and its by-products. This Cebu-based corporation is one of the pioneers in seaweed industry in the Philippines. President: Maximo Ricohermoso, a former executive of FMC's Marine Colloid Philippines, Inc.

Gross revenue: 91 million pesos in 1989; none available for 1990.

Affiliate: Datingbayan Agro-Industrial Corp (Revenues: 8 million pesos in 1989) liquid fertilizers, pickled seaweeds, air freshener, etc.

Rivilla Group

The group largely owns the shareholdings of Hilongos Development Corporation, a company engaged in the manufacture of raw sugar and molasses. With its plant based in Leyte, the company has a rated capacity of 5,000 tons of sugarcane. There are reports that the group had sold out to the group of Julio Sy. President: Luis Tirso Rivilla.

Gross revenues: 101 million pesos in 1989 and 122 million pesos in 1990.

Rodriguez/Lim Group

Luzon Mahogany Corporation of the Rodriguez/Lim group started operations in 1970 as a trader of lumber products, and as an importer and distributor of printing and packaging machines and medical equipment. President: Alberto Rodriguez.

Gross revenues: 256 million pesos in 1989; none available for 1990.

Affiliates: Philippine Moulded Pulp Products, Inc., EAC Services, and EAC Transport, Inc.

[Rodriguez/Sy Group]

The group, led by Alberto Rodriguez and Sy Lin Siu,, is in the logging business. Its company, Consolidated Logging and Lumber Mills, Inc., based in Angadanan, Isabela and has been in operation since 1967. Stringent rules of timber license agreements could hurt the company. President: Sy Lin Siu.

Gross revenues: 91 million pesos in 1989 and 52 million pesos in 1990.

Romulo and Associates Group

The group (Ricardo Romulo, Jose Buenaventura, John Baker, and Eduardo de los Angeles) controls 70% of Agrotex Commodities. The company is an indentor, commission agent and exclusive distributor for Cargill, Inc (U.S.A.) on feedgrains such as wheat, soybeans and yellow corn. It also acts as commodities broker and trader for flour and feedmillers for copra and its by-products. The company is 30% owned by Cargill, Inc. President: Ricardo Romulo.

Gross revenues: 567 million pesos in 1989 and 657 million pesos in 1990.

Roxas Chua (Antonio) Group

Antonio Roxas Chua, Jr. controls Pacific Flour Mills, Inc. and Arcya Trading Corporation. Pacific Flour is one of the major flour manufacturers in the country with an average daily production of 8,000 25-kilo bags.

Arcya Trading distributes flour and yeast for Pacific Flour Mills, refined sugar for Victorias Milling Company, and feeds for Hubbard feeds. President: Antonio Roxas Chua, Jr.

Combined gross revenues: 642 million pesos in 1989. (Breakdown: Pacific Flour Mills, 389 million pesos in 1989 and no data for 1990; Arcya Trading, 254 million pesos in 1989 and 313 million in 1990)

Affiliates: Arcya Commercial Corp; T & T General Merchandise.

Rufino Group

The Bataan Pulp and Paper Mills, Inc., owned by the Rufino group, is manufacturer, producer, processor, exporter, and trader of pulp. President: Elon Ting.

Gross revenues: 460 million pesos in 1989 and 464 million pesos in 1990.

Santos Sisters Group

The group, comprising of five sisters- Bella S. Barrera, Corazon S. Estrada, Nelia S. Fandino, Blankita S. Gonzales, and Erlinda S. Gozon- own South Supermarket, Inc. It operates three stores: Ayala Alabang, Magallanes Village, and Pasig. Gross revenues in 1989: 607 million pesos and 717 million pesos in 1990. President: not known.

Agribusiness revenues (est): 490 million pesos in 1989 and 574 million pesos in 1990.

Non-agribusiness revenues (est): 117 million pesos in 1989 and 143 million pesos in 1990.

Sison/Yao Group

The Sison and Yao families control Silver Swan Manufacturing Company, Inc. It is one of the key manufacturers and exporters of food seasonings (soy sauce, vinegar, and fish sauce). Estimated production in 1989: 159,000 cases. The company's products are exclusively distributed by Philippine General Merchandising Corporation (PGMC), an affiliate of the group. President: Benjamin Sison.

Combined gross revenues: 252 million pesos in 1989 and 339 million pesos in 1990. (Silver Swan, 133 million pesos in 1989 and 191 million pesos in 1990; and PGMC , 119 million pesos in 1989 and 148 million pesos in 1990)

So/Limso Group

The So and Limso families group owns Davao Plywood Company, Inc. Established in 1965, this company is engaged in the manufacture and export of plywood, plyboard and veneer. Its plants are located in Bunawan, Davao City. It exports "Bunaply" brand of wood products to Great Britain and Australia. President: Robert Alan Limso.

The group is reportedly developing a large shopping complex in Davao City.

Gross revenues: 188 million pesos in 1989; none available in

1990.

Affiliates: Davao Sunrise Corp.

Soriano (Alberto) Group

This group controls AMS Farming Corporation, which is primarily engaged in the growing and local sale of Cavendish bananas. It sells its banana produce exclusively to Del Monte Phils. Inc.

The company's plantations, totalling about 700 hectares are located in Barrios Kapalong and Magatos, both in Davao del Norte. Its plantations reportedly average more than 45,000 kilograms of bananas per hectare in one harvest season. President: Alberto Soriano.

Gross revenues: 174 million pesos in 1989; none available in 1990.

Combined agribusiness revenues: 220 million pesos in 1989.

Affiliates: AMS Management Corp; Crown Fruits and Cannery Corp; Davao Tractors, Inc; DTI Overland Transport Corp; JC Agri-Development, Inc; Soriano Fruits Corp, 46 million pesos in 1989; JOS Trading Corp; Calinan Fruits, Inc; Farm Chemicals Trading Corp; and Tungkalan Agri-Development Corp. No data are available.

Southern Philippines Packaging Group

This group controls 99.9% of Food Industries Inc.'s operations. The firm manufactures, wholesales, retails and exports consumer products. It also imports and distributes water purification equipment and chemicals. President: Jesus Chuaansu

Food Industries, Inc. operates three divisions: 1) The Food and Snack Division, which handles the manufacture, local sale and export of snack food products such as "Nagaraya" cracker nuts and "House of Goodies" sweet mini pretzels, butter and choco pretzels; 2) The Household Items Division, which handles the manufacture and sale of household products such as "Dutch" cleanser and "Cream" cornstarch, and the import (from the United States) and local distribution of "Sweetheart" fabric softener, "Purex" bleach, and "Dutch" nylon scrubber and sponge; 3) The Aquasystems Division, which handles the import of water purification equipments and chemicals (from the U.S.) and its distribution. The company produces approximately 10,000 cases per month for each consumer product.

The company sells locally through major supermarkets such as Shoemart, Landmark, Rustan's, and Robinson's. It exports to Singapore, Canada, PongKong, and New Zealand.

Gross revenues: 170 million pesos in 1989 and 191 million pesos in 1990.

Affiliate: Rolex Industries

Sy (Chi Siong) Group

The group owns 68 % of Sy Chi Siong & Co., Inc-- distributor, wholesaler, and retailer of milk powder ("Birch Tree"), canned meat ("Reno"), seasoning, and toothpaste ("Hapee"). Hapee is the local entrant to the toothpaste business dominated by the multi-nationals. President: Peter Leoncio Sy.

Gross revenues: 262 million pesos in 1989 and 303 million pesos in 1990.

Affiliates: Financing House, Inc; and Packaging Industries, Inc. Data not available.

Sy De Jesus Group

The Sy De Jesus group controls Malabon Soap & Oil Industrial Company, Inc. a manufacturer of edible coconut oil and soap. Brand names include: "Spring", "Vista" and "Taal" for coconut oil and "Rosal" for soap. President: Tommy de Jesus.

Gross revenues: 186 million pesos in 1989 and 160 million pesos in 1990.

Affiliates: Uniland Realty & Development Corp.

Sy (Henry) Group

The group, under its flagship, SM Investments Corp, owns SM Supermarket, Inc. The group runs Shoe Mart, Inc(SM), the largest shopping mall chain in the country. SM has seven branches in Metro Manila and one in Iloilo City. The supermarkets are located in SM's four branches in Metro Manila. President: Henry Sy.

SM Supermarket had gross revenues of 1,000 million pesos in 1989; none available for 1990.

Revenues of affiliates: Shoe Mart, 5,254 million pesos in 1989 and 6,415 million pesos in 1990; SM Appliance Center, 806 million pesos in 1989 and 1,069 million pesos in 1990; and SM Auto Service and Accesories, 129 million pesos in 1989 and 124 million pesos in 1990; and Banco de Oro Savings and Mortgage Bank, 379 million pesos in 1989 and 616 million pesos in 1990.

Agribusiness revenues(est): 800 million pesos in 1989.

Non-agribusiness revenues(est): at least 6,768 million pesos in 1989.

Note:

The Julio Sy group, already cited in top 50 agribusiness groups study, owns Cal-Phil Company, Inc., which exports copra, coconut oil, and copra meal. It exports about 3,000 tons of crude coconut oil and 1,500 tons of copra meal per month. At present, the firm utilized the services of Indophil Oil Mill. However, it was reported that its own plant will be completed in Dumaguete City in early 1992. Gross revenues: 286 million pesos in 1989.

Sy (Su) Group

Sy Su International, Inc. is a repacker of "Del Monte" catsup, "McCormick" spices, and "Kellogs" cereals, as well as a distributor of "Del Monte" products, "Gerber" baby food products, and "Kikkoman" and "Lee Kum Kee" seasonings. It is controlled by the Sy family. The company is the major player in the packaged spices in the Philippines. Present president: Ruben Sy Su.

Gross revenues: 259 million pesos in 1989.

Affiliates: Studio I, Inc; Praise, Inc.

Tan (Earnsun) Group

The group controls Earnsun Company, a manufacturer and exporter of plywood. Earnsun is a foreign corporation organized and existing under the Hong Kong government. Philippine branch started operations in 1985. Its plant is located at Panacan, Davao City, which is leased (or bought?) from L.S. Sarmiento Co. Inc. About 90% of production is exported. Senior Vice President: Joseph Africa.

Gross revenues: 121 million pesos in 1989 and 212 million pesos in 1990.

Affiliates: None reported.

Tan (Farmix) Group

The group's controls Farmix Fertilizer Corporation, an importer and distributor of fertilizers. Farmix has several branches nationwide (Batangas, Cagayan de Oro City, Davao City, and Iloilo). President: Jose Fernandez, Jr.

Gross revenues: 152 million pesos in 1989 and 529 million pesos in 1990.

Affiliates: Philippine Planters Consumers, Inc. and Isabela Agro-World Trading (?)

[Tan/Lee Group]

The Tan (Roberto) and Lee (Teresita) families control Pearl Island Export Import Marketing Corporation, an exporter and importer of agricultural products. President: Roberto Tan.

Gross revenues: 90 million pesos in 1989; none available for 1990. No reported affiliates:

Tan/Mendiola Group

Continental Leaf Tobacco (Phils.), Inc. was organized in 1965 by the Tan/Mendiola group as a redryer, wholesaler, and exporter of tobacco leaves. The firm has its own plant and warehouse in La Union. Its local customers are among the biggest manufacturers of cigars and cigarettes in the country. President: Elena Tan.

Gross revenues: 224 million pesos in 1989 and 199 million pesos in 1990. No reported affiliates.

Tan/Tang Soc Group

The Tan group controls Industrial Timber Corporation, which is engaged in the manufacture and export of plywood, lumber, plyboard and veneer. It sells its products to the United States, Japan, HongKong, and England.

It has a sawmill plant in Malanday, Bulacan and a plywood factory in Lumbocan, Butuan City. It has a production capacity of 4,835,000 panels per year. It maintains offices at Valenzuela, Bulacan. President: Tomas Tan.

Gross revenues: 184 million pesos in 1989.

Affiliates: Agusan Wood Industries: and Industrial Realty Corp. Agusan Wood had sales of 15 million in 1989.

[Tan (Marfenio) Group]

The Tan family largely owns and manages San Andres Fishing Industries, Inc., a company based in Calumpang, General Santos City. Little is known of this group. President: Marfenio Tan.

Gross revenues: 87 million pesos in 1989; none available for 1990. No reported affiliates.

Tan/Wee Group

Marcel Trading Corporation started as a partnership between Mario Tan and Wee Lee Hong in the early 1970s. Five years later, the business became a corporation engaged in the production, processing, and exportation of seaweeds. The processing and exportation of carageenan is about 80% of operations, while that of dried seaweeds and other agricultural products, 20%. About 2,000 tons are reportedly exported per year. The company's plant, procurement office, and warehouse are located in a four-hectare compound in Zamboanga City. Although it has a seaweed farm in Tawi-Tawi, the firm also buys raw materials from traders in Zamboanga. President: Wee Lee Hiong.

A report indicated that Marcel Trading is a partner in a joint venture with Sanofi (France) for the manufacture of refined carageenan for exports.

Gross revenues: 184 million pesos in 1989 and 249 million pesos in 1990.

Affiliates: Marine Resources Development Corporation, a company that manufactures and exports seaweeds, sea shells, sea crafts, gelatine, and hot/cold bags.

Tanhueco/Baltazar Group

The Tanhuecos and Baltazars founded Asia Rattan Manufacturing Co., Inc. in 1978. The company is the manufacturer and seller of rattan products. Its factory is located in Angeles City. President: Angelo Baltazar.

Gross revenues: 106 million pesos in 1989 and 126 million pesos in 1990. No reported affiliates.

[Tanmantiong Group]

This group's business, Velvet Foods Corp, is in the management and lease of food stalls, restaurants and coffee shops. The key officers are: Ernesto Tanmantiong; Esther Ang; and William Tan Untiong.

Gross revenues: 88 million pesos in 1989 and 94 million pesos in 1990. No reported affiliates.

Tantoco Group

The group owns Rustan Commercial Corporation, a shopping center chain that has four branches in Metro Manila and another in Cebu City. Rustan Supermarket, a main revenue center, operates in all branches. Rustan Commercial had gross revenues of

1,776 million pesos in 1989. President: ?

Agribusiness revenues (est): about 1,000 million pesos in 1989; none available for 1990.

Non-agribusiness revenues (est): at least 776 million pesos in 1989. No reported affiliates.

Triple V Group

The group owns two well-known restaurant chains, Kamayan Restaurant and Saisaki. The former, with four outlets in Metro Manila, serves Filipino dishes; the latter, with three outlets serves Japanese cuisine. The group also owns Triple V Express, a high-end fastfood chain with outlets at Robinson's Galleria and Greenbelt (Makati), and the Island Fisherman Food Services, a shop-and-cook- seafood restaurant in Manila. Valentin Eduque, Violeta Baltazar, and Victor Villavicencio each own 30% of the shareholdings. The group is one of the fastest growing restaurant chains in the country. President: Victor Villavicencio.

Gross revenues(est): over 100 million pesos in 1989.

Affiliate: Kawilihan Corporation (real estate lessor).

Tee Group

GAF Export & Import Corporation, owned by the Tee group, is mainly involved in the trading of marine products (export and import). President: Liong Tiong Tee.

Gross revenues: 98 million pesos in 1989 and 103 million in 1990. No reported affiliates.

Trota/Fuentebella Group

The group of Trota, Fuentebella and Sanvictores founded the Max's chain of restaurants. This chain of restaurants specialize in fried chicken dishes. Max's Baclaran also operates a cakeshop, bakery and take home counter. President: Edgardo Trota.

Gross revenues: 214 million pesos in 1989 and 299 million pesos in 1990. (Breakdown: Max's Baclaran, 41 million in 1989 and 47 million pesos in 1990; Max's Ermita 100 million and 153 million in 1990; and Max's Makati, 73 million and 99 million).

Typoco Group

Federal Agricultural Corporation, of the Typoco group, is a livestock grower and breeder, as well as producer of animal feeds. Its 11,000-sow-level farm and feedmill are located on a

113-hectare land in San Miguel, Bulacan. Feedmill's output is solely for the piggery's use. President: Jesus Typoco, Sr.

Gross revenues: 237 million in 1989 and 308 million in 1990.

Affiliates: Artex Development Corporation, which is into garments business; Tycoon Development Corporation, real estate; Yupangco Cotton Mills, Inc., manufacturer of flour bag cloth, coated fabrics, and knitting and weaving yarns; and Asian World Plaza in Taipei. Except for Yupangco, with revenues of P261M in 1990, data of the other companies were not disclosed.

UFC Group

The Universal Food Corporation, or UFC, is a key player in the food products business. Its major product lines consisting of processed fruits and vegetables and food seasonings (fish paste, vinegar, and catsup). Production is about 80,000 cases per month. The products are exclusively distributed by Street Marketing Corporation, an affiliate. Street Mart has warehouses in Cebu, Bacolod, Iloilo, and Davao. President: Augusto Barcelon.

Gross revenues: UFC: 126 million pesos in 1989 and 151 million pesos in 1990. Street Marketing: 204 million in 1989 and 215 million pesos in 1990.

Affiliates: Sunny Farm and Tarlac Food Company are manufacturers of UFC products; Milagros Farms, a piggery.

[Ty/Ng Group]

The group controls Western Cagayan Lumber, Inc. The company is into general lumber business, as well as the development and utilization of forest concessions. It has been in operation since 1955. The firm is facing supply constraints. President: Jimmy Ng.

Gross revenues: 81 million pesos in 1989 and only 35 million in 1990.

[Uy (Agustin) Group]

The Uys are of the Bulacan-based Oriental Wood Processing Corp. The company started its operations only in 1986. It is involved in logging in Lal-lo, Cagayan, and saw milling and wood processing in Meycauayan, Bulacan. The firm is reportedly facing supply constraints due strict government regulations on the renewal of timber license agreements. President: Agustin Uy.

Gross revenues: 85 million pesos in 1989 and 45 million in 1990. No reported affiliates.

Uygongco Group

La Filipina Uy Gongco Corporation, an Iloilo-based company owned by the Uygongco family, is an importer, agent, commercial broker, and trader of canned goods, flour, sugar, and oil, among others. It is reportedly the largest business conglomerate in Iloilo City. Gross revenues: 1,135 million pesos in 1989.

Agribusiness revenues (est): 700 million pesos in 1989.

Non-agribusiness revenues (est): 435 million pesos in 1989.

Uykim Group

The Leyte (Tacloban)-based Cocomart Commodities, Inc. was established in 1977 by the Uykim group as a trader of coconut and other agricultural and forestry products. President: Agustin Uykim.

Gross revenues: 195 million pesos in 1989; none available for 1990. No reported affiliates.

Villa-Abrille Group

The group controls Philippine Cocoa Corporation (Philcocoa), a key player in the chocolate industry. The company manufactures, exports, and distributes chocolate (50% of total output); breakfast cocoa and coffee (20%); chocolate-coated cookies, wafers, and confectioneries (16%); and other cocoa products (14%). The US-based candy giant, Hershey International Ltd. owns 32% of the company. Philcocoa sells under the "Goya" and "Hershey" brands. President: Carlos Villa-Abrille, Jr.

Gross revenues: 329 million pesos in 1989 and 426 million pesos in 1990.

Philcocoa owns 33% of Golden Bakery, Inc., and all shares in Asean Cocoa Products, Inc.

Villareal Group

This group controls 63 % of Vegoil Philippines Inc.'s stocks. Headed by Dennis Villareal, the Chairman, President and General Manager of the company, it is engaged in the processing of vegetable and palm oil, soya beans, coconut and industrial chemicals. Its office and factory are both located in Libis, Quezon City. President: Dennis Villareal.

Its products (all agri-based) include: RBD palm oil, RBD palm kernel oil, RBD palm olein, RBD palm olein, vegetable shortening, industrial margarine, etc.

Gross revenues: 160 million pesos in 1989 and 168 million pesos in 1990.

Affiliates: Isarog Pulp and Paper Company Inc., Centrade Inc., Dowell Container and Packaging Corp., Dowell Plastic Corp., Dowell Lithography and Metal Closure Inc., and Landmark Development Co. Inc. Dowell Container had sales of 280 million pesos in 1989 and 311 million pesos in 1990

Wee Group

A Zamboanga-based corporation established in 1959, the Philippine International Development, Inc. is involved in trading copra, copra pellets, and dried seaweeds, and in manufacturing crude coconut oil, refined edible oil, and laundry soap. The bulk of sales (80%) is accounted for by crude coconut oil. President: Efren Wee.

Gross revenues: 519 million pesos in 1989; none available for 1990. No reported affiliates.

Wong Group

This group controls Leslie Corporation, which is engaged in the fastfood business as well as in the manufacture, local sale and export of snack foods. President: Robert Wong, Sr. (aka Ng Ming).

Based in Paranaque, Metro Manila, it operates two divisions: One is the Overseas and Snackfoods Division which handles the manufacture, sale and export of "Leslie" brand of snackfoods such as barbecue and cheese flavored clover bits and clover chips, potato twists and frills, coconut and banana chips, etc. Its plant has a monthly production capacity of 12,000 kgs. of assorted snackfoods. The other division is the Food Service Division which operates the 76 "Minute Burger" kiosks in Metro Manila and Laguna. It plans to have a total of 90 outlets by end of 1991.

Gross revenues: 130 million pesos in 1989; none available for 1990.

Affiliates: Natural Fruits Corporation; and Food Ingredients Inc.

Wongchuking Group

The Wongchuking family's investments in agribusiness consist

of La Campana Fabrica de Tabacos and Tobacco Industries of the Philippines, Inc. La Campana manufactures cigarettes, while Tobacco Industries operates tobacco flue-curing barns, redrying plant, factories, and warehouse. President: Nelia Wongchuking.

La Campana's marketing arm is Honor Marketing Corporation, a company equally owned by Repolda, Sy, Dy, and Pena. It is primarily involved in importing and exporting tobacco and cigarettes. Locally, it distributes La Campana products.

Gross revenues: 101 million pesos in 1989 and 95 million pesos in 1990. No figures for Tobacco Industries.

Yap/Yang Group

Orient Marine and Fishing Resources, Inc. is the flagship of the group. Kong Te Yang holds 46% of the company's stocks, while John Liwag Yang shares 30%. A major player in the prawn business, the company processes and exports frozen prawns to Japan, the US, and France. It rents storage and processing plant in Navotas, and owns one in Bacolod. President: John Liwag Yap.

