

*Grupo Melo, S. A.*



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SEC Mail Processing  
Section

JUL - 9 2008

Washington, DC  
110

Securities and Exchange Commission  
Division of Corporation Finance  
Office of International Corporate Finance  
Room 3099 (stop 3-9),  
450 Fifth Street, NW  
Washington, D.C. 20549



**SUPPL**

Re: **Grupo Melo S.A.**  
**File No. 82-4893**  
**Periodic reporting under Rule 12g3-2 (b)**

Ladies and Gentlemen:

Pursuant to Rule 12g3-2 (b) promulgated under the Securities Exchange Act of 1934, Grupo Melo, S.A. (the "company") hereby furnishes to the Securities and Exchange Commission the following information which was made public as described in Rule 12g3-2 (b) (1) (i):

1. Quarter Update Report for the three months ended on March 31th, 2008.
2. Unaudited Consolidated Financial Statements of Grupo Melo and Subsidiaries for the three months ended March 31th, 2008.

Should you have any questions concerning the above, please do not hesitate to contact the undersigned at (507) 323-6970, 323-6978 or 323-6900.

Sincerely yours,

  
Ricaurte Castellón D.  
Director of Credit and Finance

**PROCESSED**

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**THOMSON REUTERS**

Enclosures

c.c.: Ann Bailen Fisher  
(Sullivan & Cromwell)

Michael Vexler  
(The Bank of New York)



**REPUBLIC OF PANAMA  
NATIONAL SECURITIES COMMISSION**

**FORMULARY IN-T  
QUARTERLY UP DATING REPORT**

**Quarterly ended on March 31<sup>st</sup>, 2008**

**Business Name of the Issuer: GRUPO MELO, S.A.**

**Registered securities: Common Stocks**

**TELEPHONE: 221-0033 FAX 224-2311**

**Address: VIA ESPAÑA 2313, RIO ABAJO**

**EMAIL: [dirfinanzas@grupomelo.com](mailto:dirfinanzas@grupomelo.com)**

**I PART**

**Grupo Melo, S.A. is a corporation exclusively dedicated to the stock holding of the societies that conform the corporation of societies named Grupo Melo, S.A. Within the Grupo Melo, S.A. exists a pyramidal stock holding on which the corporation Grupo Melo, S.A. is the owner of the 100% of the stocks issued and circulating of the operative societies.**

**Internally the Group is divided in 7 departments: Foods, Stores, Machinery, Wood, Restaurants, Real State and Services.**

- 
- This document has been prepared with the knowledge that its contents will be at disposition of the public investor and to the general public.

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## **ANALYSIS OF THE PROFIT AND LOSS FINANTIAL AND OPERATIVE STATEMENTS**

### **A. Liquidity.**

At March 31<sup>st</sup>, 2008, the current assets of Grupo Melo, S.A. were set up in B/.76.8 millions, which represents an increase of B/.2.1 millions versus December 2007, product of an increase of the customer's accounts receivable and of the new plots of land ready to sell.

The current liabilities at march 2008 finished in B/.58.6 millions, equal to an increased of B/.2.7 millions versus December 2007. Basically, the increase is stated in the short term debt and is related to the amortizations of the payable accounts to suppliers and the payment of the short term bonds. Taking this movement as part of the financial strategy of restructuring the debt of the Group.

The index of liquidity of Grupo Melo, S.A. at March 2008 is in 1.31 times, which shows a decrease versus December 2007 when it was at 1.34 times.

### **B. Capital Resources**

The total assets amounts to B/.160.2 millions, representing an increase of B/.3.6 million versus December 2007, product of the increase on customers accounts receivable and the increase on the title of propriety, equipment and net improvements. Basically, the increase in the fixed assets is due to the project of improvements and modernization of the Factory of food poultry-Plant of Fodder, which improves the efficiency of the mixing of the ingredients and will allow an increase of the production.

On the other hand, the total liabilities at March 2008 presents an increase of 1.8% versus December 2007, while the total assets increased on 2.3% in the same period. The total liabilities show an increase of B/.1.8 millions due to the increase of the debt that

allowed the financing of the investment budget and the payment of the compromises acquired. The capital in March 2008 finished with an increase of 3.2% versus December 2007. This resulted on a relation debt to capital of 1.74, better than the 1.77 at the closing of the December 2007.

### **C. Results of the Operations.**

In the first quarterly of 2008 the sales of Group Melo totalize B/.58.2 millions, this is equivalent to an increase versus March 2007 of B/.8.6 millions or 17.3%. The Departments that show important increases versus previous year are: Machinery, Stores, Poultry Group and Restaurants.

The gross profits of Group Melo, S.A. is of B/.25.3 millions, which is the equivalent to an increase versus March 2007 of B/.1.9 millions or 8.1%. The gross margin at March 2008 is of 43.5%, less than the same month of the previous year when it was in 47.2%, product of the inflationary situation given at world level and the alimentary crisis that is directly affecting the costs of sales.

The operations expenses at March 2008 Group rose to B/.19.8 millions, which represents an increase versus March 2007 of B/.2.7 millions or 15.7%. This behavior is principally caused due to the increase of the expenses of the human resources, public services, gas, diesel and lubricants. The relation expenses / sales at March 2008 is of 34.1%, very similar to last year when it was in 34.6.

The net profit of the Group is of B/.2.3 millions with a net margin of 4%, which is less to the month of March 2007 when it ended in B/.3.2 millions that reflected on a 6.5% net margin.

### **D. Analysis of Perspectives.**

In the Department of the Processing-Market the sales of chicken, eggs, sausages and product with later processing, performed during the first quarterly of 2008 represented an increase of 13%

versus the same period of last year. Nevertheless, the sales of chicken continues affected for an over production in this title that suffers the market, which has make it difficult to achieve the fair prices demanded by the inflationary situation given at world level and the alimentary crisis. In the case of the eggs the increase on the production is due to the fact that this product is wining each time more consumers, as the market has taken conscience of the high nutritive power of this product, and at the same time has turned into one of the more accessible alternative to the Panamanian consumer. The perspectives for the next quarterly of the year will be based in a aggressive sales strategy. Also special efforts will be placed to improve the production processes so in this manner raise the efficiency and produce savings that will permit us go on producing quality products and for them to be the first alternative for the nutrition of the Panamanian.