Gross revenues: 318 million pesos in 1989 and 238 million pesos in 1990. No reported affiliates.

Yulo Group

The Yulo group controls Canlubang Pulp Manufacturing Corporation, which is engaged in abaca pulp manufacturing. The major shareholders are: Arjay Securities; Terelay Investments; Carmel Investments; Ame Realty Investment; Yntlaco Realty Investment; and Byrne Investment. President: Jesus Miguel Yulo.

Gross revenues: 169 million pesos in 1989 and 152 million pesos in 1990.

Affiliate: Canlubang Sugar (?)

[Enrique Zobel Group]

The Enrique Zobel Group controls Diamond Star Agro-Products, Inc., processor (vapor heat treatment) and exporter of Philippine fruits. It is 45% owned by E. Zobel Inc. and 10% owned by E. Zobel himself. President: Inigo Zobel.

With headquarters and administrative office in Makati, it leases a processing plant in FTI complex, Taguig, Metro Manila which can satisfy its average monthly export requirement of about 140 tons of fresh mangoes and coconuts.

It mainly exports fresh mangoes (processed through Vapor

Heat Treatment, VHT method) to Japan where the company currently enjoys a 40% market share of Japan's mango market. President: Inigo Zobel.

Gross revenues: 79 million pesos in 1989 and 98 million pesos in 1990.

Affiliates: E. Zobel, Inc; Calatagan Resort, Inc; Agusan Wood Industrial, Inc; Batangas Bay Carriers; Cardona Carriers; Connel Brothers (Phils); Hacienda Bigaa; Fortune Cement Corp;

KEY MULTINATIONALS

While the focus of the study are Filipino-controlled agribusiness groups/families, the presence of several key multinationals cannot be ignored given their presence in key industries and regions. These include: International Flavors and Fragrances (Phils.), Inc., Kubota Agri-Machinery (Phils), Lancaster Leaf Tobacco Company, Rhone-Poulenc Agrochemicals Philippines, Inc., Tabacalera, Shell Chemicals, Van Melle (Phils.) Inc., Wrigley Philippines, Inc., Shell Chemical Co. (Phils.), Inc.

International Flavors and Fragrances (Phils.), Inc. Group

A multinational company based in the US, the International Flavors and Fragrances, Inc. established its Philippine branch in 1972 to manufacture, distribute, and export essential oils and flavoring compounds. Among the major clients of the company include the country's largest soap, detergent, cosmetic, and food and beverage conglomerates. President: Sidney Rossuck, Jr.

Gross revenues: 160 million pesos in 1989 and 152 million pesos in 1990.

Kubota Group

The Kubota Agri-Machinery Phils., Inc. is the Philippine branch of Japan-based Kubota group. It is mainly involved in the importation and distribution of agricultural machineries and equipment under the "Kubota" brand. President: Manuel Zamora, Jr.

Gross revenues: 124 million pesos in 189 and 260 million pesos in 1990.

Lancaster Group

Lancaster Leaf Tobacco Company of Pennsylvania, U.S.A. owns 74.5% of Lancaster Philippines, Inc., which is engaged in the processing, wholesaling, and exporting of native and Burley

varieties tobacco leaves. The multinational company gets its raw materials from about 50 contract growers in Isabela. It uses the warehouse and plant facilities of Orient Leaf Tobacco Co., Inc. in La Union. In addition, it also maintains two warehouses in Isabela and Quezon City. President: Hilarion Uy.

Gross revenues: 111 million pesos in 1989 and 109 million pesos in 1990.

Affiliates: Orient Leaf had gross revenues of 92 million pesos in 1989. No figures were available in 1990.

Norsk Hydro Group

The Norwegian group owns a subsidiary in the Philippines, Norsk Hydro (Philippines), Inc. It is primarily involved in fertilizer imports and distribution.

Gross revenues: 245 million pesos in 1989 and 384 million pesos in 1990.

Rhone-Poulenc Group

Rhone-Poulenc Agrochemicals Philippines, Inc. took over the existing business of the agro-chemical division of Union-Carbide Phils. (Far East), Inc., when the latter divested its operations from agribusiness. The Paris-based mother company, Rhone-Poulenc Agrochimie S.A. infused permissible investments into the Philippine branch from the assets of its agricultural division. The subject's activities consist of the manufacture and wholesale of agricultural chemicals like "Sevin" insecticides, "Mocap" nematicide, "Aliette" fungicide, "Ronstar" rice herbicide, and "Ethepon" plant growth regulators. President: Adrian Ybanez.

Gross revenues: 161 million pesos in 1989 and 196 million pesos in 1990.

The parent company has another affiliate in the country-- Rhone-Poulenc Philippines, Inc., a manufacturer and wholesaler of pharmaceutical, biological, and veterinary products.

Gross revenues: 69 million pesos in 1989 and 112 million pesos in 1990.

Shell Group

Shell Chemical Co. (Phils.), Inc. is a subsidiary of the world's largest petrochemical company, the Royal Dutch/Shell Group of Great Britain and the Netherlands. The Philippine branch, manufactures, wholesales, and imports chemical products, animal health products, pesticides, and fertilizers. President:

Jaime Zobel de Ayala.

Gross revenues: 809 million pesos in 1989 and 863 million pesos in 1990.

Tabacalera Group

Compania General de Tabacos de Filipinas is part of the Tabacalera group based in Barcelona, Spain. The parent company, Tabacalera S.A., was licensed to do business in the Philippines in 1906 primarily to produce and distribute tobacco leaves. Currently, the Philippine branch's activities include the import and distribution of liquor, wine, spirits, foodstuffs, and grocery items, aside from its major function as an exporter and distributor of tobacco leaves. Comprising 60% of the total sales, tobacco leaves are mainly supplied by tenants/farmers that grow the crop from a 250-hectare, company-owned plantation in Isabela and La Union. Assistant General Manager: Ramon Espejo.

Gross revenues: 192 million in 1989 and 259 million in 1990.

The group also owns shares in two agribusiness firms--the Manila Tobacco Trading and La Flor de la Isabela. The former acts as a tobacco trader, while the latter is engaged in manufacturing and trading of tobacco, cigars, and cigarettes.

Non-agribusiness members of the group include Tabacalera Industrial Development Corp., Maersk-Tabacalera Shipping Agency (Filipinas), Inc., and Tabafil Insurance Agents, Inc.

Universal Leaf Group

Universal Leaf Tobacco Company (U.S.A.) owns Orient Leaf Tobacco Co. It is a buyer, processor and exporter of leaf tobacco and operates a tobacco redrying plant in Agoon, La Union. About 75% of production are for export. The major clients in the local market are: La Suerte Cigar and Cigarettes; Sterling Tobacco; and La Campana Fabrica. The president is Hilarion Uy, who is also president of Lancaster Philippines.

Gross revenues: 92 million pesos in 1989.

Van Melle Group

The Van Melle group operates Van Melle (Phils.) Inc. since 1983. It is the manufacturer, wholesaler and exporter of candies of such brands as "Fruit Tella", "Caramella", "Mellomint", "Menthos", "Bensons", and "Crystal". With a yearly production capacity of 24,000 tons, it sells 95% of its output locally and 5% to HongKong and Singapore. Its candy products are distributed nationwide to various supermarkets, wholesalers, grocery stores, among others through its own sales force. It has about 25 units

of delivery vans for facilitating its business operations.
President: Paul Barnes.

Maintaining an office in Metro Manila at Limketkai Building in Greenhills, San Juan, the company's factory is situated in a 2.6 hectare lot consisting of 3 single-storey buildings: plant, Administration and boiler at Barrio Paciano, Calamba, Laguna. It employs a staff of about 260 office, plant and sales personnel. The company is 98%-owned by its mother company, Van Melle N.V. in Breda, Netherlands.

Gross revenues: 143 million pesos in 1989 and 151 million pesos in 1990.

Wrigley Group

William Wrigley Jr. Co. of Chicago, Illinois, U.S.A. controls 99.99% of Wrigley Philippines, Inc. This company is the manufacturer, distributor and exporter of chewing gums of such well-known brands as "Doublemint", "Spearmint", "Juicy Fruit", "Big Boy", and "Cool Crunch". The company has been in operation since 1963. President: Jaime Dy'Liacco.

With a production capacity of about 19 million boxes per annum at 65.8 pieces of tabs per box, the company sells 50% of its total output nationally and 50% internationally to Japan, HongKong, Singapore, Malaysia, Guam, and Australia.

Gross revenues: 456 million pesos in 1989 and 599 million pesos in 1990.

B. Presence of Agribusiness Groups by Industry

The 100 groups, together with several multinational firms are either key or minor players in many industries (see Annex C). These industries span from agriculture, processing, marketing, input supply and retail distribution. Those with asterisks (*) belong to the top 50 agribusiness groups covered in earlier studies.

Abaca Trading

Abaca is primarily grown in the Bicol and Eastern Visayas regions. Abaca fiber (Manila hemp) is the key product which are used for pulp, roping and handicrafts.

Table: Abaca Processing/Trading

Group	Firm
Columbian Phils.	Tag Fibers, Inc.
Jimenez	Albay Agro-Industrial & Development Corp.
Lim	Ching Bee Trading Corp.
Yulo	Canlubang Pulp Mfg

Activated Carbon Manufacturing

Activated carbon is a filtering device for controlling air and water pollution. Coconut shell charcoal is the primary raw material. Montenegro and Associates and the Go groups are the key players.

Table: Activated Carbon Manufacturing

Group	Firm
Montenegro & Assoc.	Pacific Activated Carbon Company, Inc.
Montenegro & Assoc.	Filipinas Activated Carbon Mfg., Inc.
Go (Sing King)	Cenapro, Inc.

Animal Feeds

The major players in the industry belong to the top 50 groups, namely: San Miguel, RFM, General Milling, Vitarich and Universal Robina. They are poultry integrators as well. A new entrant into the industry is Purina Philippines, a subsidiary of Ralston Purina (U.S.A.).

Table: Animal Feeds

Group	Firm	Capacity (ton per 8 hr shift)
San Miguel*	B-Meg Division	640
Sarmiento*	Vitarich Corporation	690
Gokongwei*	Universal Robina Corporation	450
Concepcion*	RFM Corporation	250
Uytengsu*	General Milling Corp.	260
Tan (Lucio)*	Foremost Farms	200
Aboitiz*	Pilmico Foods	120
NA	Island Feeds	100
Coop	Lincoma Marketing Coop	100
Coop	Bulacan Poultry and Livestock Raisers	100
Co/Te	Philippine Super Feed Corp	80
Co (Nemesio)	Reliance Agricultural Corp	NA
Chin/Uy	Premium Feeds Mfg Corp	NA
Typoco	Federal Agricultural Corp	NA

NA= Not Available.

Cavendish Banana Growing

Cavendish banana is grown in the Davao provinces and South Cotabato. The top players in the business are: Del Monte, Dole, Tadeco, JVA, Lorenzo, and Yuchengco groups.

Table: Cavendish Banana Growing

Group	Firm	Est. Area (Ha)
JVA (Dahitri)*	Davao Fruits Corp	1,890
	Hijo Plantations	1,350
	Twin Rivers Plantations	1,000
	Eden Fruits Corporation	50
	Total	4,290
Floirendo*	Tagum Agricultural Devt Corp	5,330
Del Monte		
- Lorenzo*	Cadeco Agro-development	170
(Contract	Guihing Agricultural Corp	490
with Del Monte)	Lapanday Agricultural Corp	580
	Farmingtown Agro-developers	520
	Delta Farms	420
	Evergreen Farms	840
	Subtotal	3,020
- Marsman/Drysdale*	Marsman Estate Plantations	950
	Nova Vista Plantation	110
	Subtotal	1,060
- Soriano (Alberto)	AMS Farming	870
	Soriano Fruits Corp	230
	Subtotal	1,100
- Dizon (Francisco)	F.S. Dizon & Sons.	520
	Total	5,700
Dole Philippines*	Dapco	
Stanfilco	Sarangani	160
-Yuchengco*	Checkered Farms	870
	Diamond Farms	620
	Golden Farms	740
	Subtotal	2,230
-Contract	Small growers	3,200
	Total	5,590
Unclassified		
	Calinan Fruits	150
	SEI Agri Devt Corp	180
	GRAND TOTAL	21,240

Source: Pilipino Banana Growers & Exporters Ass'n

Cigar & Cigarette Manufacturing/Trading

The industry is dominated by the big two in the business: Fortune Tobacco (Lucio Tan) and La Suerte Cigar and Cigarettes (Telengtan Brothers).

Table : Cigar & Cigarette Manufacturing/Trading

Group	Firm
Tan (Lucio)*	Fortune Tobacco Corporation
Cheng*	La Suerte Cigar and Cigarettes (Telengtan Brothers, Inc)
Lorenzo*	Sterling Tobacco Corp
Tabacalera	Compania General de Tabacos de Filipinas La Flor de la Isabela, Inc.
Repolda & Ass	Honor Marketing Corporation
Wongchuking	La Campana Fabrica de Tabacos, Inc.

Coconut Oil/ Copra Meal Manufacturing/Trading

The major players in the business are: UCPB, Eduardo Cojuangco, Lu Do & Lu Ym, Interco, San Miguel, and theKouk group.

Table: Coconut Oil/Copra Meal Manufacturing/Trading

Group	Firm
United Coconut Planters Bank*	Granexport Corporation Legazpi Oil Cagayan de Oro Oil PCY Manufacturing Metroplex Commodities Southern Luzon Coco Oil
ACCRA Investments* (Eduardo Cojuangco, Jr)	Indo-phil Oil Mills Southern Islands Oil
Lu Ym*	Lu Do Lu Ym Corp
Luy*	Int'l Copra Export Corp Interco Manufacturing

(Continuation...Table)

Sam Miguel*	Iligan Coconut Oil
Kouk*	Jimenez Oil Mill
Sy (Julio)*	Cal-Phil Company, Inc.
Chin/Chua	Malabon Soap & Oil Industrial Co., Inc.
Jao/Tan/Chua	Unideco Manufacturing Corp.
Uykim	Cocomart Commodities Inc.
Wee	Philippine International Devt., Inc.

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Coffee Processing

The main players in soluble coffee are: CFC Corporation; Nestle Philippines, Commonwealth Foods, and Hills Brothers.

Table: Soluble Coffee

Group	Firm	Brands
Gokongwei*	CFC Corporation	Great Taste Blend 45
San Miguel/ Nestle*	Nestle Philippines	Nescafe Sunripe
Huang	Commonwealth Foods	Cafe Bueno Cafe Puro Le Cafe
Uytengsu*	General Milling Corp	Hills Brothers Cafe de Oro

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Confectioneries

The major players in chocolate confectioneries are: Philippine Cocoa Corporation; CFC Corporation; Commonwealth Foods, and Serg's Products. Wrigley Philippines is the main players in chewing gums. Van Melle is a key player in hard candies.

Table: Confectioneries

Group	Firm
Wrigley	Wrigley Philippines, Inc.
Villa-Abrille	Philippine Cocoa Corp.
Van Melle	Van Melle (Phils), Inc.
Gokongwei*	CFC Corporation
Huang	Commonwealth Foods Corporation
Goquiolay	Serg's Products, Inc

Cooking Oil

The groups below are among the players in the vegetable cooking oil business.

Table: Cooking Oil

Group	Firm	Brand
Cheng Ban Yek	Cheng Ban Yek and Company (International Oil Factory)	Baguio Oil
Limketkai	Limketkai Sons Milling, Inc.	Marca Leon
Sy de Jesus	Malabon Soap and Oil Ind'l	-Vista -Taal -Spring
Olivan/Co/Chong	Bicol Oil Mill & Refinery Corp.	
Villareal	Vegoil Phils., Inc. (Palm Oil and palm kernel oil)	Gold Heart
NA	Royal Oil Products, Inc.	Fresco
NA	Nature's Harvest Corp	Magic Fry
NA	Central Vegetable Oil Mfg.	Cenvoco

Cotton Processing

The Amadeo group is the leading cotton processing firm in the country. Local cotton presently supplies a small proportion of the total cotton demand.

Table: Cotton Processing

Group	Firm	Capacity/Yr. (MT)
Amadeo	Mindanao Cotton Development Corp.	6,800 MT growing 12,000 MT ginning

Dairy Products

The dairy products business is dominated by firms in the top 50 agribusiness groups: San Miguel/Nestle, General Milling Corp, and Liberty Commodities.

Table : Dairy Products

Group	Firm	Brands
San Miguel*	Magnolia Division	Magnolia
San Miguel/Nestle*	Nestle Philippines	Nido, Alpine Carnation Milkmaid
Uytengsu*	General Milling Corp Holland Milk Products	Alaska
Maramba*	Liberty Commodities	Liberty
Sy Chi Siong	Sy Chi Siong Co, Inc.	Birch Tree
Ayala*	Purefoods Corporation	
Kawsek*	Kawsek, Inc.	Anchor
First Pacific	Country Fair Food Corp	Kerry (?)
Lim Tay	New Zealand Creamery (Cheese only ?)	Che Vital

Fastfoods

The leading fastfood firms are: Jollibee and McGeorge Food Industries, the latter is a franchisee of McDonald's. They are strong in hamburger and other lines. The Prieto group leads in pizza and donut products. The Quesada group is the main player in fried chickens.

Table: Fastfoods

Group	Firm	Number of Outlets
Ang/Tan*	Jolibee Corporation	85
Yang (George)*	McGeorge Food Industries (McDonald's)	25
Prieto	Golden Donuts, Inc. (Dunkin Donuts)	> 100
	Golden Pizza, Inc (Shakey's)	13
	Int'l. Family Food Services (Shakey's)	55
Pardo/Paterno	Wenphil Corporation (Wendy's)	19
Quesada	Foodmine, Inc. (Kentucky Fried Chicken) Famous Recipe Fried Chicken (Phils.), Inc.	26
Que (Mercury)	Tropical Hut Hamburgers	25
Araneta (Jorge)	Progressive Development Corp (Pizza Hut)	10
Wong	Leslie Corp. (Minute Burger)	

Fertilizer

The first tier players include: Philphos, Atlas, Fertiphil, and Planters Products. The first two firms are also manufacturers. The rest are primarily importers.

Table: Fertilizers

Group	Firm
Government*	Phil. Phosphatic Fertilizer Corp
Soriano*	Atlas Fertilizer Corp
Fertiphil*	Fertiphil Corp
Planters*	Planters Products, Inc
Flores	Agrofactors Corporation
Manuba	Ferchemx Corporation Parafert Corporation
Murillo	Swire Agricultural Products
Nocom	Puromines, Incorporated
Tan	Farmix Fertilizers Corporation
Sy (Julio)*	Makati Agro-Trading
Norsk Hydro	Norsk Hydro Phils
Shell	Shell Chemicals

Deep Sea Fishing

The main players in commercial fishing industry include: Frabelle Fishing, Mar Fishing and RBL Fishing. Tuna is almost always the major fish catch.

Table: Deep Sea Fishing

Group	Firm
Tiu Laurel*	Frabelle Fishing Corp
Marcopper*	Mar Fishing Corp.
Lim (RBL)	RBL Fishing Corporation
Dee	Frabal Fishing & Ice Plant Corp.
Tan (Marfenio)	San Andres Fishing Industries

Fish Canning

The fish canning business is controlled by firms in the top 50 groups, namely: Century Canning, Mar Fishing, Sancanco Canning, Purefoods, RFM Canning, and Permex Producer and Exporter. The main product lines are tuna and sardines.

Table: Fish Canning

Group	Firm
Po*	Century Canning Corp
Marcopper*	Mar Fishing Corp
Que/Chua*	Sancanco Canning Corp
Ayala*	Purefoods Corporation
Concepcion*	RFM Tuna Corp
Tan*	Permex Producer and Exporter Corp
Lim (Johnny)	Bagumbuhay Industrial Corp
Victorias*	Victorias Milling Co. (minor player)

Flour Milling

The industry is fairly distributed among many players. The major firms are: RFM, Universal Robina, General Milling, Wellington Flour Mills, Liberty Flour Mills, Pilmico Foods, etc.

Table: Flour Milling/Trading

Group	Firm	Location	Capacity(ton/day)
Concepcion*	RFM Corporation	Pasig	1,050
Gokongwei*	Universal Robina	Pasig Davao	700 200
Uytengsu*	General Milling Corp	Pasig Cebu	300 1,450
Ty*	Wellington Flour Mills	Pasig	850
Maramba*	Liberty Flour Mills	Pasig	900
Aboitiz*	Pilmico Foods Corp	Iligan	600
N.A.	Philippine Flour Mills	Quezon	600
Ayala*	Purefoods Corporation	Batangas	> 360
Roxas Chua	Pacific Flour Mills	Batangas	320

Food Condiments/Spices

Condiments and spices are a mixed bag of products. Among them are: banana and tomato ketchup, soy sauce, fish sauce (pastis), pepper, etc.

Table: Food Condiments and Spices

Group	Firm
CPC Int'l*	California Manufacturing Corp.
Sison/Yao	Philippine General Merchandising Corp. Silver Swan Manufacturing Company, Inc. (Soy sauce)
Sy (Su)	Sy Su International, Inc. (McCormick spices)
UFC	Universal Food Corporation Street Marketing Corporation (Ketchup, etc)

Food Retailing

The supermarkets form the largest players in the food distribution chain. According to an expert estimate, about 80% of their sales are food products (both fresh and processed). The main players in the industry are: Unimart/Makati Supermart; SM Supermarkets; Rustan Commercial Corporation; South Supermarket; and Tropical Hut Food Market. Some of these groups have over 1,000 million pesos in sales. They were not discussed in the top 50 agribusiness groups.

Table: Food Retailing (Supermarkets)

Group	Firm	Branches
Ng (Henry)	Unimart, Inc	1
	Makati Supermart, Inc	1
	Cash & Carry	1
Tantoco	Rustan Commercial Corp	7
Sy (Henry)	SM Supermarket, Inc	5
Que (Mariano)	Tropical Hut Food Market	> 5
Santos Sisters	South Supermarket	3
Keng (Teddy)	Landmark Supermarket	1
Gaw (Jimmy)	Uniwide Sales Warehouse	4
Gaisano	Gaisano Brothers Merchand.	> 7

Logging/ wood products

The groups below are among the key players in the wood processing business. The Alcantara, Consunji and Yuchengco groups were earlier discussed in the top 50 groups.

Table: Logging/Wood Products

Group	Firm
Alcantara*	Alcantara and Sons
Consunji*	M & S Company (1)
	Sirawan Plywood and Lumber Company
Yuchengco*	Zamboanga Wood Products (1)
	Great Pacific Timber (1)
Martinez Leyba	Nasipit Lumber Company
	Philippine Wallboard Corp
	Anakan Lumber Co.
Diploma	Sta. Clara Housing Industries
Chan (Martin)	Emco Plywood Corp.
	Extensive Wood Processing Corp.

(Continuation of Table...)

FMT Industrial	The Findlay-Millar Timber
Rodriguez/Lim	Luzon Mahogany Corp.
So/Limso	Davao Plywood Corp.
Tan	Earnsun Company Ltd
Tan/Tang Soc	Industrial Timber Corp.

(1) Timber license cancelled ?

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Prawn and Marine Products Processing/Export

San Miguel and AA Export and Import are the major exporters. The list below are among the key players.

Table: Prawns Production/Processing/Exports

=====

Group	Firm
San Miguel*	San Miguel Corporation
Lim (Elena)*	AA Import Export Corp
Ayala*	Purefoods Corporation (1)
Marcelo	Erma Industries, Inc.
Yap/Yan	Orient Marine & Fishing Resources, Inc.
Escuadro	Marlife Export Corporation
Gatchalian (William)	Shrimplex International
Marina Agro Ind.	Marina Int'l Marketing Corp.
Nakagawa	Filocene Export Corporation Unifish Export and Import Corp.
Qua	Ocean Light Export & Import Corp. President Marine Corporation
Tee	Gaf Export and Import Corp.

(1) Recently ceased prawn operation.

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Pulp Manufacturing

The government-owned Paper Industries Corporation of the Philippines (Picop) is the leading pulp and paper firm in the country.

Table: Pulp Manufacturing

Group	Firm
Government	Paper Industries Corporation
Rufino	Bataan Pulp and Paper Mills, Inc.
Phinma	United Pulp and Paper
Yulo	Canlubang Pulp Manufacturing Corp. (Abaca)

Restaurants

The groups below are "full service" restaurants. Westin Seafood "originated" the shop-and-cook seafood service. Aristocrat serves a wide menu but specializes in chicken and pork barbecue. Max's offers a wide menu but its main line is fried chickens. The Triple V group has two chain: Kamayan which serves Filipino dishes; and Saisaki, the leading Japanese food chain in the country.

Table: Restaurant Chains
(Excluding Fastfoods)

Group	Firm	No. of Outlets
Reyes/Llamado	Aristocrat, Inc	9
Trota/Fuentebella	Max's Inc.	16
Triple V	Kamayan Restaurant	4
	Saisaki	3
	Triple V Express	2
	Island Fisherman	1
Others:		
NA	Barrio Fiesta	8
NA	Pinausukan	7

Seaweeds

The leading group is Shemberg Marketing Industries (discussed under the top 50 groups). The list below are among the key players.

Table: Seaweeds Processing

Group	Firm
Dakay*	Shemberg Marketing Corp
Tan/Wee	Marcel Trading Corporation
Ricohermoso	MCPI Corporation
FMC	Marine Colloids Phils.

Milling

The key players in the industry include: Victorias, Chan, Elizalde, Gokongwei and Central Azucarera de Tarlac.

Table: Sugar Milling/Trading

Group	Firm
Victorias*	Victorias Milling Co
Chan*	Binalbagan-Isabela Sugar Central Azucarera de Bais
Gokongwei*	Cagayan Sugar Co. Robina Sugar Corp. Southern Negros Sugar
Cojuangco* (Hacienda Luisita)	Central Azucarera de Tarlac Paniqui Sugar
Elizalde*	Central Azucarera de La Carlota Central Azucarera de Pilar
Jardine Davis*	Hawaiian Philippines San Carlos Milling Bogo Medellin Milling

(Continuation..Table)

Sy (Julio)*	Bukidnon Sugar Hilongos Development Tolong Sugar
Lopingco*	Bacolod Murcia Sugar Dae Sugar Mill Golden Frontier Co.
Roxas*	Central Azucarera Don Pedro
Consing	Passi Sugar Central, Inc.
Dolor/Serrano	Batangas Sugar Central, Inc.
De Leon	Pampanga Sugar Dev't. Co., Inc.
Lopez	Lopez Sugar Corporation

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Sugar Trading/Exporting

The major sugar traders/exporters are generally integrated with the sugar mills.

Table: Sugar Trading/Exporting

Group	Firm
Sy (Julio)*	Makati Agro Trading
Chan*	A. Chan Sugar Corp
Lopingco*	Dae marketing
Victorias*	North Negros Marketing
Roxas*	Central Azucarera Don Pedro
Sugarphil*	Sugar Philippines
Jardine*	Jardine Davis
Roxas Chua (Antonio)	Arcya Trading Corporation
Go Eng Uy	Lucky Two Repacking
Liong Cio Chang	La Perla Sugar Supply
Sicat	Vision Sugar and Molasses

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Swine Raising

The key players in the industry include: Foremost Farms, RFM, Purefoods, and Monterey Farms.

Table : Swine Raising

Group	Firm
Tan (Lucio)*	Foremost Farms
San Miguel*	Monterey Farms Corp
Concepcion*	RFM Corporation
Ayala*	Purefoods Corp
Sarmiento*	Vitarich/Luz Farms
Co (Nemesio)	Reliance Agricultural Devt. Corp.
Typoco	Federal Agricultural Corporation
Floirendo*	Nenita Farms Nest Farms

Tobacco Leaves

The leading firm in the industry is Fortune Tobacco. The list below are among the key players.

Table: Tobacco Leaf Processing/Trading

Group	Firm
Tan (Lucio)*	Northern Tobacco Redrying Co. Premium Redrying Corp.
Ching*	Telengtan Brothers
Tan/Mendiola	Continental Leaf (Phils), Inc.
Dayan/Lim/Tan	Phil. Tobacco Flue-Curing & Redrying Corp.
Dee/Diong	Trans-Manila, Inc.
Lancaster	Lancaster Philippines, Inc.
Universal Leaf	Orient Leaf Tobacco Co., Inc.

(Continuation...Table)

Chan	Feldman Agricultural Trading La Union Redrying Corp
Tabacalera	Compania General de Tabacos de Filipinas La Flor de la Isabela, Inc. Manila Tobacco Trading
Repoldo & Ass	Honor Marketing Corporation
Wongchuking	Tobacco Industries of the Phil., Inc.

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Veterinary Products Manufacturing

The Campos and Que groups are among the key players in the business.

Table : Veterinary Products Manufacturing

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Group	Firm
Campos (Jose Yao)	Univet Agricultural Products
Que (Mariano)	Pacific Agrivet Supplies
Rhone-Poulenc	Rhone-Poulenc Philippines, Inc.
Shell	Shell Chemical Co. (Phil.), Inc.

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C. Key Agribusiness Exporters by Industry

The players cited in production are also the players in the export of agricultural products. Among these are:

- o Abaca fiber and pulp
- o Activated carbon
- o Canned fish
- o Cavendish banana
- o Cigar and Cigarettes

- o Coconut oil/copra meal
- o Copra
- o Lumber and wood products
- o Marine/seafood/prawns products
- o Tobacco leaf

- o Seaweeds
- o Sugar

D. Presence of Agribusiness Groups By Region

The following table shows the regional dispersion of the next 100 agribusiness groups, as well as some multinational corporations.

Table : PRESENCE OF THE AGRIBUSINESS GROUPS IN PHILIPPINE REGIONS

Group	Region												
	NCR	1	2	3	4	5	6	7	8	9	10	11	12

PRIVATE GROUPS:													
Aidsisa	0	0	0	0	0	0	x	0	0	0	0	0	0
Amadeo	0	0	0	0	0	0	0	0	0	0	0	x	0
Campos (Jose Yao)	x	x	x	x	x	x	x	x	x	x	x	x	x
Chan (David)	x	0	0	0	0	0	0	0	0	0	x	0	0
Chan(Feldman)	0	x	x	0	0	0	0	0	0	0	0	0	0
Chan/Tecson	x	0	0	0	0	0	x	0	x	0	0	0	0
Chankian	x	0	0	0	0	0	0	0	0	0	0	0	0
Cheng	0	0	0	0	0	0	0	0	0	0	0	0	x
Cheng Ban Yek	x	0	0	0	0	0	0	0	0	0	0	0	0
Chin/Chua	x	0	0	0	0	0	0	0	0	0	0	0	0
Co (Nemesio)	0	0	0	x	x	0	0	0	0	0	0	0	0
Co (Te)	x	0	0	0	0	0	0	0	0	0	0	0	0
Columbian Phils.	x	0	0	0	0	x	0	x	x	0	x	x	0
Consing	0	0	0	0	0	0	x	0	0	0	0	0	0
Dayan/Lim/Tan	x	x	0	0	0	0	0	0	0	0	0	0	0
De Leon	0	0	0	x	0	0	0	0	0	0	0	0	0
Dee	x	0	0	0	0	0	0	0	0	0	0	0	0
Dee/Chu/Diong	0	x	0	0	0	0	0	0	0	0	0	0	0
Diploma	0	0	0	0	0	0	0	0	0	0	0	x	x
Dizon (Francisco)	0	0	0	0	0	0	0	0	0	0	0	x	0
Dolor/Serrano	0	0	0	0	x	0	0	0	0	0	0	0	0
Dy Juanco	x	0	0	0	0	0	0	0	0	0	0	0	0
Dy Sun	x	0	0	0	x	0	0	0	0	0	0	0	0
Escuadro	x	0	0	0	0	0	0	0	0	0	0	0	0
First Pacific	x	0	0	0	x	0	0	0	0	0	0	0	0
Flores	x	x	0	x	0	0	0	0	0	0	0	0	0
FMT Industrial	0	0	0	0	0	0	0	0	0	0	0	0	x
Gaisano	0	0	0	0	0	0	0	x	0	0	x	x	0
Garcia	0	0	0	0	0	0	0	0	0	0	0	0	x
Gatchalian (William)	x	0	0	0	0	0	x	0	0	0	0	0	0

(Continuation of Table...)

	NCR	1	2	3	4	5	6	7	8	9	10	11	12
Gaw (John)	x	0	0	0	0	0	0	0	0	0	0	0	0
Go (Dante)	x	0	0	0	0	0	0	0	0	0	0	0	0
Go Eng Uy	x	0	0	x	0	0	x	0	0	0	0	0	0
Go (Guioc So)	0	0	0	0	0	0	0	x	0	0	0	0	0
Go (Sing King)	0	0	0	0	0	0	0	x	0	0	0	0	0
Huang	x	0	0	0	0	0	0	0	0	0	0	0	0
Jao/Tan/Chua	0	0	0	0	x	0	0	0	0	0	0	0	0
Jimenez	x	0	0	0	0	x	0	0	0	0	0	0	0
Keng (Teddy)	x	0	0	0	0	0	0	0	0	0	0	0	0
Lim (Ching Bee)	0	0	0	0	0	x	0	0	0	0	0	0	0
Lim (Johnny)	x	0	0	0	0	0	0	0	0	0	0	0	0
Lim (RBL)	x	0	0	0	x	0	0	0	0	0	0	0	0
Lim Tay	x	0	0	0	0	0	0	0	0	0	0	0	0
Limketkai	0	0	0	0	0	0	0	0	0	0	x	0	0
Liong Cio Chang	x	0	0	0	0	0	0	0	0	0	0	0	0
Lopez	0	0	0	0	0	0	x	0	0	0	0	0	0
Manuba	x	0	0	0	0	0	0	0	0	0	0	x	0
Marcelo	x	0	0	0	0	0	x	0	0	0	0	0	0
Marina Agro-Ind'l.	x	0	0	x	0	0	x	0	0	0	0	0	0
Martinez Leyba	0	0	0	0	0	0	0	0	0	0	x	0	0
Montenegro	0	0	0	0	0	0	0	0	0	0	x	0	0
Murillo	x	0	0	0	0	0	0	0	0	0	0	0	0
Nakagawa	x	0	0	0	0	0	0	0	0	0	0	0	0
Ng (Henry)	x	0	0	0	0	0	0	0	0	0	0	0	0
Nocom	x	0	0	0	0	0	x	0	0	0	0	0	0
Olivan/Co/Chong	0	0	0	0	0	x	0	0	0	0	0	0	0
Ong	0	0	0	x	0	0	0	0	0	0	0	0	0
Pardo/Paterno	x	0	0	0	0	0	0	0	0	0	0	0	0
Prieto	x	x	0	x	x	x	x	x	0	x	x	x	x
Qua	x	0	0	0	0	x	x	0	0	0	0	0	0
Que (Mariano)	x	0	0	0	0	0	0	x	0	0	0	0	0
Quesada	x	0	0	x	0	0	0	0	0	0	0	0	0
Repolda	x	0	0	0	0	0	0	0	0	0	0	0	0
Reyes/Llamado	x	0	0	0	x	0	0	0	0	0	0	0	0
Ricohermoso	0	0	0	0	0	0	0	x	0	0	0	0	0
Rivilla	0	0	0	0	0	0	0	0	x	0	0	0	0
Rodriguez/Lim	x	0	0	0	0	0	0	0	0	0	0	0	0
Romulo	x	0	0	0	0	0	0	0	0	0	0	0	0
Roxas Chua (Antonio)	x	0	0	0	x	0	0	0	0	0	0	0	0
Rufino	0	0	0	x	0	0	0	0	0	0	0	0	0
Santos Sisters	x	0	0	0	0	0	0	0	0	0	0	0	0
Sison/Yao	x	0	0	0	0	0	0	0	0	0	0	0	0
So/Limso	0	0	0	0	0	0	0	0	0	0	0	x	0

(Continuation of Table...)

	NCR	1	2	3	4	5	6	7	8	9	10	11	12]
Soriano (Alberto)	0	0	0	0	0	0	0	0	0	0	0	x	0
Southern Phils.	x	0	0	0	0	0	0	0	0	0	0	0	0
Sy Chi Siong	x	0	0	0	0	0	0	0	0	0	0	0	0
Sy De Jesus	x	0	0	0	0	0	0	0	0	0	0	0	0
Sy (Henry)	x	0	0	0	0	0	0	0	0	0	0	0	0
Sy (Su)	x	0	0	0	0	0	0	0	0	0	0	0	0
Tan (Earnsun)	0	0	0	0	0	0	0	0	0	0	0	x	0
Tan (Farmix)	x	0	0	0	x	0	x	0	0	0	x	x	0
Tan/Mendiola	x	x	0	0	0	0	0	0	0	0	0	0	0
Tan/Tang Soc	0	0	0	x	0	0	0	0	0	0	x	0	0
Tan/Wee	0	0	0	0	0	0	0	0	0	x	0	0	0
Tanhueco	0	0	0	x	0	0	0	0	0	0	0	0	0
Tantoco	x	0	0	0	0	0	0	x	0	0	0	0	0
Tee	x	0	0	0	0	0	0	0	0	0	0	0	0
Triple V	x	0	0	0	0	0	0	0	0	0	0	0	0
Trota/Fuentebella	x	0	0	0	0	0	0	0	0	0	0	0	0
Typoco	x	0	0	x	0	0	0	0	0	0	0	0	0
UFC	x	0	0	0	0	0	x	x	0	0	0	x	0
Uygongco	0	0	0	0	0	0	x	0	0	0	0	0	0
Uykim	0	0	0	0	0	0	0	0	x	0	0	0	0
Villa-Abrille	x	0	0	0	0	0	0	0	0	0	0	0	0
Villareal	x	0	0	0	0	0	0	0	0	0	0	0	0
Wee	0	0	0	0	0	0	0	0	0	x	0	0	0
Wong	x	0	0	0	0	0	0	0	0	0	0	0	0
Wongchuking	x	0	0	x	0	0	0	0	0	0	0	0	0
Yap/Yang	x	0	0	0	0	x	x	0	0	0	0	0	0
Yulo	0	0	0	0	x	0	0	0	0	0	0	0	0
<u>Total</u>	<u>63</u>	<u>7</u>	<u>2</u>	<u>14</u>	<u>12</u>	<u>8</u>	<u>16</u>	<u>10</u>	<u>5</u>	<u>4</u>	<u>10</u>	<u>13</u>	<u>6</u>

MULTI-NAT'L

Int'l. Flavors & Fragrances	x	0	0	0	0	0	0	0	0	0	0	0	0
Kubota	x	0	0	0	0	0	0	0	0	0	0	0	0
Lancaster	x	x	x	0	0	0	0	0	0	0	0	0	0
Rhone-Poulenc	x	0	0	0	0	0	0	0	0	0	0	0	0
Tabacalera	x	x	x	0	0	0	0	0	0	0	0	0	0
Universal Leaf	x	x	x	0	0	0	0	0	0	0	0	0	0
Van Melle Phils	x	0	0	0	0	0	0	0	0	0	0	0	0
Wrigley Philippines	x	0	0	0	0	0	0	0	0	0	0	0	0
Shell	x	0	0	0	0	0	0	0	0	0	0	0	0
<u>Total</u>	<u>9</u>	<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>GRAND TOTAL</u>	<u>72</u>	<u>10</u>	<u>5</u>	<u>14</u>	<u>12</u>	<u>8</u>	<u>16</u>	<u>10</u>	<u>5</u>	<u>4</u>	<u>10</u>	<u>13</u>	<u>6</u>

Note : x denotes presence of one or more facilities;
0 denotes no presence.

Source : Annex D

SECTION III
IMPLICATIONS TO THE FEASIBILITY AND SOUNDNESS
OF THE AGRIBUSINESS INITIATIVES OF THE
USAID'S ANR STRATEGY

A. General

The Agriculture and Natural Resource (ANR) Strategy of the USAID has identified the following sector goals: to accelerate private sector-led economic growth in agriculture and improve national food security through increased reliance on open market mechanisms, agribusiness development and participation, and financial and natural resource sustainability. The cross-cutting objectives for the entire sector will be: comparative advantage; privatization; economic efficiency in the public/private sectors; and increased voice, choice and governance.

The major policy themes to be pursued are: open markets; agribusiness; and sustainability. Under the agribusiness theme, USAID would:

1. Strengthen the ability of the commodity/business associations and other private sector (profit and non-profit) entities to advocate policy reform and set investment priorities in research, infrastructure development, and finance.

2. Establish linkages between private sector entities in the U.S. and the Philippines for purposes of market development, technology development/transfer, information exchanges, joint ventures, and policy analysis.

3. Reduce barriers (e.g. break-up of public/private sector cartels) to private sector entry/exit to increase overall competition in key subsectors such as fertilizer, paper products, stevedoring/arrastre services, transport and communications.

B. Proposed Agribusiness Initiative

Based on the findings of the ANR strategy, the USAID will design a project or program to expand private sector agribusiness investment and accelerate open market-led agriculture sector growth. Tentatively, the first component will support agribusiness type R&D proposals; cooperation among local industry, research, financial and government entities to improve market-agroprocessing-trader-farmgate linkages; and selected Philippine-U.S. joint agribusiness ventures in planning/design and in securing financing. The second component will link performance-based disbursements to critical agribusiness policy reforms and be supported by technical assistance to strengthen: the private sector's ability to carry out policy analysis/advocacy; the GOP's overall capacity for market-based

sectoral management; and the monitoring of progress in implementing agreed upon policy reforms. Potential reforms include strengthening intellectual property rights and eliminating parastatals/cartels, tariff/non-tariff trade restrictions, market/price controls, input-output subsidies, and constraints to local resource mobilization.

C. Implications

The analysis of the size and presence of the agribusiness groups/families in various agribusinesses and geographic regions are in line with the themes of the ANR Strategy, as well as its agribusiness initiatives. If economic changes have to happen in the country and the countryside, there is a need to tap the key economic and political agents.

The agribusiness groups/families are important institutions as they are important economic agents. Many, in fact, are politically influential. The following factors are worthy of consideration:

1. Their presence are not only in agribusiness but in non-agribusiness activities as well. While some started from agribusiness and diversified into other businesses (e.g. Lorenzos, Gokongwei); others started with other businesses and later diversified into agribusiness (e.g. Ayala, Consunji, etc).

2. They are either dominant (singly or as a group) in many agribusiness and non-agribusiness industries, and are key players in others.

3. They have strong presence in several regions of the country. In some provinces/regions, they are among the largest employers.

4. Many are organized into business associations such as the following:

- o Philippine Association of Flour Millers (PAFMI)
- o Philippine Association of Feedmillers, Inc (PAFMILL)
- o Federation of Banana Exporters
- o Philippine Poultry Raisers Association
- o Philippine Hog Raisers Association
- o Seaweed Industry Association of the Phil.
- o Philippine Prawn Exporters Foundation

In the past, when industry interests have been affected by Government policies, they have usually spoken as one voice.

5. A good number have strong farmer linkages through contract growing. For examples: poultry, hybrid seeds, fruits, banana, seaweeds, prawns, etc.

6. Some are already active in either NGO or community work. For examples: Ayala Foundation, Kauswagan sa Victorias Foundation, JVA, Consunji, San Miguel, etc. A good number of these groups contribute to the Philippine Business for Social Progress (PBSP).

7. They are excellent points of contact for U.S. investors who are interested in joint ventures, licensing, etc to tap the fast growing East Asian markets.

C. Critique

While there are good avenues for cooperation, a number of the key groups are wary of their competitors. As a result, industry data can be difficult to obtain in poultry, swine, feeds, and other industries. The Chinese-Filipinos, who are present in many businesses, are, by far, the most secretive. But this is changing, albeit, slowly.

In sectoral issues, it would be difficult for them to speak with one voice because of conflicting interests. Some are exporters while others are in import-substitution, or both. For instance, full liberalization of poultry and swine would certainly hurt the six "integrators". (To the detriment of the corn farmers as well) By contrast, agricultural exporters are generally competitive in the world market. Undoubtedly, there is room for improvement in marketing, product quality, and cost competitiveness.

Finally, a USAID program that would directly support the key groups/families could lead to questions on its impact on the distribution of wealth and income.

SECTION IV RECOMMENDATIONS

A. The Role of Agribusiness Groups

Many of the industries, where the key agribusiness groups are engaged in, are organized into business/industry associations. For specific industry policies, advocacy may not be difficult to solicit from these groups, as they are already doing these, although in some cases they lack analysis and depth. This is understandable since business executives are too busy with the operational concerns of their respective companies.