Year 2008 had a good beginning for the Department of Aggregated Value-Food. The local sales show an excellent behavior that compensates and surpass the fall of the export sales, which were principally affected for the lack of sales in Colombia, market that continues closed due to reasons of political nature. Related to the perspectives of the second quarterly, stands out the launching of the new product Yuca Sticks which had a good reception from the national consumer in the first weeks of sales. The innovation, high quality of the products, its diversity and accessibility will be a key piece for the growth in this market in the year 2008.

According to the perspectives for the second quarterly of 2008 the costs of the corn and soy will go on raising. The average cost for the quintal of food is 24% more that last year and 52% more that 2006, causing a strong impact in the production and sales costs. For August 2008 will be ready the plant of poultry food "Plant of making Fodders", an investment of B/.4 millions that will permit to extend the production capacity from 24 to 40 tm by hour. Furthermore, automatizes the enterprise and will improve the efficiency of the mixing of the ingredients.

**During the first quarterly of the year 2008 the sales in the Pio Pio restaurants overpass the budgeted sales. For the month of February was opened the local #47 of the chain, at Ave. 12 de October in the city of Panama, with very good acceptance by the clientele of the sector. For the month of June of this present year is programmed the opening of 3 new restaurants located in La Chorrera, Centro Comerica Los Pueblos in Juan Diaz and in Sabanitas, Colon.**

**Although we foresee that the crisis of the real states companies in the United States of America will transfer in a short term its effects to the Latin-American market, the market for doors and accessories in Panama continues growing at a rate marked by the Construction Industry. We expect that this growth will continue for at least two more years, so that the Department of Woods keeps as a priority the national market consuming the 90% of the production and the 10% left will follow being placed in the international market, specifically Republica Dominicana. Not withstanding, due to the uncertainty in relation of what is going to happen in the real states business, we are limiting the investments and concentrating efforts improving production.**

**The Division of Machinery overpasses the sales in a 9% and income-yield capacity in 23% versus the budget of the first quarterly of 2008, where its greater participation is done in the John Deere Construction line, followed the Isuzu line. For the next quarterly we hope to keep the same tendencies in John Deere Construction and on Isuzu. Also, we contemplate an improvement in the behavior of the Agriculture line with the start of the rainy season. In the Fiat line, we are revising the business model, in order to implement strategies directed at the consumer to strengthen the sale of the new models.**

**During the first quarterly of this year the operations of the Department of Stores has overpass the results of the same quarterly of the previous year as well as the expectations for this first quarterly. The second quarterly will be of great activity for the Department of Stores as with the arrival of the rainy season will**

start important agriculture harvests as: rice, sugar cane and the maintenance and expansion of the cattle pastures. The agriculture sector shows very dynamic and present great opportunities of expansion regarding the rise in price of the agriculture and cattle products at world level. Equally, in this quarterly will be great activity in the construction industry which will impel sales in the stores of Comasa and Multilaminas.

Equally, the Department of Stores continues with its expansion plans. During the month of April will be opening of a new agriculture and cattle store Melo y Cia in the community of Capira, Province of Panama. This new store will fulfill the expectations and needs of the diverse clientele of this region. At the same time, started the works of the adapting of our futures agriculture and cattle stores Melo and Cia in the community of Pese, Province of Herrera and in the City of Colon. Also, are evaluating different alternatives to locate new agriculture and cattle stores Melo and Cia where we will be able to support the agriculture and cattle producer.

The Department of Division of Real States started the year 2008 placing for selling the new division into lots "Asturias" which have 110 new plots of land located at 900 mts. Over the sea level. For the first quarterly of the year 2008 the consolidate of the sales of plots of land of the Real State Division registers a down of 23% versus year 2007. One of the main reasons of this decrease has been the down on the international sales, product of the devaluation of real state business and the crisis of the sub prime mortgages. Notwithstanding this setbacks of the market the projection for the budget 2008 for the first quarterly reaches a 92% performance as it contemplated all this factors against. The Department of Real States for the next quarterly push forward with the housing projects. Also the incursion in the national market with the economic class of higher acquisition power, product of a new offer of plots of land. We wish to sustain the sales in accordance at the budget and continue performing efforts fin order to conquer new markets as the one of Canada, which goes on