At the "global" level, these groups have memberships in the Philippine Chamber of Commerce and Industry (PCCI), Management Association of the Philippines, and Makati Business Club (MBC).

The key agribusiness groups, given their presence in many business and in the regions (including farmer linkages), are points of contacts for possible joint ventures with U.S. investors who want to tap the fast-growing East Asian markets.

The following recommendations are for consideration in the design of the Agribusiness Initiative:

- o Support training programs on policy analysis for the key staff members of the agribusiness groups who are involved in business associations.

- o Encourage the agribusiness groups towards the special importance of having their own non-governmental organizations/foundations (NGOs) to serve their communities or areas of influence. The projects that can be undertaken are: market-oriented livelihood programs, as well as small infrastructure works such as small bridges, road repairs, drying yards, and potable water supply. Some firms are already faced with overburdened operational staff doing NGOs work. Turning over their community activities to NGO could lead to increased efficiency/profitability.

- o Support the agribusiness groups in their collective advice for regional colleges and universities on the appropriate agribusiness curricula. A major concern of agribusiness groups is that the supply of good agribusiness managers and supervisors is very scarce.

- o Conduct area specific agricultural research singly or in cooperation with regional colleges and universities, and the DA, on activities such as the varietal improvements of fruit trees, soybeans, flowers, ornamentals. etc.

B. The Role of Industry/Business Associations

PCCI and MAP are the two strongest business associations in the Philippines. The latter is a professional association of top managers. They often have common members. The design team may have to evaluate their respective strengths and weaknesses.

The PCCI has been involved in various studies/projects such as the corn marketing system, and more recently, the Market Information Dissemination Project (MARID), which is USAID-financed. Recommendations for working with PCCI include the following:

- o Support PCCI to expand its MARID project to other regions and crops, provided that the lessons of its existing pilot projects in Regions 10 and 11 are positive. It must be stressed that after a certain period, MARID must aim for self-financing.

- o Support PCCI to take an active role in improving the agricultural marketing system. For example: What can it do to improve the handling and transport of corn from Mindanao to Manila? What is its role in disseminating market information to the producers in the world market?

- o Support PCCI in export market development by providing short-term experts in international marketing.

MAP is the leading association of professional managers in the country. Management expertise is its greatest untapped resource, which the countryside sorely needs. It is also one major reason why the country's absorptive capacity for foreign assistance is relatively poor.

The most visible involvement of MAP (through the MAP Foundation) today is the Department of Agriculture (DA)'s Livelihood Enhancement for Agricultural Development (LEAD), a joint activity of the DA and the private sector to link farmers and farmers cooperatives to markets, technology and credit. MAP provides facilities to review feasibility studies and, later, when the project is found viable, provides a project manager to the cooperative, for two years free-of-charge. To date, MAP has about 40 ongoing projects. The primary constraint facing MAP--if it has to expand the LEAD program are funds enough for the deployment of project managers, as well as for the monitoring and the evaluation of ongoing and completed projects. Recommendations for working with MAP include the following:

- o Support MAP to conduct policy analysis in agribusiness and related fields. Many MAP members have solid and broad-based expertise in various fields.

- o Support MAP to establish project management centers (PMCs) in key regional centers along the lines of the USAID-

supported business resource centers (BRCs). The PMC will be a joint project with a leading college or university in selected regions. The PMCs will provide training in project development, management and monitoring to cooperatives, local government units, and NGOs.

- o Support MAP in a number of its LEAD projects. The projects could serve as living "laboratories" of the project management centers.

- o Support MAP to assist regional colleges and universities in agribusiness and project management courses.

C. Academic Institutions

Recommendations for working with universities and other academic institutions include the following:

- o The academic community and selected regional colleges and universities, in cooperation with the PCCI and the DA can be involved/strengthened in terms of policy, industry and technical studies.

- o Institutions that have satisfied a selection criteria can be tapped as a conduit of funds for the studies mentioned above. Among these institutions are: UP, CRC, and AIM.

- o Selected institutions which have the capability/track record in providing training courses in project analysis can be supported by improving the training of their trainers. Two of these institutions are CRC and UPLB.

D. Cooperatives

Cooperatives can be strengthened under the LEAD program by their participation in the MAP's project management centers, as well as in scholarship programs for managers and key staff members of cooperatives and cooperative groups.

Of key interest is the management assistance given to farmworkers' cooperatives who are beneficiaries of the Comprehensive Agrarian Reform Program (CARP). The advent of the CARP, though well-meaning, has left the farmworkers unprepared for the tasks of managing plantations. This is already evident in the rubber plantations in Mindanao, where investments in replanting have been shelved, and standards of maintenance have deteriorated. Farm workers' cooperatives need assistance in marketing, financial management, and project packaging. Unless this is addressed, agricultural output from plantations would decline in the next five to ten years.

NEXT TOP 100 AGRIBUSINESS GROUPS
 Estimation of their Contribution
 to Gross Value Added in 1989

ANNEX A

Group	Gross Revenues (Agribusiness) (Mln Pesos)	Gross Value Added Factor	Gross Value Added (Mln Pesos)	Main Businesses
Aidsisa				
- Aidsisa Integrated Industries	121	0.65	79	Sugar Milling
Amadeo				
- Mindanao Cotton Development Corp.	193	0.30	58	Cotton processing
Campos (Joe Yao)				
- Univet Agricultural Products, Incorporated	336	0.50	168	Manufacturing & trading of veterinary products
Chan (Feldman)				
- Feldman Agricultural Trading	136	0.20	27	Agri trading
- La Union Redrying Corp.	136	0.30	41	Tobacco redrying
Chan (Martin)				
- Emco PLYwood Corporation	161	0.40	64	Plywood manufacturing, selling, & exporting
- Extensive Wood Processing Corp.	160	0.40	64	Wood processing
- Extensive Trading Corporation	27	0.15	4	Lumber products
Chankian				
- Foodworld Manufacturing Corp.	133	0.50	67	Fruit drinks manufacturing

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ANNEX A

Group	Gross Revenues (Agribusiness) (Mln Pesos)	Gross Value Added Factor	Gross Value Added (Mln Pesos)	Main Businesses
Chan/Tecson				
- Marisco Corporation	239	0.30	72	Processing & export of frozen seafoods
Cheng				
- Phil. Trade Center Inc.	138	0.50	69	Corn, cassava, starch and corn grain manufacturing
Cheng Ban Yek				
- Cheng Ban Yek and Company, Inc.	251	0.30	75	Manufacturing & trading of cooking oil, copra meal, soaps, & detergents
Chin/Chua				
- Malabon Merchandising Co., Inc.	> 246	0.20	49	Trading & import of feed ingredients
Co/Te				
- Philippine Super Feed Corp.	295	0.40	118	Manufacturing & trading of animal feeds
Co (Nemesio)				
- Reliance Agricultural Devt. Corp.	178	0.65	116	Livestock/swine production

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ANNEX A

Group	Gross Revenues (Agribusiness) (Mln Pesos)	Gross Value Added Factor	Gross Value Added (Mln Pesos)	Main Businesses
- Reliance Aquaculture Corp.	NA			
- Reliance-Asia Agribusiness Corp.	NA			
Columbian Phils., Inc.				
- Tag Fibers, Inc.	179	0.50	90	Abaca processing/trading
Consing				
- Passi Sugar Central, Inc.	166	0.65	108	Sugar & molasses manufacturing
Dayan/Lim/Tan				
- Phil. Tobacco Flue-Curing and Redrying Corp.	169	0.30	51	Redrying, export & trading of tobacco leaves
De Leon/Escaler				
- Pampanga Sugar Devt Co., Inc.	158	0.65	103	Raw sugar & sugar by-products manufacturing
Dee (Francisco)				
- Frabal Fishing and Ice Plant Corporation	139	0.50	70	Trader of deep-sea fishes
Dee/Diong				
- Trans-Manila, Inc.	113	0.30	34	Processing, redrying & export of tobacco

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ANNEX A

Group	Gross Revenues (Agribusiness) (Mln Pesos)	Gross Value Added Factor	Gross Value Added (Mln Pesos)	Main Businesses
Diploma				
- Sta. Clara Housing Industries, Incorporated	172	0.35	60	Manufacturing of plywood, veneer, & corestock
Dizon (Francisco)				
- F.S. Dizon & Sons Inc.	98	0.80	78	Cavendish banana growing
- Dizon Agro-Industrial Inc.	20 E	0.50	10	Fruits
Dolor/Serrano				
- Batangas Sugar Central Inc.	134	0.65	87	Sugar and molasses milling
Dy Juanco				
- Filmundo Export Corporation	95	0.50	48	Exporter of handicrafts
Dy Sun				
- Yakult Phils., Inc	100	0.70	70	Cultured milk manufacturing
Escuadro				
- Marlife Export Corp.	107	0.20	21	Export, import & trading of marine products

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 to Gross Value Added in 1989

ANNEX A

Group	Gross Revenues (Agribusiness) (Mln Pesos)	Gross Value Added (Mln Pesos)	Gross Value Added (Mln Pesos)	Main Businesses
First Pacific				
- Country Fair Food Corp.	161	0.50	81	Manufacturing & trading of cold cuts Milk repacking
Flores				
- Agrofactors Corp.	155 *	0.15	23	Fertilizer importing/ exporting
FMT Industrial Consultants				
- Findlay-Millar Timber Company	268	0.50	134	Lumber, lumber products manufacturing & exporting
Gaisano				
- Gaisano Brothers Merchandizing	96	0.15	14	Retailing
Garcia				
- Kenram Industrial & Devt Corp	96	0.60	58	Palm oil processing/ selling
Gatchalian (William)				
- Shrimplex International Corp.	181	0.20	36	Shrimp/prawn processing and exporting
- Pacific Aquaventure Corp.	50	0.60	30	Prawn farms

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ANNEX A

Group	Gross Revenues (Agribusiness)	Gross Value Added Factor	Gross Value Added	Main Businesses
	(Mln Pesos)		(Mln Pesos)	
=====				
Gaw (<i>Jimmy</i>)				
- Uniwide Sales Warehouse	360	0.15	54	Wholesale/retail of food and other products
Go (Dante)				
- Sugarland Intl Prdts Inc	95	0.50	48	Food manufacturing
Go Eng Uy				
- Lucky Two Repacking	130 E	0.20	26	Sugar trading
Go (Sing King)				
- Cenapro Inc.	233	0.65	151	Corn oil, copra oil charcoal, copra & carbon tetrachloride
Go (Gufoc So)				
- Sulpicio Marketing Corp.	201	0.15	30	Copra trading
- Solid Marketing Corp.	37	0.15	6	Cooking oil, corn cassava starch, grains
Huang				
- Commonwealth Foods, Inc.	307	0.50	154	Manufacturing, processing & export of food products
=====				

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 to Gross Value Added in 1989

ANNEX A

Group	Gross Revenues (Agribusiness) (Mln Pesos)	Gross Value Added Factor	Gross Value Added (Mln Pesos)	Main Businesses
International Flavors & Fragrances, Inc.				
- International Flavors & Fragrances (Phils.), Inc.	160	0.50	80	Manufacturing, distribution & export of essential oils & flavoring compounds
Jac/Tan/Chua				
- Unideco Consolidated Mfg. Inc.	113	0.35	40	Crude coconut oil manufacturing/wholesaling
Jimenez				
- Albay Agro-Industrial and Development Corp.	95	0.50	48	Abaca production
Keng (Teddy)				
- Landmark Shopping Center	300	0.15	45	Retailing of food items
Lim (Ching Bee)				
- Ching Bee Trading Corp.	215	0.30	65	Abaca hemp & copra wholesaling & exporting
Lim (Johnny)				
- Bagumbuhay Industrial Corp.	284	0.30	85	Fish canning

NEXT TOP 100 AGRIBUSINESS GROUPS
 Estimation of their Contribution
 to Gross Value Added in 1989

ANNEX A

Group	Gross Revenues (Agribusiness)	Gross Value Added Factor	Gross Value Added	Main Businesses
	(Mln Pesos)		(Mln Pesos)	
Lim (RBL)				
- RBL Fishing Corporation	368	0.50	184	deep sea fishing & fish brokerage
Lim Tay				
- New Zealand Creamery, Inc.	246	0.40	98	Manufacturing, trading & import of dairy products
Limketkai				
- Limketkai Sons Milling, Inc.	220	0.35	77	Coconut oil, corn oil, rice, & corn grits manufacturing
Liong Cio Chang				
- La Perla Sugar Supply	> 100 E	0.20	20	Trading & export of raw sugar & refined sugar
Lopez				
- Lopez Sugar Corporation	315	0.65	205	Sugar & molasses manufacturing
Marcelo				
- Erma Industries, Inc.	384	0.20	77	Processing & export of prawns, shrimps, & fishes

NEXT TOP 100 AGRIBUSINESS GROUPS
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 to Gross Value Added in 1989

ANNEX A

Group	Gross Revenues (Agribusiness) (Mln Pesos)	Gross Value Added Factor	Gross Value Added (Mln Pesos)	Main Businesses
Manuba				
- Ferchemx	145	0.15	22	Fertilizer importing, distributing,retailing
- Parafert Corp	76	0.15	11	Fertilizer, chemicals
Marina Agro-Industrial				
- Marina International Marketing Corporation	250	0.20	50	Prawn exporting
Martinez-Leyba/Nasipit				
- Nasipit Lumber Co., Inc.	177	0.70	124	Logging
- Anakan Lumber Co., Inc.	75	0.70	53	
- Philippine Wallboard Corp.	194	0.40	78	Hardboard manufacturing
Montenegro and Associates Co.				
- Pacific Activated Carbon Inc.	133	0.70	93	Activated carbon manufacturing & exporting
- Filipinas Activated Carbon Manufacturing Co. Inc.	101	0.70	71	Activated carbon manufacturing & exporting
Murillo				
- Swire Agricultural Products Inc.	192	0.20	38	Fertilizer importing and distributing

NEXT TOP 100 AGRIBUSINESS GROUPS
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to Gross Value Added in 1989

ANNEX A

Group	Gross Revenues (Agribusiness)	Gross Value Added Factor	Gross Value Added	Main Businesses
	(Mln Pesos)		(Mln Pesos)	
Nakagawa				
- Filocean Export Corporation	108	0.20	22	Trading & export of marine products
- Unifish Export & Import Corp.	20	0.20	4	Export of marine products
Nocom				
- Puromines, Incorporated	288	0.15	43	Import & distribution of fertilizers
Ng (Henry)				
- Unimart, Inc.	960	0.15	144	Supermarket
- Makati Supermarket, Inc.				Supermarket
- Cash & Carry	NA			Supermarket
Olivan/Co/Chong				
- Bescom Commodities Corp.	211	0.20	42	Coconut oil trading
- Bicol Oil Mill & Refinery Corp				
Ong				
- Baliwag Mahogany Corp.	230	0.35	81	Wood products manufacturing & exporting

NEXT TOP 100 AGRIBUSINESS GROUPS
 Estimation of their Contribution
 to Gross Value Added in 1989

ANNEX A

Group	Gross Revenues (Agribusiness)	Gross Value Added Factor	Gross Value Added	Main Businesses
	(Mln Pesos)		(Mln Pesos)	
Pardo/Paterno				
- Wenphil Corporation	166	0.50	83	Operator of "Wendy's"
- Philippine Seven Corp.	186	0.20	37	Food retailing
Prieto				
- Golden Pizza, Inc.	146	0.50	73	Franchise holder/ operator of "Shakey's"
- International Family Food Services, Inc.	68	0.50	34	Franchise holder of "Shakey's"
- Golden Donuts, Inc.	168	0.50	84	Owner and operator of "Dunkin' Donuts"
- Tex-Mex, Inc.	NA			Owner & operator of "Tia Maria"
Qua				
- Ocean Light Export and Import Corporation	163	0.20	33	Marine products exporting
- Pres. Marine Products Corp.	170	0.20	34	Marine products exporting
Que (Mariano)				
- Pacific Agrivet Supplies	143	0.40	57	Drugs, veterinary and agricultural compounds
- Tropical Hut Food Mart	690	0.15	104	Supermarket/fastfoods
- MLM Foods	51	0.50	26	Fruit purees

NEXT TOP 100 AGRIBUSINESS GROUPS
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 to Gross Value Added in 1989

ANNEX A

Group	Gross Revenues (Agribusiness) (Mln Pesos)	Gross Value Added Factor	Gross Value Added (Mln Pesos)	Main Businesses
Quesada				
- Foodmine, Inc.	169	0.50	85	Restaurant operator
- Famous Recipe Fried Chicken (Phils.), Inc.	61	0.50	31	Restaurant & catering services
Repolda				
- Honor Marketing Corp.	207	0.15	31	Import and export of tobacco and cigarettes
Reyes/Llamado				
- The Aristocrat Inc.	113	0.50	57	Restaurants
- ECR Catering and Restaurant Inc	24	0.50	12	Restaurants, catering
Ricohermoso				
- MCPI Corporation	91	0.60	55	Processing of seaweeds
- Datingbayan Agro-Industrial Corp.	8	0.60	5	
Rivilla				
- Hilong's Devp Corp	101	0.65	66	Sugar milling
Rodriguez/Lim				
- Luzon Mahogany Corp.	261	0.60	157	Lumber products trading

NEXT TOP 100 AGRIBUSINESS GROUPS
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 to Gross Value Added in 1989

ANNEX A

Group	Gross Revenues (Agribusiness) (Mln Pesos)	Gross Value Added Factor	Gross Value Added (Mln Pesos)	Main Businesses
Romulo & Associates				
- Agrotex, Inc.	572	0.20	114	Agricultural imports
Roxas Chua Antonio				
- Pacific Flour Mills, Inc.	> 389	0.25	97	Flour manufacturing
- Arcya Trading Corporation	254	0.15	38	Distribution of flour, yeast, refined sugar, & feeds
Rufino				
- Baatan Pulp and Paper Mills, Inc.	460	0.60	276	Manufacturing, production, processing, & trading of pulps
Santos Sisters				
- South Supermarket	490	0.15	74	Food retailing
Sison/Yao				
- Silver Swan Manufacturing Company, Inc.	133	0.60	80	Manufacturing & export of food seasoning, soy sauce
- Philippine General Merchandising Corporation	119	0.15	18	Exclusive distributor of "Silver Swan" products

NEXT TOP 100 AGRIBUSINESS GROUPS
 Estimation of their Contribution
 to Gross Value Added in 1989

ANNEX A

Group	Gross Revenues (Agribusiness)	Gross Value Added Factor	Gross Value Added	Main Businesses
	(Mln Pesos)		(Mln Pesos)	
Sn/Limso				
- Davao Plywood Co. Inc.	188	0.35	66	Plywood, plyboard and veneer manufacturing/exporting
- Davao Sunrise Corp.				
Soriano (Alberto)				
- AMS Farming Corp.	174	0.80	139	Cavendish banana growing
- Soriano Fruits Corp.	46	0.80	37	Cavendish banana growing
Southern Phils. Packaging Corp.				
- Food Industries Inc.	171	0.50	86	Consumers products Manufacturing & trading
Sy (Henry)				
- SM Supermarkets	800	0.10	80	Supermarkets
Sy (Su)				
- Sy Su International, Inc.	259	0.40	104	Distributor of "Del Monte" products Packing of "Del Monte" catsup; "McCormick" spices & "Kellogs" cereals

NEXT TOP 100 AGRIBUSINESS GROUPS
 Estimation of their Contribution
 to Gross Value Added in 1989

ANNEX A

Group	Gross Revenues (Agribusiness) (Mln Pesos)	Gross Value Added Factor	Gross Value Added (Mln Pesos)	Main Businesses
Sy Chi Siong				
- Sy Chi Siong & Co., Inc.	262	0.20	52	Trading & distribution of milk powder, canned meat, seasoning, & toothpaste
Sy de Jesus				
- Malabon Soap & Oil Industrial Company, Inc.	186	0.35	65	Manufacturing & trading of coconut oil & soap
Tan				
- Earnsun Company Limited (Philippine Branch)	121	0.40	48	Manufacturing & export of plywood
Tan (Farmix)				
- Farmix Fertilizers Corp.	152	0.20	30	Import & distribution of fertilizers
- Phil. Planters Consumers, Inc.	76	0.20	15	
- Isabela Agro-World Trading	NA			
Tan/Mendiola				
- Continental Leaf Tobacco (Phils.), Inc.	227	0.30	68	Trading & export of tobacco leaves

NEXT TOP 100 AGRIBUSINESS GROUPS
 Estimation of their Contribution
 to Gross Value Added in 1989

ANNEX A

Group	Gross Revenues (Agribusiness) (Mln Pesos)	Gross Value Added Factor	Gross Value Added (Mln Pesos)	Main Businesses
Tan/Tang Soc				
- Industrial Timber Inc.	184	0.35	64	Plywood, lumber and veneer manufacturing/exporting
- Agusan Wood Industries	15	0.70	11	Logging
- Industrial Realty Corp.				
Tan/Wee				
- Marcel Trading Corporation	188	0.60	113	Production, processing & & export of dried/processed seaweeds
Tanhueco				
- Asia Rattan Manufacturing Corp	107	0.50	54	Manufacturer/seller of rattan products
Tantoco				
- Rustan Supermarkets	1,000	0.15	150	Supermarket
Tee				
- Gaf Export and Import Corp.	98	0.20	20	Export & import of marine products
Triple V				
- Kamayan Restaurant	100 E	0.50	50	Restaurants
- Saisaki Restaurant				

NEXT TOP 100 AGRIBUSINESS GROUPS
 Estimation of their Contribution
 to Gross Value Added in 1989

ANNEX A

Group	Gross Revenues (Agribusiness) (Mln Pesos)	Gross Value Added Factor	Gross Value Added (Mln Pesos)	Main Businesses
Trota/Fuentebella				
- Max's Baclaran	41	0.50	21	Restaurant, cakeshop, bakery, take-home counter
- Max's (Ermita), Inc.	100	0.50	50	Restaurant and hotel
- Max's Makati, Inc.	73	0.50	37	Restaurant
Typoco				
- Federal Agricultural Corp.	237	0.40	95	Breeder/grower of livestock Animal feeds production
UFC				
- Universal Food Corp. (UFC)	126	0.60	76	Manufacturing of food products
- Street Marketing Corporation	204	0.20	41	Trading & exclusive distributor of UFC consumer products
Uygongco				
- La Filipina Uy Gongco Corp.	700 E	0.15	105	Import & trading of canned goods, flour, sugar, and oil