**growing with the number of visitors of the projects of Altos de  
Maria.**

**II PART**  
**FINANCIALSUMMARY**  
(on thousands of baiboas excepting the \*)

**A. Presentation applicable to issuers of the commercial and industrial sector.**

<b>FINANCIAL STATEMENTS</b>	<b>AUDITED 06</b>			
	<b>Quarterly At 31/03/08</b>	<b>Quarterly at 31/12/07</b>	<b>Quarterly at 30/09/07</b>	<b>Quarterly at30/06 /07</b>
<b>Total Sales or Incomes</b>	<b>58,804</b>	<b>223,446</b>	<b>165,070</b>	<b>106,659</b>
<b>Operation Margin</b>	<b>6.43%</b>	<b>7.17%</b>	<b>.8.04%</b>	<b>8.83%</b>
<b>General and Administrative Expenses.</b>	<b>19,814</b>	<b>76,042</b>	<b>55,670</b>	<b>35,758</b>
<b>Net Profit or Loss</b>	<b>2,316</b>	<b>10,298</b>	<b>8,485</b>	<b>5,915</b>
<b>Shares Issued and circulating*</b>	<b>2,242,642</b>	<b>2,242,642</b>	<b>2,242,642</b>	<b>2,242,642</b>
<b>Profit or Loss per share*</b>	<b>\$1.04</b>	<b>\$4.59</b>	<b>\$3.78</b>	<b>\$2.64</b>
<b>Depreciation and Amortization</b>	<b>1,740</b>	<b>6,008</b>	<b>4,394</b>	<b>2,866</b>
<b>Non recurrent Profit or loss</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL BALANCE</b>	<b>Quarterly At 31/03/08</b>	<b>Quarterly at 31/12/07</b>	<b>Quarterly at 30/09/07</b>	<b>Quarterly at30/06 /07</b>
<b>Current Assets</b>	<b>76,806</b>	<b>74,707</b>	<b>73,873</b>	<b>68,909</b>
<b>Total Assets</b>	<b>160,228</b>	<b>156,631</b>	<b>154,784</b>	<b>149,813</b>
<b>Current Liabilities</b>	<b>58,597</b>	<b>55,871</b>	<b>64,348</b>	<b>59,532</b>
<b>Long Term Debt</b>	<b>43,250</b>	<b>44,214</b>	<b>35,567</b>	<b>37,946</b>
<b>Preferential Stocks</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Paid Capital</b>	<b>36,213</b>	<b>36,213</b>	<b>21,214</b>	<b>21,214</b>
<b>Retained earnings</b>	<b>22,000</b>	<b>20,190</b>	<b>33,511</b>	<b>31,013</b>
<b>Total Stockholders equity</b>	<b>58,381</b>	<b>56,546</b>	<b>54,869</b>	<b>52,335</b>
<b>FINANCIAL RATIOS</b>				
<b>Dividend / Share</b>	<b>\$1.40</b>	<b>\$1.40</b>	<b>\$1.35</b>	<b>\$1.35</b>
<b>Total Debt/ Patrimony</b>	<b>1.74</b>	<b>1.77</b>	<b>1.82</b>	<b>1.86</b>
<b>Working Capital</b>	<b>18,209</b>	<b>18,836</b>	<b>9,525</b>	<b>9,377</b>
<b>Up-to-date Rate</b>	<b>1.31</b>	<b>1.34</b>	<b>1.15</b>	<b>1.16</b>
<b>Operative earnings / Financial Expenses</b>	<b>2.61</b>	<b>2.55</b>	<b>3.06</b>	<b>3.33</b>

**III PART  
FINANCIAL STATEMENTS**

Is attached to this report the Quarterly Financial Statement of Grupo Melo, S.A.

**IV PART  
FINANCIAL STATEMENTS OF WARRANTORS OR BONDSMEN**

Grupo Melo, S.A. owns the 100% of the stocks issued and circulating . The Stocks do not have warrantor as it do not apply.

**V PART  
CERTIFICATE OF THE FIDUCIARY**

Two of the corporations that belong to Group Melo, S.A. have values registered, in the National Commission of Values, warranted by the system of trustees as we hereby detail and which certificates were delivered to the National Commission of Values.

<b>FIDUCIARY</b>	<b>ISSUER</b>	<b>AMOUNT</b>
<b>Banco General S.A. (BG Trust Inc.)</b>	<b>Empresas Melo, S.A.</b>	<b>7,500,000.00</b>
<b>Banistmo, S.A.</b>	<b>Empresas Melo, S.A. (Compañía de Finanzas y Servicios, S.A.)</b>	<b>15,000,000.00</b>
<b>Banistmo, S.A.</b>	<b>Empresas Melo, S.A. (Sarasqueta y Compañía, S.A.)</b>	<b>6,000,000.00</b>
<b>Banistmo, S.A.</b>	<b>Altos de Vistamares, S.A.</b>	<b>3,000,000.00</b>

**VI PART  
DISCLOSURE**

The way of disclosing by which the Grupo Melo, S.A. will disclose the Quarterly up-dating Report is by the Grupo Melo Internet Page [www.grupomelo.com.pa](http://www.grupomelo.com.pa) from May 30<sup>th</sup>, 2008.

**Eduardo Jaspe  
Vicepresident**

Financial Statements

(Translation of financial statements originally issued in Spanish)

Report

**Grupo Melo, S. A.**

*Quarterly ended March 31, 2008 and 2007  
with Independent Auditors' Report*

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(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Consolidated Financial Statements

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## GENERAL INFORMATION

### Directors

Arturo D. Melo Sarasqueta	Principal Director, President and Chief Executive Officer
Arturo D. Melo Klepitch	Principal Director, Chief Operating Officer of Food Production Companies and Secretary
Federico Melo Klepitch	Principal Director, Chief Operating Officer of Commercial and Lumber Processing Companies
Eduardo Jaspe L.	Principal Director, Vicepresident of Finance and Planning, Treasurer
Carlos Henriquez	Principal Director
Alfonso de la Espriella	Principal Director
Manuel D. Cabarcos	Principal Director
José Luis García de Paredes	Principal Director
Miguel De Janón	Principal Director
Laury Melo de Alfaro	Deputy

### Registered Address

Via España 2313, Río Abajo, Panama, Republic of Panama

### Lawyers

Grimaldo y Tejeira  
Medina, Pitti y Asociados  
Mejia & Asociados  
Mendoza, Arias, Valle & Castillo  
Rivera, Bolívar y Castañedas  
Vergara, Anguizola y Asociados

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Consolidated Financial Statements

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## GENERAL INFORMATION (continued)

### **Banks and Financial Institutions**

HSBC Bank

BNP Paribas Panama Branch

Citibank, N.A.

Banco Aliado, S. A.

Banco General, S. A.

Banco Internacional de Costa Rica, S. A.

Global Bank Corp.

Primer Banco del Istmo, S. A.

Bancaf  (Panam ), S. A.

Banco Cuscatl n de Panam , S. A.

Credicorp Bank

The Bank of Nova Scotia

BAC Panama, S. A.

Multibank

Metrobank

### **Trustee Bond Holders**

Banistmo Capital Markets Group Inc.

B.G. Investment Co. Inc.

### **Stock Broker**

MMG Asset Management

### **External Auditors**

Ernst & Young

(Translation of financial statements originally Issued in Spanish)  
Grupo Melo, S.A.