NEXT TOP 100 AGRIBUSINESS GROUPS
 Estimation of their Contribution
 to Gross Value Added in 1989

ANNEX A

Group	Gross Revenues (Agribusiness)	Gross Value Added Factor	Gross Value Added	Main Businesses
	(Mln Pesos)		(Mln Pesos)	
Uykim				
- Cocomart Commodities Inc.	195	0.20	39	Trading of coconut & other agricultural & forestry products
Villa-Abrille				
- Philippine Cocoa Corporation	329	0.60	197	Manufacturing, export & distribution of chocolate, chocolate coated products, cocoa, & coffee
Villareal				
- Vegoil Phils. Inc.	161	0.35	56	Vegetable oil manufacturing
Wee				
- Philippine International Development, Inc.	523	0.35	183	Copra, copra pellets, & dried seaweeds trading Manufacturing of crude coco nut oil, ref. edible oil, & laundry soap
Wong				
- Leslie Corporation	130	0.50	65	Snackfoods manufacturing, exporting; food service

NEXT TOP 100 AGRIBUSINESS GROUPS
 Estimation of their Contribution
 to Gross Value Added in 1989

ANNEX A

Group	Gross Revenues (Agribusiness) (Mln Pesos)	Gross Value Added Factor	Gross Value Added (Mln Pesos)	Main Businesses
Wongchuking				
- La Campana Fabrica de Tabacos, Inc.	101	0.70	71	Cigarettes manufacturing
- Tobacco Industries of the Philippines, Inc.	NA	0.30	0	Operates tobacco flue-curing barns, redrying plant, factories, and warehouse
Yap/Yang				
- Orient Marine and Fishing Resources, Inc.	318	0.20	64	Export & processing of frozen prawns
Yulo				
- Canlubang Pulp Manufacturing Corp.	169	0.50	85	Abaca pulp manufacturing
TOTAL	25,894		8,832	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

AIDSISA GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
AIDSISA INTEGRATED INDUSTRIES INCORPORATED		115.4 (1988)	NA	holding Company	management services, sugar milling	VI-Negros Occ.	
CANELAND SUGAR CORPORATION		NA	NA				

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

 AMADEO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		-----	-----				
		1989	1990				
*AGRIBUSINESS							

MINDANAO COTTON DEVELOPMENT CORPORATION	99.4	193	88	manufacturer/ processor	cotton	XI-South Cotabato	Key Player

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KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

CAMPOS (JOSE YAO) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

UNIVET AGRICULTURAL PRODUCTYS, INCORPORATED		336	208	manufacturer/ wholesaler	veterinary products	NCR	With branches nationwide
* NON-AGRIBUSINESS							

UNITED LABORATORIES, INC.		3,029	3,506	manufacturer	drugs/ pharmaceuticals	NCR	Nationwide network
DYNAVISION DEVELOPMENT CORP.		NA	NA				
GREENFIELD INVESTMENT CORP.		51	NA	real estate		NCR	
DOLMAR REAL ESTATE DEVELOPMENT CORPORATION		NA	NA		real estate	NCR	
G.D. SEARLE (PHILS.), INC.		126	146			NCR	
CHEMFIELDS, INC.		158	209			NCR	
GENERAL DRUG AND CHEMICAL COMPANY, INC.		66	69	manufacturer	drugs/ pharmaceuticals	NCR	
PEDIATRICA, INC.		101	118	manufacturer	drugs/ pharmaceuticals	NCR	
MEDICHEM PHARMACEUTICALS, INC.		323	365	manufacturer/ distributor	medicines/ pharmaceuticals	NCR	
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

CHAN (DAVID/MARTIN) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		-----	-----				
		1989	1990				
* AGRIBUSINESS							

EXTENSIVE WOOD PROCESSING CORPORATION	90	160	314	manufacturer/ wholesaler/ exporter	lumber (sawn)	NCR- Valenzuela	
EMCO PLYWOOD CORPORATION	80	161	212	manufacturer/ exporter	lumber	X-Agusan N.	
EXTENSIVE TRADING CORP		27	34	trading	lumber products		

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

CHAN (FELDMAN) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
FELDMAN AGRICULTURAL TRADING		136	NA	trading	tobacco, cotton, rice	I-La Union	
LA UNION REDRYING CORPORATION		136	NA	processing	tobacco leaf	I-La Union	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

CHAN/TECSON GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

MARISCO CORPORATION		239	NA	processor/ exporter	frozen seafoods	NCR--Navotas X -Butuan City VIII-Tacloban City	
* With Japanese partner							
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KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

CHANKIAN GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
FOODWORLD MANUFACTURING CORPORATION	74.83	133	154	manufacturer	fruit drinks	NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

CHENG GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
* AGRIBUSINESS							
PHILIPPINE TRADE CENTER, INCORPORATED	24.8	138	116	manufacturer/ wholesaler	corn, cassava	XII- Maguindanao	Key Player
* NON-AGRIBUSINESS							
COTABATO SHIPPING CORP.			9.4		starch		
WESTERN EXPORT CORP.			41.3				

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

CHENG BAN YEK GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (HIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

CHENG BAN YEK AND COMPANY, INC.		251 (1987 data)	NA	manufacturer/ wholesaler	cooking oil, copra meal, soaps, & detergents	NCR	"Baguio Oil"
* NON-AGRIBUSINESS							
FOUR SEAS TRADING CORPORATION		NA	NA				
CPS DEVELOPMENT COMPANY, INC.		NA	NA				
ITC DEVELOPMENT CORPORATION		NA	NA				
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

CHIN/CHUA GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS -----							
MALABON MERCHANDISING CO., INC.		246+	134+	importer/ wholesaler	feed ingredients	NCR- Malabon	
* NON-AGRIBUSINESS -----							
ASIAN NATIVE (REALTY)		NA	NA				
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

CHIN/UY GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
PREMIUM FEEDS MANUFACTURING CORPORATION		76	NA	manufacturer	poultry & livestock feeds	NCR-Malabon	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

CO (NEMESIO) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

RELIANCE AGRICULTURAL DEVT CORP		178	225	livestock producer	swine	III-Bulacan IV-Rizal	
RELIANCE AQUACULTURE CORP.		NA	NA				
RELIANCE-ASIA AGRIBUSINESS CORP		NA	NA				
* NON-AGRIBUSINESS							

RELIANCE CERAMICS MANUFACTURING CORPORATION		45	69	manufacturer/ contractor	clay products, ceramics	NCR	
NECO INDUSTRIES, INC.		NA	NA				
GLORIOUS SUN FASHION GARMENTS MANUFACTURING CO. (PHILS), INC		NA	NA				
RELIANCE TONG-FANG CERAMICS CORPORATION		11	85	manufacturer	clay products	IV-Rizal	
PTF PHILS. CORPORATION		NA	NA				
PACO AMUSEMENT CO. PHILS., INC.		9	NA	amusement/ recreational services		NCR	
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KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

CO (TE) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
PHILIPPINE SUPER FEED CORPORATION		295	290	manufacturer, wholesaler	animal feeds	NCR-	Navotas

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

 COLUMBIAN PHILS/SMITH BELL & CO/CONRAD & CO. GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							

TAG FIBERS, INC.	90	179	214	trading	abaca	V-Albay VII-Cebu VIII-Leyte XI-Davao	Key Player
* NON-AGRIBUSINESS							

COLUMBIAN PHILS., INC.							
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

CONSING GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====	=====				

* AGRIBUSINESS

PASSI (ILOILO) SUGAR CENTRAL, INC.	24.35	166	NA	manufacturer	raw sugar, VI-Iloilo molasses		
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KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

DAYAN/LIM/TAN GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				

* AGRIBUSINESS

PHILIPPINE TOBACCO FLUE-CURING AND REDRYING CORP.		169	268	redryer, exporter, wholesaler	tobacco leaves	NCR (Q.C.) I-Ilocos Sur	
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KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

DE LEON/ESCALER GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
PAMPANGA SUGAR DEVT CO., INC.		158	202	manufacturer	raw sugar, sugar by- products	III-Pampanga	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

DEE (FRANCISCO) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
FRABAL FISHING AND ICE PLANT CORPORATION		139	NA	buyer/ wholesaler	deep-sea fishes	NCR--Malabon, Navotas	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

DEE/DIONG GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
TRANS-MANILA, INC.		113	NA	processor/ redryer/ exporter	tobacco	I-La Union NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

DIPLOMA GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
STA. CLARA HOUSING INDUSTRIES, INCORPORATED		172	142	manufacturer	plywood, veneer, corestock	IX -Zamboanga Sur XI -Davao XII-Sultan Kudarat	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

DIZON (FRANCISCO) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
F.S. DIZON AND SONS, INC.	85.5	98	107	producer	Cavendish banana	XI-Davao	
DIZON AGRO. INDUSTRIAL INC.		20(E)	NA	producer	pomelo	XI-Davao	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

DIZON (MANUEL) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
SUCREX MARKETING CORP.	85	NA	trader/ exporter	sugar, coffee, other commodities		NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

DOLOR/SERRANO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
BATANGAS SUGAR CENTRAL, INC.	76	134	135	sugar milling	sugar, molasses	IV-Batangas	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

DY JUANCO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
FILMUNDO EXPORT CORPORATION	95	110		manufacturer/ exporter	handicrafts	NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

DY SUN GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
YAKULT PHILIPPINES, INC.	100	NA	manufacturing	cultured milk	NCR IV-Laguna	Key Player	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

 ESCUADRO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					

* AGRIBUSINESS

MARLIFE EXPORT CORPORATION		107	137	exporter, importer, trader	marine products	NCR-- Taguig	(FTI)
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

FIRST PACIFIC GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				

* AGRIBUSINESS -----							
COUNTRY FAIR FOOD CORPORATION		161	144	manufacturer/ wholesaler	cold cuts	NCR	
				repacking	milk		
* NON-AGRIBUSINESS -----							
METRO DRUG CORP.	72.4%	3,299	3,605	manufacturing/ marketing/ distribution/ packaging	pharmaceutical, food products	NCR	Key Player
METROLAB INDUSTRIES, INC.		273	429			NCR	
HOLLAND PACIFIC PAPER, INC.		246	271	manufacturer	paper products	NCR	
AVANT GARDE INT'L., INC.		25	32			NCR	
STENIEL MANUFACTURING CORP.		638	750	manufacturer	corrugated boxes and fiber	IV-Rizal	Key Player
FIRST PACIFIC METRO MKTG., INC.		499	74	trader		NCR	
METROVET, INC.		21	50			NCR	
KINESYS, INC.		NA	NA				
FP METRO MGT. SERVICES, INC.		NA	NA				

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

FLORES GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
AGROFACTORS CORPORATION	55	155 - net sales in 1987		importer/ distributor	fertilizer	I-Ilocos Sur -La Union	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

FMT GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

THE FINDLAY-MILLAR TIMBER CO.	99.99	268		NA manufacturer/ exporter	lumber, plywood, veneer	XII-Lanao N.	Key player
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

GAISANO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				

* AGRIBUSINESS -----							
GAISANO BROTHERS MERCHANDIZING	96(e)	140(e)		retailer	food items	VII-Cebu X -Cagayan de Oro XI -Davao General Santos	
* NON-AGRIBUSINESS -----							
GAISANO BROTHERS MERCHANDIZING	52(e)	74(e)		retailer	consumer products	VII-Cebu X -Cagayan de Oro XI -Davao General Santos	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

GARCIA GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				

* AGRIBUSINESS

KENRAM INDUSTRIAL CORP.	96	NA	plantation	oil palm	XII-Sultan Kudarat	Key Player
			milling, refining	palm oil,	XII-Sultan Kudarat	

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KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

GATCHALIAN (DEE HUA) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
WESTIN SEAFOOD MARKET, INC.	40	70	NA	restaurant operator	Seafoods cakes, pastries	NCR	
THE CUISINE OF THE PHILIPPINES, INCORPORATED		NA	NA				

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

GATCHALIAN (WILLIAM) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
SHRIMPLEX INTERNATIONAL CORP.	75	181	NA	Processor/ exporter	Shrimps, prawns	NCR (FTI) VII-Iloilo	
PACIFIC AQUAVENTURE CORP.	42.85	50	62	Aquaculture	Shrimps, prawns	NA	
* NON-AGRIBUSINESS		> 1,000	NA				

WILLEX PLASTICS INDUSTRIES							
PLASTIC CITY CORPORATION							
MPC PLASTIC CORPORATION							
INTERNATIONAL POLYMER CORP.							
KENNEX CONTAINER CORP.							
RECOVERY DEVELOPMENT CORP.							
ROXLON REALTY							
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

GAW GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS -----							
UNIWIIDE SALES WAREHOUSE CLUB		360	NA	wholesaling/ retailing	food items	NCR	
* NON-AGRIBUSINESS -----							
UNIWIIDE SALES WAREHOUSE CLUB		90	NA	wholesaling/ retailing	consumer products	NCR	
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

GO (SING KING) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

CENAPRO INCORPORATED	90	233	174	manufacturer/ seller/ exporter	corn oil, copra oil, copra, charcoal, act. carbon, carbon tetrachloride	VII-Cebu	Key player
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

GO (DANTE) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
SUGARLAND INTERNATIONAL PRODUCTS, INC.	95	NA	manufacturing, trading	juice powder concentrate, starch	NCR		

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

GO ENG UY GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
LUCKY TWO REPACKING	99%	130(E)	159	wholesaler, retailer	sugar	NCR III-Tarlac VI -Bacolod	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

GO (GUIOC SO) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS -----							
SULPICIO MARKETING CORP.		201		trading	copra	VII-Cebu	
SOLID MARKETING CORP.		37		wholesaler/ retailer	cooking oil, corn, cassava starch, grain	VII-Cebu	
* NON-AGRIBUSINESS -----							
SULPICIO LINES, INC.		897		interisland shipping	services	VII-Cebu	
CONTAINER HAULERS INC.							
SULPICIO MACHINE SHOP, INC.							
SOLID TOWAGE & LIGHTERAGE CO., INC.							
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

GOQUIOLAY GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				

* AGRIBUSINESS

SERGS PRODUCTS, INC.	87	NA	chocolate processor	cocoa products	NCR	Key player
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KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

 HUANG GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		-----	-----				
		1989	1990				
=====							
* AGRIBUSINESS							

COMMONWEALTH FOODS, INC.		307	322	manufacturer/ processor/ exporter	food products	NCR Nationwide Distributors	Key Player
^ NON-AGRIBUSINESS							

RELIANCE COMMERCIAL ENTERPRISES, INC.		54	37	general merchant		NCR	
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

INTERNATIONAL FLAVORS & FRAGRANCES, INC. GROUP
(MULTINATIONAL)

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
INTERNATIONAL FLAVORS AND FRAGRANCES (PHILS.), INC.	99%	160	152	manufacturer, distributor, exporter	essential oils; flavoring compounds	NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

JAO/TAN/CHUA GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
UNIDECO CONSOLIDATED MFG. INCORPORATED		113	93	Manufacturer/ wholesaler	crude coconut oil	IV-Lucena	
J & J OIL INDUSTRIES							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

JIMENEZ GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
ALBAY AGRO-INDUSTRIAL AND DEVELOPMENT CORP.		95	122	Producer	Processed abaca	V-Albay	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

KENG (TEDDY) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

LANDMARK SHOPPING CENTER		300	NA	retailing	food products	NCR	
* NON-AGRIBUSINESS							

LANDMARK SHOPPING CENTER		300	NA	retailing	consumer products	NCR	
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

KUBOTA GROUP
(MULTINATIONAL)

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
KUBOTA AGRI-MACHINERY PHILS., INC.		124	260	importer, distributor	agricultural machineries & equipment	NCR	"Kubota" brand

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

LANCASTER GROUP
(MULTINATIONAL)

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
LANCASTER PHILIPPINES, INC.		111	109	processor, exporter, wholesaler	tobacco leaves	NCR I -La Union II-Isabela -Cagayan	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

LIM (CHING BEE) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

CHING BEE TRADING CORPORATION	96	215	NA	wholesaler/ exporter	Abaca hemp, copra	V-Albay	
* NON-AGRIBUSINESS							

CBT CONSTRUCTION & EQUIPMENT CORPORATION		NA	NA				
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

LIM (JOHNNY) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
BAGUMBUHAY INDUSTRIAL CORP.		284	277	fish canning	sardines	NCR	"Master" brands

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

LIM (RBL) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS -----							
RBL FISHING CORPORATION		368	NA	deep sea fishing & fish brokerage	tuna, sardines, & other assorted fishes	IV-Palawan NCR International waters	Key Player
* NON-AGRIBUSINESS -----							
RBL SHIPYARD, INC.	100.0%	NA	NA	Ship repair & maintenance			
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

LIM TAY GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
NEW ZEALAND CREAMERY, INC.		246	271	manufacturer, wholesaler, importer	dairy products	NCR	"Che-vital" brand
* NON-AGRIBUSINESS							
ASA METAL CORPORATION		9	NA			NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

LIMKETKAI GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				

* AGRIBUSINESS

LIMKETKAI SONS MILLING, INC.		220	NA	manufacturer	coco oil, corn oil, rice, corn grits	X-Cag de Oro	"Marca Leon" brand
				real estate			
				operator	moviehouse	X-Cag de Oro	

* NON-AGRIBUSINESS

LIMKETKAI DEVELOPMENT CORP.		9	NA			X-Cag de Oro	
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KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

LIONG CIO CHANG GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
LA PERLA SUGAR SUPPLY	100(E)	NA	trader, wholesaler, exporter	raw sugar, refined sugar	NCR (Caloocan)		

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

LOPEZ GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
LOPEZ SUGAR CORPORATION		315	NA	manufacturer	sugar molasses	VI-Negros Occ.	
* NON-AGRIBUSINESS							
ADMIRAL REALTY CO., INC.		40	52			NCR	
CCC INSURANCE CORP.		NA	NA				
SUCREST TRADING CORP.		NA	NA				

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

MANUBA GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
FERCHEM CORPORATION		145	230	importer/ distributor/ retailer	fertilizer	XI-Davao City	
PARAFERT CORPORATION		76	128	trader/ distributor/ exporter	fertilizer, chemicals, ind. & mineral products	NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

MARCELO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS -----							
ERMA INDUSTRIES, INC.		384	398	exporter/ processor	prawns, shrimps, fishes	VI-Roxas City NCR	Key Player
* NON-AGRIBUSINESS -----							
EBM INDUSTRIES, INC.		NA	NA			NCR	
T.P. MARCELO & CO., INC.		28	NA			NCR	
LUX ICE PLANT & COLD STORAGE		NA	NA			NCR	
T.P. MARCELO REALTY		NA	NA			NCR	
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX

MARTINEZ LEYBA GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMAR
		1989	1990				
* AGRIBUSINESS							
NASIPIT LUMBER COMPANY, INC.	61.31	177	255	logging	logs, lumber, lumber products	X-Agusan N.	
ANAKAN LUMBER CO., INC.		75	88			X-Agusan N.	
PHIL. WALLBOARD CORPORATION		194	238	manufacturer	hardboard	X-Agusan N.	
* NON-AGRIBUSINESS							
NASARAT REALTY CORPORATION		24	NA			X-Agusan N.	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

MARINA AGRO-INDUSTRIAL GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

MARINA INTERNATIONAL MARKETING CORP.	50	250	NA	trader/ exporter/ operator	prawns	NCR	
MARINA AGRO-INDUSTRIAL CORP.		NA	NA			III-Bulacan VI-Bacolod	
TANJUTCO INDUSTRIES AND TRADING CORP.		NA	NA				
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

ROXAS CHUA (ANTONIO) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
PACIFIC FLOUR MILLS, INC.		>389	NA	manufacturer	flour	NCR	IV-Batangas
ARCYA TRADING CORPORATION		254	313	distributor	flour, yeast, refined sugar, feeds	NCR	
* NON-AGRIBUSINESS							
ARCA AND CO., INC.		NA	NA				
T & T GENERAL MERCHANDISE		NA	NA				
ARCYA COMMERCIAL CORP.		NA	NA				

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

MURILLO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
SWIRE AGRICULTURAL PRODUCTS, INCORPORATED	80	192	NA	importer/ wholesaler/ distributor	fertilizers	NCR	Nationwide dealers
* NON-AGRIBUSINESS							
PILSEN INTERNATIONAL TRADING		NA	NA				
UZION TRADERS PHILS. INC.		NA	NA				

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

NAKAGAWA GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
FILOCEAN EXPORT CORPORATION		108	116	wholesaler/ exporter	marine products	NCR	
UNIFISH EXPORT AND IMPORT CORP.		20	NA	exporter	marine products	NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

NG (HENRY) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS -----							
UNIMART, INC.		960	NA	retailer	food items	NCR	
MAKATI SUPERMARKET, INC.							
CASH & CARRY		NA	NA				
* NON-AGRIBUSINESS -----							
UNIMART, INC.		240	NA	retailer	consumer products	NCR	
MAKATI SUPERMART, INC.							
CASH & CARRY		NA	NA				
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

NOCOM GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
PUROMINES, INCORPORATED		288	NA	importer/ distributor	fertilizers	NCR VI-Iloilo Mindanao	
MAE AGRICULTURAL MARKETING INC.			NA	exploration	mineral		

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

OLIVAN/CO/CHONG GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
BESCOM COMMODITIES CORP.	97.49	211	487	trader	coconut oil	V-Camarines Norte	
BICOL OIL MILL AND REFINERY CORPORATION		NA	NA	manufacturer	coconut oil	NA	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

ONG GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
BALIWAG MAHOGANY CORP.	100	230	254	manufacturer/ exporter	wood products	III-Bulacan	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

PARDO/PATERNO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

WENPHIL CORPORATION		166	215	operator of "Wendy's"	hamburger	NCR - 19	outlets
PHILIPPINE SEVEN CORP.		186	286	food retailing		NCR	
* NON-AGRIBUSINESS							

PHILIPPINE SEVEN CORP.		47	71			NCR -	Several Outlets
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

PRIETO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				

* AGRIBUSINESS							
GOLDEN PIZZA, INC.		146	189	franchise holder/operator of "Shakey's"	"Shakey's" pizza, sandwiches, skilletti, chicken	NCR III-Dau III-Olongapo	Key Player 13 outlets
INTERNATIONAL FAMILY FOOD SERVICES, INC.		68	NA	franchise holder of "Shakey's"	"Shakey's" pizza, skilletti, chick n' chips hero sandwich hero burger bunch-of-lunch	NCR CAR-Baguio III-Dau -Olongapo IV -San Pablo -Batangas V -Naga VI -Bacolod -Iloilo VII-Cebu X -Cagayan de Oro XI -Davao	Key Player 55 outlets
GOLDEN DONUTS, INC.		168	184	owner and operator of "Dunkin' Donuts"	doughnuts, muffins, macaroons, croissant, munchkins	NCR I -Dagupan III-Dau VI -Iloilo VII-Cebu IX -Zamboanga XI -Davao -Gen Santos	Key Player >100 outlets
TEX-MEX, INC.		NA	NA	owner/operator of "Tia Maria"			
* NON-AGRIBUSINESS							
PARKSIDE REALTY AND DEVT CORP.		NA	NA				
GOLDEN CIRCLE, INC.		16	NA				

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

 QUA GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				

* AGRIBUSINESS

OCEAN LIGHT EXPORT AND IMPORT CORPORATION		163	244	exporter	shrimps, prawns	NCR- Valenzuela III-Bulacan VI -Bacolod, Poxas V -Naga	
PRESIDENT MARINE PRODUCTS CORPORATION	78.5	170	114	exporter	marine products	VI-Bacolod	

* NON-AGRIBUSINESS

MA. ROXAN PLASTIC CORP.