Quarterly Financial Statements

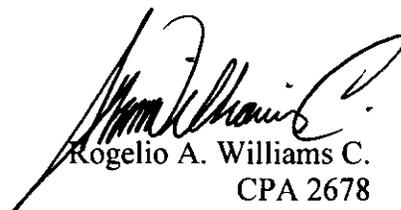
## INDEPENDENT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT TO THE BOARD OF DIRECTORS AND SHAREHOLDERS OF GRUPO MELO, S.A.

We have reviewed the general balance sheet consolidated and the consolidated states of capital of Grupo Melo, S.A. to the 31 of March of 2008 and 31 of December of 2007, the connected states consolidated of results and cash flow, for the three finished months the 31 of March 2008 and 2007 in accordance with International Financial Reporting Standards. All information including the financial statements is responsibility of the management of Grupo Melo, S.A.

A revision mainly consist of investigations to the personal of the company and application of analytical procedures to the financial information. Its reach is substantially smaller than the used one in an examination done in accordance with accepted International Standard Audit, wose objective is the expression of an opinion on the taken financial statements altogether. Therefore, we did not express express such opinion.

Base in our revisions, we have not had knowledge of any relatively important modifications that were due to do to the financial statements that are accompanied in accordance with the International Financial Reporting Standards.



Rogelio A. Williams C.  
CPA 2678

April 30, 2008  
Panama, Republic of Panama

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Consolidated Balance Sheet

March 31, 2008 and 2007

(Amount expressed in thousands of B/. balboas)

<i>Notes</i>		March 2008	December 2007
	<b>ASSETS</b>		
	<b>Current Assets</b>		
5	Cash	B/. 2,921	B/. 2,661
6	Notes and accounts receivable, net	23,828	21,752
7	Inventories, net	42,508	44,699
8	Inventory of layer hens	1,901	1,683
	Parcel land for sale	4,641	3,282
	Prepaid income tax	205	205
	Prepaid expenses	802	425
		<u>76,806</u>	<u>74,707</u>
	<b>Non-current Assets</b>		
6	Notes receivable, net of current portion	4,478	4,659
18	Deferred income tax	269	269
9	Investment, at equity	2,136	2,055
	Undeveloped land	6,172	6,447
10	Properties, equipment and improvements, net	58,115	56,479
11	Forestral investment	4,036	3,996
	Severance fund	2,752	2,658
	Other assets	5,464	5,361
		<u>83,422</u>	<u>81,924</u>
	<b>TOTAL ASSETS</b>	<u>B/. 160,228</u>	<u>B/. 156,631</u>

## Consolidated Financial Statements

<i>Notes</i>	<b>March 2008</b>	<b>December 2007</b>
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>		
<b>Current Liabilities</b>		
10	B/. 21,569	B/. 14,602
11	5,000	5,000
12	4,997	5,212
	22,903	27,101
13	4,128	3,956
	<u>58,597</u>	<u>55,871</u>
<b>Non-Current Liabilities</b>		
	3,493	3,383
10	6,411	7,074
12	33,346	33,757
	<u>43,250</u>	<u>44,214</u>
22	<b>Commitments and contingencies</b>	
<b>Shareholders' Equity</b>		
	Issued capital common stock, non-par value;	
	authorized shares: 2,500,000; issued and	
	outstanding shares: 2,242,642 (2006-2,323,044)	
	36,213	36,213
	22,000	20,190
	(68)	(68)
	<u>58,145</u>	<u>56,335</u>
	236	211
	<u>58,381</u>	<u>56,546</u>
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>		
	<u>B/. 160,228</u>	<u>B/. 156,631</u>

*The accompanying notes are integral part of the consolidated financial statements.*

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Consolidated Statement of Income

Quarterly ended March 31, 2007

(Amount expressed in thousands B/. balboas)

tes	Notes	March 2008	2007
<b>Revenue</b>			
Net sales		B/. 58,174	B/. 49,583
Cost of sales		<u>(32,878)</u>	<u>(26,173)</u>
<b>Gross income</b>		25,296	23,410
Other income		520	771
General and administrative expenses	20	(19,814)	(17,131)
Depreciation and amortization	8	<u>(1,740)</u>	<u>(1,422)</u>
<b>Income from operating activities</b>		4,262	5,628
Interest income		110	151
Interest and financial charges		<u>(1,434)</u>	<u>(1,366)</u>
<b>Income from operating activities before income tax</b>		2,938	4,413
Income tax	15	<u>(705)</u>	<u>(1,219)</u>
<b>Income before profit (loss) in associate</b>		<u>2,233</u>	<u>3,194</u>
Share on Profit of associate	7	<u>83</u>	<u>34</u>
<b>Net income</b>		<u>B/. 2,316</u>	<u>B/. 3,228</u>
<b>Attributable to:</b>			
Equity holders of the parent		B/. 2,291	B/. 3,203
Minority interests		<u>25</u>	<u>25</u>
		<u>B/. 2,316</u>	<u>B/. 3,228</u>
Earnings per share -basic and diluted	18	<u>B/. 1.04</u>	<u>B/. 1.39</u>

The accompanying notes are integral part of the consolidated financial statements.

(Translation of financial statements originally issued in Spanish)  
**Grupo Melo, S. A.**  
**Consolidated Statement of Changes in Shareholders' Equity**  
**Quarterly ended March 31, 2008**

(Amount expressed in thousands of B/. balboas)

Notes	Authorized Common Shares	Issued Capital	Retained Earnings	Complementary Tax	Minority Interest	Total
At January 1, 2007	2,323,044	21,776	29,868	(67)	138	51,715
Net income	-	-	10,211	-	86	10,297
Dividends paid in cash	-	-	(1,653)	-	(13)	(1,666)
19 Dividends paid in shares	71,555	1,484	(1,484)	-	-	-
16 Reacquisition of common shares	(151,957)	(3,799)	-	-	-	(3,799)
20 Capitalized earnings	-	16,752	(16,752)	-	-	-
Complementary tax, net	-	-	-	(1)	-	(1)
At December 31, 2007	<u>2,242,642</u>	<u>36,213</u>	<u>20,190</u>	<u>(68)</u>	<u>211</u>	<u>56,546</u>
Net income	-	-	2291	-	25	2316
Dividends paid	-	-	(481)	-	-	(481)
	<u>2,242,642</u>	<u>36,213</u>	<u>22,000</u>	<u>(68)</u>	<u>236</u>	<u>58,381</u>

The accompanying notes are integral part of the consolidated financial statements.

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Consolidated Statement of Cash Flows

Quarterly ended March 31, 2008

(Amount expressed in thousands B/. balboas)

<i>Notes</i>	2008	March	2007
<b>Cash flows from operating activities</b>			
Income before income tax	B/. 2,938	B/. 4,413	
Adjustments for:			
Provision for doubtful accounts	179	168	
Depreciation and amortization	1,740	1,422	
Provision for seniority premium	195	143	
Operative Results before changes in working capital	5,052	6,146	
Notes and accounts receivable	(2,074)	(6)	
Inventories	2,191	(2,227)	
Inventory of layer hens, net of transfers to inventory	(218)	76	
Parcel land for sale	275	(95)	
Prepaid expenses	(377)	(303)	
	(1,359)	(282)	
Other assets	(103)	2,320	
Notes and accounts payable - trade	(4,198)	(2,380)	
Accrued expenses and other liabilities	(533)	(68)	
Seniority premium paid	(85)	-	
Net cash flows from operation activities	(1,429)	3,181	

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Consolidated Statement of Cash Flows (continued)

Quarterly ended March 31, 2008

(Amount expressed in thousands B/. balboas)

	2008	2007
<b>Cash flows from investment activities</b>	<b>B/. (1,429)</b>	<b>B/. 3,181</b>
Severance fund contribution, net	(94)	(56)
Investment, at equity	2	(48)
Purchase of property, equipment and improvements	(3,376)	(1,323)
Forestral Investment	(40)	(52)
<b>Net cash flows used in investment activities</b>	<b><u>(3,508)</u></b>	<b><u>(1,479)</u></b>
<b>Cash flows from financing activities</b>		
Loans and lease obligations payments	(9,474)	(7,783)
Proceeds from new loans and lease obligations	15,531	7,788
Redemption of bonds	(379)	(590)
Dividends paid	(481)	(410)
<b>Net cash flows from (used in) financing activities</b>	<b><u>5,197</u></b>	<b><u>(995)</u></b>
Net increase in cash	260	707
Cash at January 1	<u>2,661</u>	<u>3,629</u>
<b>Cash at March 31</b>	<b><u>B/. 2,921</u></b>	<b><u>B/. 4,336</u></b>
<b>Additional information</b>		
Interest paid	<u>B/. (1,434)</u>	<u>B/. (366)</u>

The accompanying notes are integral part of the consolidated financial statements.

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Notes to the Consolidated Financial Statements

March 31, 2008

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*(Amount expressed in thousands B/. balboas)*

## **Explanation Added for Translation into English**

The accompanying consolidated financial statements have been translated from Spanish into English for international use. These consolidated financial statements are presented in accordance with International Financial Reporting Standards issued by the International Accounting Standards Board. Certain accounting practices applied by Grupo Melo, S. A. which are in conformity with International Financial Reporting Standards may differ from accounting principles generally accepted in some countries where the consolidated financial statements may be used

### **1. Corporate Information**

Grupo Melo, S.A. is the holding company of a group of subsidiaries classified into divisions, and involved in various economic activities, such as: wholesale and retail sale of dry goods, breeding, fattening and sale of poultry, sale of agricultural and industrial machinery, vehicles and related equipment, timber processing and sale, construction material sale, fast food chains, food processing, real estate and reforestation.

#### **Corporate Governance**

##### ***Corporate Governance Policies Summary***

General policies and procedures of the Board of Directors set forth the Corporate Governance standards as described hereafter. These norms, as applied to the Group, have been established voluntarily.

Corporate Governance operates through a Board of Directors member committees; in addition there is an Audit Committee, an Executive Compensation Committee, an Governance and Strategy Committee, and a Finance Committee.

Corporate Governance objectives, which were adopted since its creation, have the following general purposes:

- To establish specific operating guidelines for the Board of Directors and Executive Committee.
- To promote sound management practices.
- To establish clear rulings for management's chain of command and for delegation of authority, responsibility and accountability.
- To create a management process to identify, verify and control ethical and operational risks.
- To set executive compensation policies, as well Senior Management performance assessment criteria.
- To oversee compliance with the Group's Code of Ethics.

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Notes to the Consolidated Financial Statements

March 31, 2008

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*(Amount expressed in thousands B/. balboas)*

## 1. Corporate Information (continued)

The Board of Directors guidelines cover the following parameters:

- Policies pertaining to corporate communications with shareholders and third parties.
- Decision making and resolution of conflicts of interest among Directors and Key Executives.
- Verification of compliance of accounting policies and risk control procedures.
- Approval of corporate strategic objectives.
- Continuous monitoring and assessment of administrative and financial management performance.

### *Executive Committee*

The Executive Committee meets weekly and its decisions are ratified by the Group's Board of Directors at their regular monthly meetings. Clause 9<sup>th</sup> of the Corporate By-Laws for Grupo Melo, S. A. lists the Executive Committee's functions as making decisions on management, objectives and policies applicable to business which cannot wait for the Board of Directors' assembly. However, Executive Committee decisions are subject to the Board of Directors' confirmation or modification.

The Executive Committee of the Board of Directors will always act under delegation from the Board of Directors, and involves three (3) Principal Members and three (3) Alternate Members.

The Executive Committee's Principal Members are Board Officers who are also senior operating executives of the company/or its subsidiaries, while Alternate Members are managers of the Company or its subsidiaries, nominated by the Principal Members.