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX I

QUE (MARIANO) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMAR
		1989	1990				

* AGRIBUSINESS -----							
PACIFIC AGRIVET SUPPLIES, INC.	100	143 (net sales)	NA	wholesaler/ retailer/ distributor	veterinary & agricultural compounds	VII-Cebu	
MLM FOODS		51	NA	processor	fruit juices	NCR	
TROPICAL HUT FOOD MARKET		690 (e)	760 (e)	retailer	food items	NCR	
* NON-AGRIBUSINESS -----							
MERCURY DRUG CORPORATION		4,890	6,087	manufacturer/ wholesaler/ retailer	medicines, drugs	NCR (Nationwide stores)	
TROPICAL FOOD MARKET		168(e)	191(e)	retailer	consumer products	NCR	
PHILUSA DISTRIBUTORS		340	436				
TRINITY FRANCHISING AND MANAGEMENT CORP.		NA	NA				
RHEA PHARMACEUTICALS		NA	NA	manufacturer	drugs		
BAMBANG DEVELOPMENT CORP.		NA	NA				
APOLLO CHEMICALS CORP.		76	87	manufacturer	chemicals	NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

QUESADA GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
FOODMINE, INC.		169	244	restaurant operator	"Kentucky" fried chicken, chocolate mousse, spaghetti, potato salad, juices, & chicken sandwich	NCR III-Pampanga	Key Player 26 outlets
FAMOUS RECIPE FRIED CHICKEN (PHILS.), INC.		61	59	restaurant & catering services	food products	NCR	
* NON-AGRIBUSINESS							
UNICOR, INC.		25	NA	distributor	drugs		
DOCTORS PHARMACEUTICALS, INC.		NA	NA				
DATA CONTROL		NA	NA				

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX

REPOLDA GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUE (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARK

		1989	1990				
* AGRIBUSINESS							
HONOR MARKETING CORPORATION		207	NA	exporter/ importer	tobacco, cigarettes	NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

REYES/LLAMADO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
THE ARISTOCRAT INC., INC.		113	123	restaurant operator	Native & Chinese cuisine	NCR	
ARIS RESTAURANT, INC.		NA	NA			NCR	
ECR CATERING AND RESTAURANT, INC.		24	36			NCR	
* NON-AGRIBUSINESS							
TANGLAW REALTY, INC.		NA	NA				
TRIGEN MANAGEMENT AND INVESTMENT CORPORATION		NA	NA				
HEIRS OF ALEX ENGRACIA SR., INC.		NA	NA				

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

RHONE-POULENC GROUP
(MULTINATIONAL)

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
RHONE-POULENC AGROCHEMICALS PHILIPPINES, INC.		162	196	manufacturer/ wholesaler	agricultural chemicals	NCR	
RHONE-POULENC PHILIPPINES, INC.		69	112	manufacturer/ wholesaler	pharmaceutical, biological, veterinary products	NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

RICOHERMOSO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
MCPI CORPORATION		91	NA	processor	seaweeds	VII-Cebu	
DATINGBAYAN AGRO-INDUSTRIAL CORP.		8	NA			VII-Cebu	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

RIVILLA GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
HILONGOS DEV'T CORPORATION		101	122	manufacturer	raw sugar, VIII-Leyte molasses		

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

RODRIGUEZ/LIM GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				

* AGRIBUSINESS

LUZON MAHOGANY CORP.		261	NA	trader	lumber products	NCR	
				importer/ distributor	printing & packaging machines, medical equipments	NCR	

* NON-AGRIBUSINESS

PHILIPPINE MOULDED PULP PRODUCTS, INC.		38	38			NCR	
EAC SERVICES		NA	NA				
EAC TRANSPORT, INC.		NA	NA				

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

RODRIGUEZ/SY GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
CONSOLIDATED LOGGING & LUMBER MILLS, INC.		91	NA	logging	lumber	II-Isabela	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

ROXAS CHUA (ANTONIO) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

PACIFIC FLOUR MILLS, INC.		>389	NA	manufacturer	flour	NCR	IV-Batangas
ARCYA TRADING CORPORATION		254	313	distributor	flour, yeast, refined sugar, feeds	NCR	
* NON-AGRIBUSINESS							

ARCA AND CO., INC.		NA	NA				
T & T GENERAL MERCHANDISE		NA	NA				
ARCYA COMMERCIAL CORP.		NA	NA				
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

FLORES GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
AGROFACTORS CORPORATION	55	155 - net sales in 1987		importer/ distributor	fertilizer	I-Ilocos Sur -La Union	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

RUFINO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				

* AGRIBUSINESS

BATAAN PULP AND PAPER MILLS, INC.		460	464	manufacturer, producer, processor, trader	pulps	III-Bataan	
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KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX

SHELL GROUP
(MULTINATIONAL)

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMAR
		1989	1990				
		* AGRIBUSINESS					
SHELL CHEMICAL CO. (PHILS.), INC.		809	863	manufacturer, wholesaler, importer	chemical and animal health products, pesticides, fertilizers	NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

SISON/YAO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
SILVER SWAN MANUFACTURING COMPANY, INC.		133	191	manufacturer/ exporter	food seasoning, soy sauce	NCR (Malabon)	
PHILIPPINE GENERAL MERCHANDISING CORPORATION		119	148	exclusive distributor	"Silver Swan" products	NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

SORIANO (ALBERTO) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

AMS FARMING CORPORATION		174	NA	producer/ grower	Cavendish bananas	XI-Davao	Key player
SORIANO FRUITS CORPORATION		46	NA			XI-Davao	
CROWN FRUITS AND CANNERY CORP.		NA	NA			XI-Davao	
CALINAN FRUITS, INC.		NA	NA			XI-Davao	
TUNGKALAN RUBBER AGR-DEVT CORPORATION		NA	NA			XI-Davao	
FARM CHEMICALS TRADING CORP.		NA	NA				
* NON-AGRIBUSINESS							

AMS MANAGEMENT CORPORATION		NA	NA				
DAVAO TRACTORS, INC.		NA	NA				
DTI OVERLAND TRANSPORT CORP.		NA	NA				
JC AGR-DEVELOPMENT, INC.		NA	NA				
JOS TRADING CORPORATION		NA	NA				
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

SOUTHERN PHILIPPINES PACKAGING CORPORATION GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
FOOD INDUSTRIES, INC.	99.93	171	191	manufacturer/ exporter/ wholesaler/ retailer	consumer products	NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

SY CHI SIONG GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

SY CHI SIONG & CO., INC.		262	303	distributor, wholesaler, retailer	milk powder, canned meat, seasoning, toothpaste	NCR	"Birch Tree" brand
* NON-AGRIBUSINESS							

FINANCING HOUSE, INC.		NA	NA				
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

SY DE JESUS GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

MALABON SOAP & OIL INDUSTRIAL COMPANY, INC.		186	159	manufacturer, wholesaler	coconut oil soap	NCR-- Malabon	
* NON-AGRIBUSINESS							

UNILAND REALTY & DEVT CORP.		NA	NA		real estate	NCR	
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

SY (HENRY) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
SM SUPERMARKET		800	NA	retailer	food items	NCR	
* NON-AGRIBUSINESS							
SHOE MART, INC.		5,254	6,415	retailer	consumer products	NCR	
SM APPLIANCE CENTER		806	1,069	retailer	appliances	VI- Iloilo	
AM AUTO SERVICE		129	124	retailer	auto parts	NCR	
BANCO DE ORO SAVINGS BANK		379	616	banking		NCR	
SM SUPERMARKET		200	NA	retailer	consumer products	NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

SY (SU) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				

* AGRIBUSINESS

SY SU INTERNATIONAL, INC.		259	NA	distributor	"Del Monte" products	NCR (Q.C.)	
				packer	"Del Monte" catsup; "McCormick" spices; "Kellogs" cereals		

* NON-AGRIBUSINESS

STUDIO ONE, INC.		9	NA			NCR	
PRAISE, INC.		17	NA			NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX E

TABACALERA GROUP
(SPANISH OWNERS)

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

COMPANIA GENERAL DE TABACOS DE FILIPINAS (PHILIPPINE BRANCH)		192	259	importer/ distributor	liquor, wines, spirits, foodstuff, grocery items	NCR	
				exporter/ distributor	tobacco leaf cigar	NCR	I -La Union II -Isabela XII-Lanao
MANILA TOBACCO TRADING		NA	NA	trader	tobacco	NCR	
LA FLOR DE LA ISABELA, INC.	100%	41	41	manufacturer/ trader	tobacco, cigar, cigarettes	NCR	
* NON-AGRIBUSINESS							

TABACALERA INDUSTRIAL DEVT CORP OF THE PHILIPPINES	100%	NA	NA				
MAERSK-TABACALERA SHIPPING AGENCY (FILIPINAS), INC.	50%	38	44	agency, charterers, brokers	shipping	NCR	
TABAFIL INSURANCE AGENT	100%	NA	NA				
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

TAN GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
INDUSTRIAL TIMBER CORPORATION		184	NA	sawmilling	wood products	NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

TAN (EARN SUN) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS -----							
EARN SUN COMPANY LIMITED (PHILIPPINE BRANCH)		121	212	manufacturer/ exporter	plywood	XI-Davao	
* NON-AGRIBUSINESS -----							
EVER SUN DEVELOPMENT LTD.		82	NA			NA	
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

TAN (FARMIX) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS -----							
FARMIX FERTILIZERS CORPORATION		152	529	importer/ distributor	fertilizers	NCR IV-Batangas VI-Iloilo X -Cag. de Oro XI-Davao	
PHILIPPINE PLANTERS CONSUMERS, INC.		76	NA			NCR	
ISABELA AGRO-WORLD TRADING		NA	NA				
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

TAN/LEE GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				

* AGRIBUSINESS

PEARL ISLAND EXPORT IMPORT MARKETING CORP.		90	NA	exporter, importer	agricultural products	NCR	
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KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

TAN (MARPENIO) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				

* AGRIBUSINESS

SAN ANDRES FISHING INDUSTRIES, INCORPORATED	87	NA	Fishing	Marine products	XI-General Santos		
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KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

TAN/MENDIOLA GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
CONTINENTAL LEAF TOBACCO (PHILS.), INC.		227	199	wholesaler/ exporter/ exporter	tobacco leaves	NCR (Mla.) I-La Union	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

TAN/TANG SOC GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

INDUSTRIAL TIMBER CORP.		184	NA	manufacturer/ exporter	plywood, lumber, veneer	III-Bulacan X-Butuan City	
AGUSAN WOOD INDUSTRIES AND INDUSTRIAL REALTY CORP.		15	NA				
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX

TAN/WEE GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

MARCEL TRADING CORPORATION		188	261	producer, processor, exporter	dried/processed seaweeds	IX-Zamboanga	
MARINE RESOURCE DEVT CORP.		NA	NA	manufacturer, exporter	gelatine, hot/cold bags, seaweeds, sea shells, sea crafts	IX-Zamboanga	
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

TANHUECO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
ASIA RATTAN MFG. CO, INC.		107	126	manufacturing	rattan crafts	III-Angeles	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

TANMANTIONG GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
VELVET FOODS CORP.	88	NA	managing/ leasing	food products	NCR		

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

TANTOCO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS -----							
RUSTAN COMMERCIAL CORP. (Supermarket Division)		1,000	NA	retailer	food items	NCR VII-Cebu	
* NON-AGRIBUSINESS -----							
RUSTAN COMMERCIAL CORP.		> 776	NA	retailer	consumer products	NCR VII-Cebu	
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

TEE GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
GAF EXPORT AND IMPORT CORP.		98	103	exporter, importer	marine products	NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

TRIPLE V GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
KAMAYAN RESTAURANT, INC.	> 100	NA		retailer	food items	NCR	
SAISAKI FOOD SERVICES				retailer	food items	NCR	
TRIPLE V EXPRESS		NA	NA			NCR	
ISLAND FISHERMAN FOOD SERVICES		NA	NA			NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

TROTA/FUENTEBELLA/SANVICTORES GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
MAX'S BACLARAN	98	41	47	operator of restaurant, cakeshop, bakery, take-home counter	fried chicken & other foods	NCR	
MAX'S (ERMITA), INC.		100	154	operator of restaurant, hotel	fried chicken & other foods, accommodation services	NCR	
MAX'S MAKATI, INC.		73	99	operator of restaurant	fried chicken & other foods,	NCR	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

TY/NG GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
WESTERN CAGAYAN LUMBER	82	NA	logging	lumber	II-Cagayan		

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

TYPOCO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS -----							
FEDERAL AGRICULTURAL CORPORATION		237	308	breeder/ grower producer	livestock animal feeds	III-Bulacan NCR	
* NON-AGRIBUSINESS -----							
YUPANGCO COTTON MILLS, INC.		291	261	manufacturer	flour bag cloth, coated fabrics & knitting & weaving yarns	IV-Rizal	
ARTEX DEVELOPMENT CORP.		NA	NA		garments		
TYCOON DEVELOPMENT CORP.		NA	NA		real estate		
ASIAN WORLD PLAZA		NA	NA				
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

UFC GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
* AGRIBUSINESS							
UNIVERSAL FOOD CORPORATION (UFC)		126	151	manufacturer	food products	Nationwide	Key Player
STREET MARKETING CORPORATION		204	251	wholesaler, exclusive distributor	UFC consumer products	NCR VI -Bacolod -Iloilo VII-Cebu XI -Davao	Key Player
SUNNY FARM		NA	NA	manufacturer	UFC products		
TARLAC FOOD COMPANY		NA	NA	manufacturer	UFC products	III-Tarlac	
MILAGROS FARMS		NA	NA	livestock producer	hogs		

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

UY (AGUSTIN) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
ORIENTAL WOOD PROCESSING CORPORATION		85	45	saw milling	processed wood	III-Bulacan	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

UYGONGCO GROUP

COMPANY NAME	%	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		OWNERSHIP					
		1989	1990				

* AGRIBUSINESS

LA FILIPINA UY GONGCO CORPORATION		700(e)	NA	importer, agent, broker, trader	canned goods, flour, sugar, oil	VI-Iloilo	
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* NON-AGRIBUSINESS

LA FILIPINA UY GONGCO CORPORATION		435	NA	NA	NA	VI-Iloilo	
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KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

UYKIM GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				

* AGRIBUSINESS

COCOMART COMMODITIES INC.		195	NA	trader	coconut & other agri & forestry products	VIII-Leyte	
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KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

VILLA-ABRILLE GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

PHILIPPINE COCOA CORP.		329	426	manufacturer/ exporter/ distributor	chocolate, chocolate coated products, cocoa, & coffee	NCR	Key Player
* NON-AGRIBUSINESS							

ASEAN COCOA PRODUCTS, INC.		NA	NA				
GOLDEN BAKERY INC.		19	NA	manufacturer	pastry, bread, cakes, etc.	NCR	
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

VILLAREAL GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS							

VEGOIL PHILIPPINES, INC.	63	161	168	manufacture	vegetable oil	NCR	
ISAROG PULP AND PAPER COMPANY		NA	NA				
* NON-AGRIBUSINESS							

DOWELL CONTAINER & PACKAGING CORPORATION		280	311	manufacturer	corrugated boxes		
DOWELL PLASTIC CORPORATION		NA	NA	manufacturer	plastic container		
DOWELL LITHO. & METAL CLOSURE, INCORPORATED		NA	NA				
DENTRADE, INC.		NA	NA				
LANDMARK DEVELOPMENT INC.		NA	NA				
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

WEE GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				

* AGRIBUSINESS

PHILIPPINE INTERNATIONAL DEVELOPMENT, INC.		523	NA	trader	copra, copra pellets, dried seaweeds	IX-Zamboanga	
				manufacturer	crude coco oil, ref edible oil, laundry soap	IX-Zamboanga	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

WONG GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
LESLIE CORPORATION	95.97	130	NA	manufacturer/ exporter/ operator-food service	snackfoods, fastfoods	NCR	Key player
NATURAL FOODS CORPORATION		NA	NA				
FOOD INGREDIENTS, INC.		NA	NA				

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

WONGCHUKING GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		=====					
* AGRIBUSINESS -----							
LA CAMPANA FABRICA DE TABACOS, INC.		101	95	manufacturer	cigarettes	NCR	
TOBACCO INDUSTRIES OF THE PHILIPPINES, INC.		NA	NA	operates flue-curing barns, redrying plant, factories, and	tobacco	III-Bulacan	
* NON-AGRIBUSINESS -----							
PHILIPPINE BRITISH ASSURANCE COMPANY		117	NA	service	nonlife insurance	NCR	
=====							

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

YAP/YANG GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
ORIENT MARINE AND FISHING RESOURCES, INC.		318	238	exporter/ processor	frozen prawns	NCR, V, VI	Key Player

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

YULO GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES (MIL P)		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		1989	1990				
		* AGRIBUSINESS					
CANLUBANG PULP MANUFACTURING CORP.		169	152	manufacturer	abaca pulp	IV-Laguna	

KEY AGRIBUSINESS GROUPS/FAMILIES

ANNEX B

ZOBEL (ENRIQUE) GROUP

COMPANY NAME	% OWNERSHIP	GROSS REVENUES		ACTIVITY/ OPERATION	PRODUCT LINES	REGION	REMARKS
		(MIL P)					
		1989	1990				
* AGRIBUSINESS							
DIAMOND STAR AGRO PRODUCTS, INCORPORATED	54.99	79	107	exporter	mango	NCR	Key player

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
abaca	ALBAY AGRO-INDUSTRIAL AND DEVELOPMENT CORP. TAG FIBERS, INC.	producer trader	
abaca pulp	CANLUBANG PULP MANUFACTURING CORP.	manufacturer	
abaca hemp, copra	CHING BEE TRADING CORPORATION	wholesaler/ exporter	
pulps	BATAAN PULP AND PAPER MILLS, INC.	manufacturer/ producer/ processor/ trader	
agricultural products	COCOMART COMMODITIES INC.	trader	
activated carbon	PACIFIC ACTIVATED CARBON COMPANY, INC.	manufacturer/ exporter	Exports 99% of its product
activated carbon	FILIPINAS ACTIVATED CARBON MFG. CO., INC.	manufacturer/ exporter	Mainly exports its product
banana (cavendish)	AMS FARMING CORPORATION	producer/ grower	
banana (cavendish) pomelo	F.S. DIZON AND SONS, INC.	producer-banana -pomelo	

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
canned goods	LA FILIPINA UY GONGCO CORPORATION	importer/ agent/ broker/ trader	
canned meat	SY CHI SIONG & CO., INC.	distributor/ wholesaler/ retailer	
cattle, hogs, etc.	FIRST FARMERS FOOD CORPORATION	grower/ retailer	
cigar	COMPANIA GENERAL DE TABACOS DE FILIPINAS (PHILIPPINE BRANCH)	exporter/ distributor	
cigar, cigarettes	LA FLOR DE LA ISABELA, INC.	manufacturer/ trader	
cigarettes	HONOR MARKETING CORPORATION	exporter/ importer	
cigarettes	LA CAMPANA FABRICA DE TABACOS, INC.	manufacturer	
cocoa products chocolates	SERGS PRODUCTS INC.	manufacturer	
coconut	COCOMART COMMODITIES INC.	trader	
coconut oil	LIMKETKAI SOXS MILLING, INC.	manufacturer	

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
coconut oil	MALABON SOAP & OIL INDUSTRIAL COMPANY, INC.	manufacturer/ wholesaler	
cold cuts	COUNTRY FAIR FOOD CORPORATION	manufacturer/ wholesaler	
consumer products	FOOD INDUSTRIES, INC.	manufacturer/ exporter	
copra meal	CHENG BAN YEK AND COMPANY, INC.	manufacturer/ wholesaler	
copra, copra pellets	PHILIPPINE INTERNATIONAL DEVELOPMENT, INC.	trader	
copra	SULPICIO MARKETING CORP.	trader	
corn, cassava starch, corn grain	PHILIPPINE TRADE CENTER, INC.	manufacturer/ wholesaler	20% market share
cotton	MINDANAO COTTON DEVELOPMENT CORPORATION	manufacturer/ processor	
corn grits	LIMKETKAI SONS MILLING, INC.	manufacturer	
corn oil	LIMKETKAI SONS MILLING, INC.	manufacturer	
crude coco oil, ref. edible oil	PHILIPPINE INTERNATIONAL DEVELOPMENT, INC.	manufacturer	

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
fastfoods supermarket	TROPICAL HUT FOOD MART		
fertilizer	FERCHEM CORPORATION	importer/ distributor/ retailer	
fertilizer, chemicals, ind. & mineral products	PARAFERT CORPORATION	trader/ distributor/ exporter	
fertilizer	AGROFACTORS CORPORATION	importer/ retailer	
flour	LA FILIPINA UY GONGCO CORPORATION	importer/ agent/ broker/ trader	
flour	PACIFIC FLOUR MILLS, INC.	manufacturer	
flour	ARCYA TRADING CORPORATION	distributor	
food (native & chinese)	THE ARISTOCRAT, INC.	operator of restaurant	
food	ARIS RESTAURANT, INC.		
food	ECR CATERING AND RESTAURANT, INC.		