### *Board of Directors Permanent Committees*

The Audit, Executive Compensation, Corporate Governance & Strategic Planning and Finance Committees are the four standing committees of Grupo Melo, S. A.'s Board of Directors. The first three Committees were established by Grupo Melo, S. A. at its regular monthly meeting on June 24, 2000. The Finance Committee was established at the Board of Directors of Grupo Melo, S. A. regular meeting celebrated on May 21, 2005. The current members are:

### *Audit Committee*

Miguel De Janón - Principal  
Manuel D. Cabarcos - Principal  
Eduardo Jaspe L. - Principal  
Federico F. Melo Klepitch - Principal

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Notes to the Consolidated Financial Statements

March 31, 2008

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*(Amount expressed in thousands B/. balboas)*

## **1. Corporate Information (continued)**

### *Executive Compensation Committee*

José Luis García de Paredes – Principal

Alfonso De la Espriella – Principal

Carlos Henríquez – Principal

Laury Melo de Alfaro - Principal

### *Corporate Governance and Strategic Planning Committee*

Arturo D. Melo Sarasqueta - Principal

Arturo D. Melo Klepitch - Principal

Alfonso De la Espriella– Principal

Miguel De Janón – Principal

Federico F. Melo K. - Principal

### *Finance Committee*

Manuel D. Cabarcos - Principal

José Luis García de Paredes - Principal

Carlos Henriquez- Principal

Eduardo Jaspe L. - Principal

In the absence of Principal Members, Alternate Members are empowered to exercise voting rights. Grupo Melo employees participating as members of any committee do not receive any fees.

Grupo Melo's Board of Directors usually constitutes special temporary committees responsible for analyzing specific issues and presenting recommendations to the Board.

## **Audit Committee**

The Audit Committee's functions are:

- To evaluate and approve the Group's audited financial statements and recommend approval as required by the Board of Directors.
- To study, analyze, review and control certain financial aspects of each of the companies forming Grupo Melo, and to submit recommendations resulting from such studies and analyses to the Board of Directors.
- To recommend to the Board of Directors any necessary administrative action arising from such studies and analyses.

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Notes to the Consolidated Financial Statements

March 31, 2008

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(Amount expressed in thousands B/. balboas)

### 1. Corporate Information (continued)

- To review the Group's annual internal audit program and recommend appropriate actions.
- To recommend to the Board of Directors the appointment of external auditors and to keep abreast of their annual work program.
- To analyze affiliates' audited and non-audited financial statements, as well as management letters issued by external auditors, and to follow-up as appropriate on recommendations contained therein.
- To request management letters and any other internal audit reports on the Group's affiliates, informing the Board of Directors on relevant findings.
- To verify implementation of adopted corrective measures arising from exceptions reported by the internal auditors.
- To request graphs, descriptions or narratives showing internal control measures, including programmed controls, and report to the Board of Directors on completed reviews, along with relevant suggestions.
- To initiate and recommend studies on possible application of fiscal incentives.
- To analyze the subsidiaries' semi-annual business results, in order to update appropriate tax planning projections and evaluate proposals from the Controller and Internal Auditors for this purpose.
- In the process of performing its responsibilities, the Committee may:
  - a) Undertake "in situ" visits/inspections to any of the Group's subsidiaries and administrative units, with previous notice to the Group's President.
  - b) Call the Controller, Chief Internal Auditor, vice-presidents, managers or senior executives of various subsidiaries before the Committee, convening them with a minimum of two weeks prior notice and advising them of the issues to be discussed.

### Executive Compensation Committee

*Mission:* To define an effective and consistent policy addressing recruitment and retention of the best executives in the market. For such purpose the Committee will provide a philosophical framework and adequate procedures for the Director of Human Resources so as to offer a constructive working environment, competitive salaries and benefits, as well as opportunities for personal and professional growth within Grupo Melo.

*Objective:* To achieve low personnel turnover among Grupo Melo's executives.

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Notes to the Consolidated Financial Statements

March 31, 2008

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*(Amount expressed in thousands B/. balboas)*

## **1. Corporate Information (continued)**

### **Executive Compensation Committee (continued)**

#### Permanent Work Plan

- Ensure compliance of the executive performance assessment program.
- Survey executive personnel anonymously, to determine their job satisfaction level within their work environment.
- Ascertain that executive personnel are compensated along industry standards. Gather information which allows a comparison of the Group within the industry.
- Review turnover level among executive personnel.
- Analyze executive compensation in accordance to hierarchical levels.
- Define level of executives who should participate in profit – sharing pool. Revise existing criteria.

### **Corporate Governance and Strategic Committee**

The Corporate Governance and Strategic Committee's functions are:

- Promote full compliance of Grupo Melo and its subsidiaries' operations with corporate government parameters.
- To recommend amendments or expansion of Corporate Government rules, so as to keep them updated on new requirements and new demands within the Corporate framework.
- To ensure compliance with the institutional Ethics Code.
- To act as consultant body in establishing business strategy projects for submittal to the Board of Directors.
- To monitor compliance to the Group and affiliates' strategic plans.

### **Finance Committee**

Grupo Melo's Finance Committee functions will be present to the Board of Directors, with observations and recommendations on the following subjects:

1. Finance and budget objectives in a short and medium term.
2. Strategies for reaching an optimum financial structure.
3. Strategies to follow with the group's financial providers, including getting the best possible financial costs.
4. Any other financial issues that may appear within the Group's operations.

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Notes to the Consolidated Financial Statements

March 31, 2008

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*(Amount expressed in thousands B/. balboas)*

## **1. Corporate Information (continued)**

### **Principles of Corporate Ethics**

The following Declaration of Principles on Corporate Ethics for Grupo Melo was approved during its Board of Directors' regular monthly meeting held on December 29, 2001:

- To adopt a responsible and honest attitude toward those to whom we are accountable, as well as to those with whom we conduct business, acknowledging their rights and legitimate interests, avoiding deception and misinformation.
- To maintain the highest level of respect among all corporate members, regardless of their hierarchy within the Group, and ensure that there is neither harassment nor discrimination, at any level of the organization.
- To carry out our duties with integrity, honesty and responsibility; communicate truthfully about our activities within the Group, offer cooperation and work as a team toward best business results for the corporation.
- To inform the corporation on all matters relevant to the Group's best interests. No information should be withheld or forged to anyone, least of all to the shareholders, Board of Directors or Executives at peer and/or higher levels.
- Maintain confidentiality on corporate matters which by their very nature imply an implicit duty of not revealing them.
- Respect private lives and recognize that, as individuals, everyone has rights, responsibilities, and social and family requirements which transcend the corporate environment.
- Act fairly in providing opportunities within the Group, as well as toward groups or persons who have direct or indirect relations with the organization.

## **2. Statement of Compliance**

The Group's consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB).

## **3. Basis of Preparation of the Financial Statement**

The consolidated financial statements have been prepared on a historical cost basis, except for the inventory of layer hens and forest investments which are presented at fair value.

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Notes to the Consolidated Financial Statements

March 31, 2008

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*(Amount expressed in thousands B/. balboas)*

### **3. Basis of Preparation of the Financial Statement (continued)**

The consolidated financial statements are stated in Balboas (B/.), monetary unit of the Republic of Panama, which is at par and freely exchangeable with the Dollar (\$) of the United States of America.

#### **3.1 Basis of consolidation**

The consolidated financial statements comprise the accounts of Grupo Melo, S. A. and its controlled subsidiaries: Empresas Melo, S. A., Inmobiliaria Los Libertadores, S. A., Maderas Sterling,

S. A., Inversiones Chicho, S. A., Estrategias y Restaurantes, S. A., Altos de Vistamares, S. A., Embutidos y Conservas de Pollos, S. A., Comercial Avícola, S. A., Desarrollo Urania, S. A., Desarrollo Oria, S. A., Desarrollo Ana Luz, S. A., Desarrollo Nuario, S. A., Desarrollo Amaya, S. A., Desarrollo Electra, S. A., Desarrollo Chichibali, S. A. Desarrollo Las Guacamayas, S. A., Desarrollo Los Macanos, S. A., Bienes Raíces Cerro Azul, S. A., Bienes Raíces Azul Homes, S. A., Rioca Real Estate, S. A., Administradora Rioca, S. A., Desarrollo Rioca, S. A., Bienes Raíces Rioca, S. A., Inversiones Rioca, S. A., Rioca Investment, S. A., Rioca Development, S. A., Rioca Managements, S. A., Bolmesa, S.A., Franquicia Multinacional, S.A., Inversiones Pio Juan, S.A., Rioca Internacional, S.A., Administradora Los Altos del María, S.A., Administradora Los Altos de Cerro Azul, S.A., e Inmobiliaria Rioca, S. A., after the eliminations of all material intercompanies transactions.

The subsidiaries' financial statements are prepared for the same reporting year as the parent company, using consistent accounting policies.

Minority interests represent the minority stockholder participation in the subsidiary Estrategias y Restaurantes, S. A. which does not fully belong to the Group.

#### **3.2 Significant Accounting Judgments and Estimates**

##### *Judgments:*

In the process of applying the Group's accounting policies, management has made judgments, related to estimates that have a significant effect on the amounts recognized in the consolidated financial statements.

##### *Estimates:*

The most important estimates having a susceptible risk to significant changes are related to the determination of allowance for doubtful account, allowance for slow-moving or obsolete inventory, and provision for seniority premium and indemnity.

(Amount expressed in thousands B/. balboas)

#### 4. Summary of Significant Accounting Policies

##### Cash

Cash in the consolidated balance sheet and cash flows statements comprise cash in bank, petty cash and demands accounts.

##### Notes and accounts receivable

Notes and accounts receivable, which generally have 30-90 day terms, are recognized and carried at the original invoiced amount, less an allowance for doubtful account. An estimate for doubtful accounts is made when the full amount collection is no longer probable. Bad debts are written off as incurred.

##### Inventories

Inventories are valued at the lower of cost and net realizable value using the following methods:

Finished goods	Average cost
Machinery and automobiles inventory	Specific costs according to supplier invoices
Inventory of layer hens	Fair value
Parceled land for sale	Land purchased for development and sale are carried at cost

##### Severance fund / seniority premium and accrued indemnity

Labor laws establish that employers must have a dismissal fund to pay the worker upon termination of the labor relationship, regardless of cause, and a seniority premium or indemnity in cases of wrongful dismissals. The Group contributes to the fund based on 2.25% of total salaries paid. The fund is restricted to Group use and only the interest earned by the fund belongs to the Group.

##### Investment in associates

Investment in associates over which the Group has significant influence (typically those that are 20-50% owned) is accounted for under the equity method of accounting, and is carried on the balance sheet at the lower of the equity-accounted amount or the recoverable amount, and the pro-rata share of profit (loss) of related associates is included in income.

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Notes to the Consolidated Financial Statements

March 31, 2008

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(Amount expressed in thousands B/. balboas)

#### 4. Summary of Significant Accounting Policies (continued)

##### Property, equipment and improvements

Property, equipment and improvements are stated at cost less accumulated depreciation and amortization. Generally, depreciation and amortization are computed on a straight-line basis over the estimated useful life of the asset as follows:

Building and improvements	30 to 40 years
Machinery and equipment	3 to 20 years

Valuations are reviewed as of the balance sheet date to review if they are registered in excess of their recoverable value and, when carrying values exceed the estimated recoverable amount, the assets are written down to their recoverable amount. The recorded value of property, equipment and improvements is reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable. If any such indication exists and the carrying value exceeds the estimated recoverable amount, the assets are written down to their recoverable amount. Loss from impairment is recognized in the consolidated statement of income.

##### Forestral investment

Payments made by the Group to execute the forest development plan are recorded as reforestry costs, as well as handling plus current and administrative expenses incurred in the management and maintenance of reforested plantations. Revenue resulting from the trees' physical growth is recognized in the consolidated statement of income.