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
food (snack & fast) fastfoods	LESLIE CORPORATION	manufacturer/ exporter	
food	THE CUISINE OF THE PHILIPPINES, INC.		
food items	GAISANO BROTHERS MERCHANDIZING	retailer	
food items	RUSTAN COMMERCIAL CORPORATION	retailer	
food items	SM SUPERMARKET	retailer	
food items	UNIMART, INC.	retailer	
food items	UNIWIDE SALES WAREHOUSE	wholesaler/ retailer	
food items	SOUTH SUPERMARKET	retailer	
food products	COMMONWEALTH FOODS, INC.	manufacturer/ processor/ exporter	Key Player
food products	FAMOUS RECIPE FRIED CHICKEN (PHILS.), INC.	restaurant & catering services	
food products	FILMUNDO EXPORT CORP.	exporter	

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
food products	LANDMARK SHOPPING CENTER	retailer	
food products	UNIVERSAL FOOD CORPORATION (UFC)	manufacturer	Key Player
fried chicken & other foods	MAX'S BACLARAN	operator of restaurant, cakeshop, bakery, take-home counter	
fried chicken & other foods, accommodation services	MAX'S (ERMITA), INC.	operator of restaurant and hotel	
fried chicken & other foods	MAX'S MAKATI, INC.	operator of restaurant	
fruits	CALINAN FRUITS, INC.		
fruits	SORIANO FRUITS CORPORATION		
fruits (canned)	CROWN FRUITS AND CANNERY CORP.	canner	
fruit drinks	FOODWORLD MANUFACTURING CO.	manufacturer	
fruit purees	MLM FOODS		

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
UFC consumer products	STREET MARKETING CORPORATION	wholesaler/ exclusive distributor	Key Player
UFC products	SUNNY FARM	manufacturer	
UFC products	TARLAC FOOD COMPANY	manufacturer	
"Shakey's" pizza, sandwiches, skilletti, chicken	GOLDEN PIZZA, INC.	franchise holder/ operator of "Shakey's"	Key Player 13 outlets
"Shakey's" pizza, skilletti, chick n' chips hero sandwich hero burger bunch-of-lunch	INTERNATIONAL FAMILY FOOD SERVICES, INC.	franchise holder of "Shakey's"	Key Player 55 outlets
doughnuts, muffins, macaroons, croissant, munchkins	GOLDEN DONUTS, INC.	owner and operator of "Dunkin' Donuts"	Key Player 81 outlets
"Kentucky" fried chicken, chocolate mousse, spaghetti, potato salad, juices, & chicken sandwich	FOODMINE, INC.	restaurant operator	Key Player 26 outlets

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

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PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
food seasoning, soy sauce	SILVER SWAN MANUFACTURING COMPANY, INC.	manufacturer/ exporter	
"Silver Swan" products	PHILIPPINE GENERAL MERCHANDISING CORPORATION	exclusive distributor	
seasoning	SY CHI SIONG & CO., INC.	distributor/ wholesaler/ retailer	
yeast	ARCYA TRADING CORPORATION	distributor	
"Del Monte" products	SY SU INTERNATIONAL, INC.	distributor	
"Del Monte" catsup; "McCormick" spices; "Kellogs" cereals	SY SU INTERNATIONAL, INC.	packer	
foodstuff, grocery items, liquor, wines, spirits	COMPANIA GENERAL DE TABACOS DE FILIPINAS (PHILIPPINE BRANCH)	importer/ distributor	
chocolate, chocolate coated products, cocoa	PHILIPPINE COCOA CORP.	manufacturer/ exporter/ distributor	Key Player

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KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
chocolates	PHILIPPINE COCOA CORP.	manufacturer/ exporter/ distributor	
hamburger	WENPHIL CORPORATION	operator of "Wendy's"	
gelatine	MARINE RESOURCE DEVT CORP.	manufacturer	
essential oils	INTERNATIONAL FLAVORS AND FRAGRANCES (PHILS.), INC.	manufacturer/ distributor/ exporter	
cooking oil	CHENG BAN YEK AND COMPANY, INC.	manufacturer/ wholesaler	
flavoring compounds	INTERNATIONAL FLAVORS AND FRAGRANCES (PHILS.), INC.	manufacturer/ distributor/ exporter	
tobacco, cotton, rice	FELDMAN AGRICULTURAL TRADING	trader	
tobacco	HONOR MARKETING CORPORATION	exporter/ importer	
tobacco	LA FLOR DE LA ISABELA, INC.	manufacturer/ trader	

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
tobacco leaves	COMPANIA GENERAL DE TABACOS DE FILIPINAS (PHILIPPINE BRANCH)	exporter/ distributor	
tobacco leaves	CONTINENTAL LEAF TOBACCO (PHILS.), INC.	wholesaler/ exporter/ exporter	
tobacco leaves	MANILA TOBACCO TRADING	trader	
tobacco leaves	TOBACCO INDUSTRIES OF THE PHILIPPINES, INC.	operates flue- curing barns, redrying plant, factories, and warehouse	
tobacco leaves	TRANS-MANILA, INC.	processor/ redryer/ exporter	
tobacco leaves	LANCASTER PHILIPPINES, INC.	processor/ exporter/ wholesaler	
tobacco leaves	LA UNION REDRYING CORPORATION	processer	
tobacco leaves	ORIENT LEAF TOBACCO CO., INC.	processor/ dealer/ wholesaler	

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
tobacco leaves	PHILIPPINE TOBACCO FLUE-CURING AND REDRYING CORP.	redryer/ exporter/ wholesaler	
rice	LIMKETKAI SONS MILLING, INC.	manufacturer	
sardines	BAGUMBUHAY INDUSTRIAL CORP.	fish canner	
sugar	LA FILIPINA UY GONGCO CORPORATION	importer/ agent/ broker/ trader	
sugar	LUCKY TWO REPACKING	wholesaler/ retailer	
raw sugar, refined sugar	LA PERLA SUGAR SUPPLY	trader/ wholesaler/ exporter	
sugar, molasses	LOPEZ SUGAR CORPORATION	manufacturer	
refined sugar	ARCYA TRADING CORPORATION	distributor	
raw sugar & sugar by- products	PAMPANGA SUGAR DEVT CO., INC.	manufacturer	

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
prawns, shrimps	ERMA INDUSTRIES, INC.	exporter/ processor	Key Player
frozen prawns	ORIENT MARINE AND FISHING RESOURCES, INC.	exporter/ processor	Key Player
frozen seafoods	MARISCO CORPORATION	processor/ exporter	
tuna, sardines & other assorted fishes	RBL FISHING CORPORATION	deep sea fishing & fish brokerage	Key Player
fishes	ERMA INDUSTRIES, INC.	exporter/ processor	Key Player
deep-sea fishes	FRABAL FISHING AND ICE PLANT CORPORATION	buyer/ wholesaler	
marine products	FILOCEAN EXPORT CORPORATION	wholesaler/ exporter	
marine products	GAF EXPORT AND IMPORT CORP.	exporter/ importer	
marine products	MARLIFE EXPORT CORPORATION	exporter/ importer/ trader	
marine products	UNIFISH EXPORT AND IMPORT CORP.	exporter	

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
seaweeds	MARINE RESOURCE DEVT CORP.	exporter	
seaweeds	MCPI CORPORATION	processor	
dried/processed seaweeds	MARCEL TRADING CORPORATION	producer/ processor/ exporter	
dried seaweeds	PHILIPPINE INTERNATIONAL DEVELOPMENT, INC.	trader	
sea shells, sea crafts	MARINE RESOURCE DEVT CORP.	manufacturer/ exporter	
dairy products	NEW ZEALAND CREAMERY, INC.	manufacturer/ wholesaler/ importer	
milk	COUNTRY FAIR FOOD CORPORATION	repacking	
milk powder	SY CHI SIONG & CO., INC.	distributor/ wholesaler/ retailer	
livestock	FEDERAL AGRICULTURAL CORPORATION	breeder/ grower	
hogs/livestock	MILAGROS FARMS	producer	

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
swine/livestock	RELIANCE AGRICULTURAL DEVT CORP	producer	
poultry & livestock feeds	PREMIUM FEEDS MANUFACTURING CORPORATION	manufacturer	
animal feeds	FEDERAL AGRICULTURAL CORPORATION	producer	
animal feeds	PHILIPPINE SUPER FEED CORPORATION	manufacturer/ wholesaler	
feeds	ARCYA TRADING CORPORATION	distributor	
feed ingredients	MALABON MERCHANDISING CO., INC.	importer/ wholesaler	
fertilizers	PUROMINES, INCORPORATED	importer/ distributor	
fertilizers	FARMIX FERTILIZERS CORPORATION	importer/ distributor	
fertilizers, pesticides	SHELL CHEMICAL CO. (PHILS.), INC.	manufacturer/ wholesaler/ importer	
agricultural chemicals	RHONE-POULENC AGROCHEMICALS PHILIPPINES, INC.	manufacturer/ wholesaler	

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
chemical and animal health products	SHELL CHEMICAL CO. (PHILS.), INC.	manufacturer/ wholesaler/ importer	
veterinary products	UNIVET AGRICULTURAL PRODUCTS, INCORPORATED	manufacturer/ wholesaler	
pharmaceutical, biological, veterinary products	RHONE-POULENC PHILIPPINES, INC.	manufacturer/ wholesaler	
agricultural machineries & equipment	KUBOTA AGRI-MACHINERY PHILS., INC.	importer/ distributor	
forestry products	COCOMART COMMODITIES INC.	trader	
plywood, veneer, corestock	STA. CLARA HOUSING INDUSTRIES, INCORPORATED	manufacturer	
plywood	EARN SUN COMPANY LIMITED (PHILIPPINE BRANCH)	manufacturer/ exporter	
lumber products	LUZON MAHOGANY CORP.	trader	
lumber	WESTERN AGAYAN LUMBER	logger	
lumber, veneer plywood	THE FINDLAY-MILLAR TIMBER CO.	manufacturer/ exporter	

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
lumber, plywood, plyboard, veneer	DAVAO PLYWOOD COMPANY, INC.	manufacturer/ exporter	
lumber (sawn)	EXTENSIVE WOOD PROCESSING CORP.	manufacturer/ wholesaler/ exporter	
lumber	EMCO PLYWOOD CORPORATION	manufacturer/ exporter	
lumber	EXTENSIVE TRADING CORP.	trader	
lumber	PACIFIC TIMBER EXPORT CORP.	logging	
lumber, veneer	INDUSTRIAL TIMBER CORP.	manufacturer/ exporter	
lumber	AGUSAN WOOD INDUSTRIES AND INDUSTRIAL REALTY CORP.	logging	
lumber, logs lumber products	NASIPIT LUMBER COMPANY, INC.	logging	
lumber	ANDAKAN LUMBER CO., INC.	logging	
marine products	PRESIDENT MARINE PRODUCTS CORPORATION	exporter	

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
marine products	MINDANAO AQUAMARINE RESOURCES CORPORATION	exporter	
matches, disposable lighters, blades	PHIMCO INDUSTRIES, INC.	manufacturer/wholesaler	
medicines, drugs veterinary & agricultural compounds	PACIFIC AGRIVENT SUPPLIES, INC.	wholesaler/retailer/distributor	
milk (cultured)	YAKULT PHILIPPINES, INC.	manufacturer	
oil (cooking) corn, cassava starch, grains	SOLID MARKETING CORP.	wholesaler/retailer	
oil (corn & coconut) copra, charcoal, act. carbon, carbon tetrachloride	CENAPRO INCORPORATED	manufacturer/seller exporter	
oil (coconut)	BESCOM COMMODITIES CORP.	trader	
oil (coconut)	BICOL OIL MILL AND REFINERY CORPORATION	manufacturer	
oil (vegetable)	VEGOIL PHILIPPINES, INC.	manufacturer	

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
pulp and paper	ISAROG PULP AND PAPER COMPANY	manufacturer	
oil (crude coconut)	UNIDECC CONSOLIDATED MFG. INCORPORATED	manufacturer/ wholesaler	
oil (palm)	KENRAM INDUSTRIAL CORP.	milling/ refining	
oil	J & J OIL INDUSTRIES		
processed wood	PHIL. WALLBOARD CORPORATION	manufacturer	
processed wood	BALIWAG MAHOGANY CORPORATION	manufacturer/ exporter	
rattan products	ASIA RATTAN MFG CO. INC	manufacturer	
restaurant	KAMAYAN RESTAURANT		
restaurant	SAISAKI RESTAURANT		
rubber	TUNGKALAN RUBBER AGRI-DEVT. CORP.		
sugar	FIRST FARMERS HOLDINGS	milller	
sugar and molasses	HILONGOS DEVT. CORP.	manufacturer	

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
agricultural products	PEARL ISLAND EXPORT IMPORT MARKETING CORP.	exporter/ importer	
fishing	SAN ANDRES FISHING INDUSTRIES INCORPORATED	fishing	
food products	VELVET FOODS INC.		
mango	DIAMOND STAR AGRO PRODUCTS, INC.	exporter	
lumber	CONSOLIDATED LOGGING & LUMBER MILLS INC.	logger	
processed wood	ORIENTAL WOOD PROCESSING CORP.	saw milling	
sugar and molasses	SUCREX MARKETING CORP.	trader	
sugar/ mgt services	AIDSISA INTEGRATED INDUSTRIES, INC.	milling/ holding company	
sugar and molasses	PASSI (ILOILO) SUGAR CENTRAL, INC.	manufacturer	
sugar and molasses	BATANGAS SUGAR CENTRAL, INC.	sugar milling	

KEY AGRIBUSINESS GROUPS/FAMILIES BY PRODUCT GROUP/INDUSTRY

ANNEX C

PRODUCT LINES	FIRM	ACTIVITY/ OPERATION	REMARKS
starch and juice powder concentrates	SUGARLAND INTL PRODUCTS, INC.	manufacturer/ trader	
shrimps and black tiger prawns	OCEAN LIGHT EXPORT AND IMPORT CORPORATION	exporter	
prawns	MARINA INTERNATIONAL MARKETING CORPORATION	trader/ exporter/ operator	
shrimps and prawns	SHRIMPLEX INTERNATIONAL CORP.	processor/ exporter	
shrimps and prawns	PACIFIC AQUAVENTURE CORP.	aquaculture	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

A I D S I S A G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
VI-Negros Occidental	sugar	AIDSISA INTEGRATED INDUSTRIES, INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

A M A D E O G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
XI-South Cotabato	cotton	MINDANAO COTTON DEVELOPMENT CORPORATION	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

CAMPOS (JOSE YAO) GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
* AGRIBUSINESS -----			
NCR With branches nationwide	veterinary products	UNIVET AGRICULTURAL PRODUCTS, INCORPORATED	
* NON-AGRIBUSINESS -----			
NCR	drugs/ pharmaceuticals	UNITED LABORATORIES, INC. DYNAVISION DEVELOPMENT CORP. GREENFIELD INVESTMENT CORP.	
NCR	real estate	DOLMAR REAL ESTATE DEVELOPMENT CORPORATION	
NCR		G.D. SEARLE (PHILS.), INC.	
NCR		CHEMFIELDS, INC.	
NCR	drugs/ pharmaceuticals	GENERAL DRUG AND CHEMICAL COMPANY, INC.	
NCR	drugs/ pharmaceuticals	PEDIATRICA, INC.	
NCR	medicines/ pharmaceuticals	MEDICHEM PHARMACEUTICALS, INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

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 C H A N (M A R T I N) G R O U P
 =====

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
* AGRIBUSINESS -----			
NCR- Valenzuela	lumber (sawn)	EXTENSIVE WOOD PROCESSING CORP.	
X-Agusan Norte	lumber	EMCO PLYWOOD CORPORATION	
	lumber products	EXTENSIVE TRADING CORPORATION	

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

CHANKIAN GROUP

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	fruit drinks	FOODWORLD MANUFACTURING CORP.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

CHAN / TECSON GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	frozen	MARISCO CORPORATION	
X -Butuan City	seafoods		
VIII-Tacloban City			

* With Japanese partner

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

C H E N G G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
XII-Maguindanao	corn, cassava starch, corn grain	PHILIPPINE TRADE CENTER, INC. COTABATO SHIPPING CORP. WESTERN EXPORT CORP.	Key Player

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

CHENG BAN YEK GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	cooking oil, copra meal, soaps, & detergents	CHENG BAN YEK AND COMPANY, INC.	"Baguio Oil"
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* NON-AGRIBUSINESS

FOUR SEAS TRADING CORPORATION
 CPS DEVELOPMENT COMPANY, INC.
 ITC DEVELOPMENT CORPORATION

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

CHINA/UY GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
NCR	poultry & livestock feeds	PREMIUM FEEDS MANUFACTURING CORPORATION	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

CHIN / CHUA GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
NCR	feed ingredients	MALABON MERCHANDISING CO., INC.	
		* NON-AGRIBUSINESS -----	
		ASIAN NATIVE (REALTY)	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

CO (NEMESIO) GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
III-Bulacan IV-Rizal	swine	RELIANCE AGRICULTURAL DEVT CORP	
		RELIANCE AQUACULTURE CORP.	
		RELIANCE-ASIA AGRIBUSINESS CORP	
		* NON-AGRIBUSINESS -----	
NCR	clay products, ceramics	RELIANCE CERAMICS MANUFACTURING CORPORATION	
		NECO INDUSTRIES, INC.	
		GLORIOUS SUN FASHION GARMENTS MANUFACTURING CO. (PHILS), INC	
IV-Rizal	clay products	RELIANCE TONG-FANG CERAMICS CORPORATION	
		PTF PHILS. CORPORATION	
NCR		PACO AMUSEMENT CO. PHILS., INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

C O (T E) G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	animal feeds	PHILIPPINE SUPER FEED CORPORATION	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

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C O L U M B I A N P H I L S . / S M I T H B E L L & C O / C O N R A D & C O G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
=====			
		* AGRIBUSINESS	

V -Albay	abaca	TAG FIBERS, INC.	
VII -Cebu			
VIII-Leyte			
XI -Davao			
		COLUMBIAN PHILS. INC.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

CONSING GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
VI-Iloilo	raw sugar, molasses	PASSI (ILOILO) SUGAR CENTRAL, INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

DAYAN / LIM / TAN GROUP

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

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NCR (Q.C.) I-Ilocos Sur	tobacco leaves	PHILIPPINE TOBACCO FLUE-CURING AND REDRYING CORP.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

DE LEON / ESCALER GROUP

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

III-Pampanga	raw sugar, sugar by- products	PAMPANGA SUGAR DEVT CO., INC.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

D E E (F R A N C I S C O) G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR-Malabon	deep-sea	FRABAL FISHING AND ICE PLANT	
Navotas	fishes	CORPORATION	

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

DEE/DIONG GROUP

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

I-La Union NCR	tobacco	TRANS-MANILA, INC.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

DIPLOMA GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
* AGRIBUSINESS			
IX -Zamboanga	plywood,	STA. CLARA HOUSING INDUSTRIES, INCORPORATED	
XI -Davao	veneer,		
XII-Sultan Kudarat	corestock		

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

D I Z O N (F R A N C I S C O) G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

XI-Davao	cavendish banana	F.S. DIZON AND SONS, INC.	
	pomelo	DIZON AGRO. INDUSTRIAL INC.	

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

D I Z O N (M A N U E L) G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	sugar, coffee, other commodities	SUCREX MARKETING CORPORATION	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

D O L O R / S E R R A N O G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

IV-Batangas	sugar and	BATANGAS SUGAR CENTRAL, INC.	
Metro Manila	molasses		

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

D Y J U A N C O G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	handicrafts	FILMUNDO EXPORT CORPORATION	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

D Y S U N G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR IV-Laguna	cultured milk	YAKULT PHILIPPINES, INC.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

ESCUADRO GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
NCR	marine products	MARLIFE EXPORT CORPORATION	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

FIRST PACIFIC GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
* AGRIBUSINESS -----			
NCR	cold cuts milk	COUNTRY FAIR FOOD CORPORATION	
* NON-AGRIBUSINESS -----			
NCR	pharmaceutical, food products	METRO DRUG CORP.	Key Player
NCR		METROLAB INDUSTRIES, INC.	
NCR	paper products	HOLLAND PACIFIC PAPER, INC.	
NCR		AVANT GARDE INT'L., INC.	
IV-Rizal	corrugated boxes and fiber	STENIEL MANUFACTURING CORP.	Key Player
NCR		FIRST PACIFIC METRO MKTG., INC.	
NCR		METROVET, INC.	
		KINESYS, INC.	
		FP METRO MGT. SERVICES, INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

F L O R E S G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

I -Ilocos Sur La Union	fertilizer	AGROFACTORS CORPORATION	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

F M T G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

XII-Lanao Norte	Lumber, plywood, veneer	THE FINDLAY-MILLAR TIMBER CO.	Key player
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

GAISANO GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
* AGRIBUSINESS			
VII-Cebu X -Cag de Oro XI -Davao Gen. Santos	food items	GAISANO BROTHERS MERCHANDIZING	
* NON-AGRIBUSINESS			
VII-Cebu X -Cag de Oro XI -Davao Gen. Santos	consumer product	GAISANO BROTHERS MERCHANDIZING	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

G A R C I A G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

XII-Sultan Kudarat	palm oil	KENRAM INDUSTRIAL CORPORATION	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

G A T C H A L I A N (D E E H U A) G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	seafood dishes cakes, pastries	WESTIN SEAFOOD MARKET, INC. THE CUISINE OF THE PHILIPPINES, INC.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

G A T C H A L I A N (W I L L I A M) G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
NCR-FTI VI-Iloilo	shrimps, prawns	SHRIMPLEX INTERNATIONAL CORP.	
NA	shrimps, prawns	PACIFIC ACUAVENTURE CORP.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

G A W (J (, . 1 2)) G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
NCR	food items	UNIWIIDE SALES WAREHOUSE CLUB	
		* NON-AGRIBUSINESS	
NCR	consumer products	UNIWIIDE SALES WAREHOUSE CLUB	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

GO (DANTE) GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
NCR	juice powder concentrates, starch	SUGARLAND INT'L PRODUCTS, INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

GO (G U I O C S O) G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
VII-Cebu	copra	SULPICIO MARKETING CORP.	
VII-Cebu	cooking oil, corn, cassava starch, grains	SOLID MARKETING CORP.	
		* NON-AGRIBUSINESS -----	
	shipping services	SULPICIO LINES, INC.	
		CONTAINER HAULERS INC.	
		SULPICIO MACHINE SHOP, INC.	
		SOLID TOWAGE & LIGHTERAGE COMPANY, INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

GO (S I N G K I N G) G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
VII-Cebu	corn & copra oil, copra, charcoal, act. carbon, carbon tetrachloride	CENAPRO INCORPORATED	Key player

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

GO E N G U Y G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	sugar	LUCKY TWO REPACKING	
III-Tarlac			
VI -Bacolod			

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

H U A N G G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR (Nationwide distributor)	cocoa/ chocolate products	COMMONWEALTH FOODS, INC.	Key Player
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* NON-AGRIBUSINESS

NCR		RELIANCE COMMERCIAL ENTERPRISES, INC.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

J A O / T A N / C H U A G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
NCR IV-Lucena	crude coconut oil	UNIDECO CONSOLIDATED MFG. INCORPORATED	
		J & J OIL INDUSTRIES	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

J I M E N E Z G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
V-Albay	Abaca	ALBAY AGRO-INDUSTRIAL AND DEVELOPMENT CORP.	

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

K E N G (T E D D Y) G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
* AGRIBUSINESS -----			
NCR	food products	LANDMARK SHOPPING CENTER	
* NON-AGRIBUSINESS -----			
NCR	consumer products	LANDMARK SHOPPING CENTER	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

L I M (C H I N G B E E) G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
V-Albay	abaca hemp, copra	CHING BEE TRADING CORPORATION	
		* NON-AGRIBUSINESS -----	
		CBT CONSTRUCTION & EQUIPMENT CORP.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

L I M (J O H N N Y) G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	sardines	BAGUMBUHAY INDUSTRIAL CORP.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

L I M (R B L) G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
IV-Palawan NCR International waters	tuna, sardines, & other assorted fishes	RBL FISHING CORPORATION	Key Player
		* NON-AGRIBUSINESS -----	
		RBL SHIPYARD, INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

L I M T A Y G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	dairy products	NEW ZEALAND CREAMERY, INC.	
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* NON-AGRIBUSINESS

NCR		ASA METAL CORPORATION	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

L I M K E T K A I G R O U P

=====

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

X-Cag de Oro	coco oil, corn oil, rice, corn grits	LIMKETKAI SONS MILLING, INC.	"Marca Leon" "
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X-Cag de Oro	moviehouse		
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* NON-AGRIBUSINESS

X-Cag de Oro		LIMKETKAI DEVELOPMENT CORP.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

L I O N G C I O C H A N G G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR (Caloocan)	raw sugar, refined sugar	LA PERLA SUGAR SUPPLY	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

LOPEZ GROUP

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

VI-Negros Occ.	sugar molasses	LOPEZ SUGAR CCRPORATION	
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* NON-AGRIBUSINESS

NCR		ADMIRAL REALTY CO., INC.	
		CCC INSURANCE CORP.	
		SUCREST TRADING CORP.	

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

MANUBA GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
XI-Davao City	fertilizer	FERCHEM CORPORATION	
NCR	fertilizer chemicals, ind. & mineral products	PARAFERT CORPORATION	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

M A R C E L O G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

VI-Roxas City NCR	prawns, shrimps, fishes	ERMA INDUSTRIES, INC.	Key Player
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* NON-AGRIBUSINESS

NCR	EBM INDUSTRIES, INC.	T.P. MARCELO & CO., INC.	
	LUX ICE PLANT & COLD STORAGE		
	T.P. MARCELO REALTY		

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

MARINA AGRO-INDUSTRIAL GROUP

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR III-Bulacan VI -Bacolod	prawns	MARINA INTERNATIONAL MARKETING CORPORATION	Key Player
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MARINA AGRO-INDUSTRIAL CORP.

TANJUTCO INDUSTRIES AND TRADING
CORPORATION

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

MARTINEZ LEYBA GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
X-Agusan del N.	logs, lumber, lumber products	NASIPIT LUMBER COMPANY, INC. ANAKAN LUMBER CO., INC.	
X-Agusan del N.	hardboard	PHIL. WALLBOARD CORPORATION	
		* NON-AGRIBUSINESS -----	
		NASARAT REALTY CORPORATION	

KEY AGRIBUSINESS GROUPS BY REGION

ANNEX D

Q U E (M E R C U R Y) G R O U P

=====

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

VII-Cebu	veterinary & agricultural compounds	PACIFIC AGRIVET SUPPLIES, INC	
NCR	food	TROPICAL HUT FOOD MARKET	
NCR	juices	MLM FOODS	

* NON-AGRIBUSINESS

NCR Nationwide branches	medicines, pharmaceuticals	MERCURY DRUG CORPORATION	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

MURILLO GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
NCR (Nationwide distributor)	fertilizers	SWIRE AGRICULTURAL PRODUCTS, INCORPORATED	Key player
		* NON-AGRIBUSINESS -----	
		PILSEN INTERNATIONAL TRADING	
		UZION TRADERS PHILS. INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

NAKAGAWA GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
NCR	marine products	FILOCEAN EXPORT CORPORATION	
NCR	marine products	UNIFISH EXPORT AND IMPORT CORP.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

NG (HENRY) GROUP

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	food items	UNIMART, INC. MAKATI SUPERMARKET, INC. CASH & CARRY	
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* NON-AGRIBUSINESS

NCR	consumer products	UNIMART, INC. MAKATI SUPERMARKET, INC. CASH & CARRY	
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N O C O M G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
NCR VI-Iloilo	fertilizers mineral	PUROMINES, INCORPORATED	
		MAE AGRICULTURAL MARKETING INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

OLIVAN / CO / CHONG GROUP

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

V-Camarines Norte	coconut oil	BESCOM COMMODITIES CORPORATION	
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NA	coconut oil	BICOL OIL MILL AND REFINERY CORPORATION	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

P A R D O / P A T E R N O G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR - 19 outlets	hamburger	WENPHIL CORPORATION	
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NCR - Several outlets		PHILIPPINE SEVEN CORP.	
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P R I E T O G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
* AGRIBUSINESS -----			
NCR III-Dau III-Olongapo	"Shakey's" pizza, sandwiches, skilletti, chicken	GOLDEN PIZZA, INC.	Key Player 13 outlets
NCR CAR-Baguio III-Dau -Olongapo IV -San Pablo -Batangas V -Naga VI -Bacolod -Iloilo VII-Cebu X -Cag de Oro XI -Davao	"Shakey's" pizza, skilletti, chick n' chips hero sandwich hero burger bunch-of-lunch	INTERNATIONAL FAMILY FOOD SERVICES, INC.	Key Player 55 outlets
NCR I -Dagupan III-Dau VI -Iloilo VII-Cebu IX -Zamboanga XI -Davao -Gen Santos	doughnuts, muffins, macaroons, croissant, munchkins	GOLDEN DONUTS, INC.	Key Player >100 outlets
TEX-MEX, INC.			
* NON-AGRIBUSINESS -----			
PARKSIDE REALTY AND DEVT CORP.			
GOLDEN CIRCLE, INC.			

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

Q U A G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR III-Bulacan	shrimps and black tiger prawns	OCEAN LIGHT EXPORT AND IMPORT CORP.	
VI-Roxas, Bacolod	marine	PRESIDENT MARINE PRODUCTS CORP.	
V-Naga	products		

* NON-AGRIBUSINESS

MA. ROXAN PLASTIC CORPORATION

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KEY AGRIBUSINESS GROUPS BY REGION

ANNEX D

Q U E (M E R C U R Y) G R O U P

=====

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

VII-Cebu	veterinary & agricultural compounds	PACIFIC AGRIVET SUPPLIES, INC	
NCR	food	TROPICAL HUT FOOD MARKET	
NCR	juices	MLM FOODS	

* NON-AGRIBUSINESS

NCR Nationwide branches	medicines, pharmaceuticals	MERCURY DRUG CORPORATION	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

Q U E S A D A G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR III-Pampanga	"Kentucky" fried chicken, chocolate moussé, spaghetti, potato salad, juices, & chicken sandwich	FOODMINE, INC.	Key Player 26 outlets
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NCR	food products	FAMOUS RECIPE FRIED CHICKEN (PHILS.), INC.	
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* NON-AGRIBUSINESS

	drugs	UNICOR, INC.	
		DOCTORS PHARMACEUTICALS, INC.	
		DATA CONTROL	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

REPOLDA GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	tobacco, cigarettes	HONOR MARKETING CORPORATION	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

REYES / LLAMADO GROUP

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	native/chinese cuisine	THE ARISTOCRAT INC., INC.	
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NCR		ARIS RESTAURANT, INC.	
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NCR		ECR CATERING AND RESTAURANT, INC.	
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* NON-AGRIBUSINESS

TANGLAW REALTY, INC.

TRIGEN MANAGEMENT AND INVESTMENT CORP.

HEIRS OF ALEX ENGRACIA SR., INC.

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

R I C O H E R M O S O G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR
VII-Cebu

seaweeds

MCPI CORPORATION

VII-Cebu

DATINGBAYAN AGRO-INDUSTRIAL CORP.

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

R I V I L L A G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

VIII-Leyte	raw sugar and molasses	HILONGOS DEVELOPMENT CORPORATION	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

R O D R I G U E Z / L I M G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
NCR	lumber products	LUZON MAHOGANY CORP.	
NCR	printing & packaging machines, medical equipments		
		* NON-AGRIBUSINESS	
NCR		PHILIPPINE MOULDED PULP PRODUCTS, INC.	
		EAC SERVICES	
		EAC TRANSPORT, INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

R O D R I G U E Z / S Y G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

II-Isabela	Lumber	CONSOLIDATED LOGGING & LUMBER MILLS, INC.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

ROXAS CHUA (ANTONIO) GROUP

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR IV-Batangas	flour	PACIFIC FLOUR MILLS, INC.	
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NCR	flour, yeast, refined sugar, feeds	ARCYA TRADING CORPORATION	
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* NON-AGRIBUSINESS

ARCA AND CO., INC.

T & T GENERAL MERCHANDISE

ARCYA COMMERCIAL CORP.

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

R U F I N O G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

III-Bataan	pulps	BATAAN PULP AND PAPER MILLS, INC.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

SANTOS SISTERS GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
* AGRIBUSINESS			
NCR-Magallanes Pasig Alabang	food items	SOUTH SUPERMARKET	
* NON-AGRIBUSINESS			
NCR-Magallanes Pasig Alabang	food items	SOUTH SUPERMARKET	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

S I S O N / Y A O G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR (Malabon)	food seasoning, soy sauce	SILVER SWAN MANUFACTURING COMPANY, INC.	
NCR	"Silver Swan" products	PHILIPPINE GENERAL MERCHANDISING CORPORATION	

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

S O / L I M S O G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
XI-Davao City	plywood, plyboard, veneer	DAVAO PLYWOOD COMPANY, INC. DAVAO SUNRISE CORP.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

S O R I A N O (A L B E R T O) G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
* AGRIBUSINESS			
XI-Davao	cave:dish bananas	AMS FARMING CORPORATION	
		SORIANO FRUITS CORPORATION	
		CROWN FRUITS AND CANNERY CORP.	
		CALINAN FRUITS, INC.	
		TUNGKALAN RUBBER AGRI-DEVPT. CORP.	
		JC AGRY-DEVELOPMENT, INC.	
		FARM CHEMICALS TRADING CORP.	
* NON-AGRIBUSINESS			
		AMS MANAGEMENT CORPORATION	
		DAVAO TRACTORS, INC.	
		DTI OVERLAND TRANSPORT CORP.	
		JOS TRADING CORPORATION	

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

S O U T H E R N P H I L S P A C K A G I N G C O R P G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR (Nationwide distributor)	consumer products	FOOD INDUSTRIES, INC.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

S Y (H E N R Y) G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
* AGRIBUSINESS -----			
NCR	food items	SM SUPERMARKET	
* NON-AGRIBUSINESS -----			
NCR VI-Iloilo	consumer products	SHOE MART, INC.	
NCR	appliances	SM APPLIANCE CENTER	
NCR	auto parts	SM AUTO SERVICE	
NCR		BANCO DE ORO SAVINGS BANK	
NCR	consumer products	SM SUPERMARKET	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

SY (SU) GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
NCR (Q.C.)	"Del Monte" products	SY SU INTERNATIONAL, INC.	
	"Del Monte" catsup; "McCormick" spices; "Kellogs" cereals		
		* NON-AGRIBUSINESS	
NCR		STUDIO ONE, INC.	
NCR		PRAISE, INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

SY CHI SIONG GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
NCR	milk powder, canned meat, seasoning, toothpaste	SY CHI SIONG & CO., INC.	
		* NON-AGRIBUSINESS	
		FINANCING HOUSE, INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

C H I N / C H U A G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	feed ingredients	MALABON MERCHANDISING CO., INC.	
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* NON-AGRIBUSINESS

ASIAN NATIVE (REALTY)

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

T A N G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	wood products	INDUSTRIAL TIMBEP CORPORATION	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

T A N (F A R M I X) G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
NCR IV-Batangas VI-Iloilo X -Cag. de Oro XI-Davao	fertilizers	FARMIX FERTILIZERS CORPORATION	
NCR		PHILIPPINE PLANTERS CONSUMERS, INC.	
		ISABELA AGRO-WORLD TRADING	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

TAN (EARN SUN) GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
XI-Davao	plywood	EARN SUN COMPANY LIMITED (PHILIPPINE BRANCH)	
		* NON-AGRIBUSINESS -----	
NA		EVER SUN DEVELOPMENT LTD.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

T A N (M A R P E N I O) G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

XI-General Santos	marine products	SAN ANDRES FISHING INDUSTRIES, INC.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

TAN / LEE GROUP

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	agricultural products	PEARL ISLAND EXPORT IMPORT MARKETING CORP.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

TAN / MENDIOLA GROUP

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR (Mla.)	tobacco	CONTINENTAL LEAF TOBACCO	
I-La Union	leaves	(PHILS.), INC.	

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

T A N / T A N G S O C G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

III-Bulacan	plywood,	INDUSTRIAL TIMBER CORPORATION	
X -Butuan	lumber, veneer, etc.		

AGUSAN WOOD INDUSTRIES AND
INDUSTRIAL REALTY CORP.

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

TAN / WEE GROUP

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

IX-Zamboanga	dried/processed seaweeds	MARCEL TRADING CORPORATION	
IX-Zamboanga	gelatine, hot/cold bags, seaweeds, sea shells, sea crafts	MARINE RESOURCE DEVT CORP.	

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

T A N H U E C O G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

III-Angeles City	rattan crafts	ASIA RATTAN MFG. CO, INC.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

TANMANTIONG GROUP

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	food products	VELVET FOODS CORPORATION	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

T A N T O C O G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR VII-Cebu	food items	RUSTAN COMMERCIAL CORP. (Supermarket Division)	
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* NON-AGRIBUSINESS

NCR VII-Cebu	consumer products	RUSTAN COMMERCIAL CORP.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

TEE GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
NCR	marine products	GAF EXPORT AND IMPORT CORP.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

T R I P L E V G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	restaurant food	KAMAYAN RESTAURANT, INC.	
NCR		SAISAKI FOOD SERVICES	
NCR		TRIPLE V EXPRESS	
NCR		ISLAND FISHERMAN FOOD SERVICES	

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

T R O T A / F U E N T E B E L L A / S A N V I C T O R E S G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	fried chicken & other foods	MAX'S BACLARAN	
NCR	fried chicken & other foods, accommodation services	MAX'S (ERMITA), INC.	
NCR	fried chicken & other foods	MAX'S MAKATI, INC.	

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KEY AGRIBUSINESS GROUPS BY REGION

ANNEX D

T Y / N G G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

II-Cagayan	Lumber	WESTERN CAGAYAN LUMBER	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

T Y P O C O G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
III-Bulacan NCR	livestock animal feeds	FEDERAL AGRICULTURAL CORPORATION	
		* NON-AGRIBUSINESS -----	
IV-Rizal	flour bag cloth, coated fabrics & knitting & weaving yarns	YUPANGCO COTTON MILLS, INC.	
	garments	ARTEX DEVELOPMENT CORP.	
	real estate	TYCOON DEVELOPMENT CORP. ASIAN WORLD PLAZA	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

U F C G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
* AGRIBUSINESS			
Nationwide	food products	UNIVERSAL FOOD CORPORATION (UFC)	Key Player
NCR VI -Bacolod -Iloilo VII-Cebu XI -Davao	UFC consumer products	STREET MARKETING CORPORATION	Key Player
	UFC products	SUNNY FARM	
III-Iarlag	UFC products	TARLAC FOOD COMPANY	
	hogs	MILAGROS FARMS	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

U Y (A G U S T I N) G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

III-Bulacan	processed wood	ORIENTAL WOOD PROCESSING CORP.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

U Y G O N G C O G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

VI-Iloilo	canned goods, flour, sugar, oil	LA FILIPINA UY GONGCO CORPORATION	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

U Y K I M G R O U P

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
VIII-Leyte	coconut & other agri. & forestry products	COCOMART COMMODITIES INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

VILLA - ABRILLE GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
* AGRIBUSINESS -----			
NCR	chocolate, chocolate coated products, cocoa, & coffee	PHILIPPINE COCOA CORP.	Key Player
* NON-AGRIBUSINESS -----			
NCR	pastry, bread, cakes, etc.	ASEAN COCOA PRODUCTS, INC. GOLDEN BAKERY INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

VILLAREAL GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
NCR	vegetable oil	VEGOIL PHILIPPINES, INC.	
		ISAROG PULP AND PAPER COMPANY	
		* NON-AGRIBUSINESS	
	corrugated boxes	DOWELL CONTAINER & PACKAGING CORP.	
	plastic container	DOWELL PLASTIC CORP.	
		DOWELL LITHO. & METAL CLOSURE, INC.	
		DENTRADE, INC.	
		LANDMARK DEVELOPMENT INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

W E E G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

IX-Zamboanga	copra, copra pellets, dried seaweeds	PHILIPPINE INTERNATIONAL DEVELOPMENT, INC.	
IX-Zamboanga	crude coco oil, ref edible oil, laundry soap		

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

W O N G G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	snackfoods, fastfoods	LESLIE CORPORATION	Key Player
		NATURAL FOODS CORPORATION	
		FOOD INGREDIENTS, INC.	

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

WONGCHUKING GROUP

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS	
NCR	cigarettes	LA CAMPANA FABRICA DE TABACOS, INC.	
III-Bulacan	tobacco	TOBACCO INDUSTRIES OF THE PHILIPPINES, INC.	
		* NON-AGRIBUSINESS	
NCR	nonlife insurance	PHILIPPINE BRITISH ASSURANCE COMPANY	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

Y A P / Y A N G G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR, V, VI	frozen prawns	ORIENT MARINE AND FISHING RESOURCES, INC.	Key Player
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

Y U L O G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

IV-Laguna	abaca pulp	CANLUBANG PULP MANUFACTURING CORP.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

Z O B E L (E N R I Q U E) G R O U P

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	mango	DIAMOND STAR AGRO PRODUCTS, INC.	Key Player
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

INTERNATIONAL FLAVORS & FRAGRANCES INC. GROUP
(MULTINATIONAL)

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	essential oils, flavoring compounds	INTERNATIONAL FLAVORS AND FRAGRANCES (PHILS.), INC.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

KUBOTA GROUP
(MULTINATIONAL)

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
NCR	agricultural machineries & equipment	KUBOTA AGRI-MACHINERY PHILS., INC.	"Kubota" brand

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

LANCASTER GROUP
(MULTINATIONAL)

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	tobacco	LANCASTER PHILIPPINES, INC.	
I -La Union	leaves		
II-Isabela			
-Cagayan			

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PHIMCO GROUP
(MULTINATIONAL)

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
		* AGRIBUSINESS -----	
NCR	matches, disposable lighters, blades	PHIMCO INDUSTRIES, INC.	
		* NON-AGRIBUSINESS -----	
NCR	matches	SWEDISH MATCH-PHILIPPINES, INC. OTT LOUIE PHILS., INC.	
NCR		PROVIDENT TREE FARMS, INC.	
NCR		AKERLUND & RAUSING PHILS., INC.	

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

R H O N E - P O U L E N C G R O U P
(M U L T I N A T I O N A L)

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	agricultural chemicals	RHONE-POULENC AGROCHEMICALS PHILIPPINES, INC.	
NCR	pharmaceutical, biological, veterinary products	RHONE-POULENC PHILIPPINES, INC.	

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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

SHELL GROUP

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	chemical and animal health products, pesticides, fertilizers	SHELL CHEMICAL CO. (PHILS.), INC.	
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KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

TABACALERA GROUP
(SPANISH OWNERS)

REGION	PRODUCT LINES	COMPANY NAME	REMARKS
* AGRIBUSINESS -----			
NCR	liquor, wines, spirits, foodstuff, grocery items	COMPANIA GENERAL DE TABACOS DE FILIPINAS (PHILIPPINE BRANCH)	
NCR I -La Union II -Isabela XII-Lanao	tobacco leaf cigar		
NCR	tobacco	MANILA TOBACCO TRADING	
NCR	tobacco, cigar, cigarettes	LA FLOR DE LA ISABELA, INC.	
* NON-AGRIBUSINESS -----			
TABACALERA INDUSTRIAL DEVT CORP OF THE PHILIPPINES			
NCR	shipping	MAERSK-TABACALERA SHIPPING AGENCY (FILIPINAS), INC.	
TABAFIL INSURANCE AGENT			

KEY AGRIBUSINESS GROUP BY REGION

ANNEX D

UNIVERSAL LEAF GROUP
(MULTINATIONAL)

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REGION	PRODUCT LINES	COMPANY NAME	REMARKS
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* AGRIBUSINESS

NCR	tobacco	ORIENT LEAF TOBACCO CO., INC.	
I -La Union	leaves		

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