##### Accounts payable trade and accrued expenses

Liabilities for trade and accrued expenses which are normally settled on 30-90 days terms are carried at cost, defined as the fair value of consideration to be paid in the future for goods and services as received, whether or not they are billed to the Group.

##### Interest bearing-loans and borrowings

All loans and borrowings are initially recognized at cost, being the fair value of consideration received and including acquisition charges associated with the debt, bonds or loans.

After initial recognition, all interest-bearing loans and borrowings are subsequently measured at amortized cost. Amortized cost is calculated by taking into account any discount or premium on settlement. Liabilities, which are held for trading, are subsequently measured at fair value.

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Notes to the Consolidated Financial Statements

March 31, 2008

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*(Amount expressed in thousands B/. balboas)*

#### **4. Summary of Significant Accounting Policies (continued)**

##### **Borrowing costs**

Borrowing costs are recognized as an expense when incurred.

##### **Deferred income tax**

Deferred income tax arises from time differences resulting from income and expenses recorded in financial accounting and those reported for income tax calculations.

The determination of deferred income tax must be based on the certainty of the utilization of the provision for seniority premium, prior to recognizing any asset by deferred income tax on the consolidated financial statements. The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized.

Deferred tax asset is measured at tax rates expected to apply to the period when the asset is realized, based on tax rates (and tax laws) that have been enacted or virtually enacted at the consolidated balance sheet date.

##### **Leases**

###### *The Group as the lessee*

Finance leases, which transfer to the Group virtually all risks and benefits incidental to ownership of the leased item, are capitalized at the present value of the minimum lease payments at the inception of the lease term, and disclosed as property, equipment and improvements. Lease payments are apportioned between the finance charges and lease liability reduction, so as to achieve a constant interest rate on the remaining liability balance. Finance charges are charged directly against operations.

Capitalized leased assets are depreciated over the estimated useful life of the asset.

##### **Share capital**

As equity is repurchased, the amount of consideration paid is recognized and deducted from equity and the shares are voided. The Group doesn't recognize no gain or loss in the purchase, sale, issuance or cancellation of the shares of itself.

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Notes to the Consolidated Financial Statements

March 31, 2008

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*(Amount expressed in thousands B/. balboas)*

#### **4. Summary of Significant Accounting Policies (continued)**

##### **Segment information**

A business segment is an identifiable Group component in charge of providing a product or service, or a set of products or services which are related, and which are subject to risks and returns of a different nature from those of other business segments within the same Group.

##### **Revenue recognition**

Revenue is recognized to the extent that it is probable that economic benefits will flow to the Group and the revenue can be reliably measured.

##### *Sale of goods*

Revenue is recognized when significant risks and rewards of goods ownership have been transferred to the buyer.

##### *Land sales*

Revenue is recognized when the risks and significant benefits of land property have been transferred to the buyer.

##### *Rendering of services*

Revenue is recognized to the extent that the expenses recognized are recoverable.

##### *Interest income*

Revenue is recognized as interest accrues (taking into account the effective yield on the asset) unless collectibility is doubtful.

##### **Adoption of new standards and amendments to standards published.**

During the current year, the Group has adopted IFRS 7 Financial Instruments: The impact of the IFRS 7 adoption and the changes in IAS 1 have been made to expand the disclosures presented in these consolidated financial statements relating to the financial instruments of the Group and the capital administration.

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Notes to the Consolidated Financial Statements

March 31, 2008

(Amount expressed in thousands B/. balboas)

#### 4. Summary of Significant Accounting Policies (continued)

##### Adoption of new standards and amendments to standards published (continued).

As follows the standards and interpretations that have been issued but have not been effective, as of the date of these financial statements:

- IFRS 8 "Operating Segments" (Effective on January 1, 2009).
- IAS 23 (Revised) Cost of Loans – effective for periods beginning after January 1, 2009.

The Group is evaluating the impact of these standards and interpretations in future financial statements.

#### 5. Cash

	<u>March</u> 2008	<u>December</u> 2007
Cash on hand	B/. 100	B/. 100
Demands accounts	<u>2,821</u>	<u>2,561</u>
	<u>B/. 2,921</u>	<u>B/. 2,661</u>

There are no restrictions on cash.

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Notes to the Consolidated Financial Statements

March 31, 2008

(Amount expressed in thousands B/. balboas)

6. Notes and Accounts Receivable, Net

	<u>March</u>	<u>December</u>
	<u>2008</u>	<u>2007</u>
Notes receivable	B/. 11,519	B/. 11,349
Accounts receivable - clients	<u>16,736</u>	<u>15,046</u>
	28,255	26,395
Allowance for doubtful accounts	<u>(1,527)</u>	<u>(1,348)</u>
	26,728	25,047
Accounts receivable - other:		
Employees	146	134
Other	<u>1,432</u>	<u>1,230</u>
	28,306	26,411
Less: current portion of notes and accounts receivable clients	<u>23,828</u>	<u>21,752</u>
	<u>B/. 4,478</u>	<u>B/. 4,659</u>

Below is a breakdown of activities in the allowance for doubtful accounts:

	<u>March</u>	<u>December</u>
	<u>2008</u>	<u>2007</u>
Balance at January 1	B/. 1,348	B/. 1,311
Increase in the year	179	416
Amounts written off	<u>-</u>	<u>(379)</u>
Balance at March 31	<u>B/. 1,527</u>	<u>B/. 1,348</u>

At March 31 2007, the analysis of past due documents and accounts receivable is presented below:

	March 31, 2008			December 31, 2007		
	<i>Allowance for</i>			<i>Allowance for</i>		
	<i>Amounts</i>	<i>Doubtfull</i>	<i>Net Balance</i>	<i>Amounts</i>	<i>Doubtfull</i>	<i>Net Balance</i>
	<i>of Balances</i>	<i>Accounts</i>		<i>of Balances</i>	<i>Accounts</i>	
Not-Due	B/. 22,954	B/. -	B/. 22,954	B/. 24,001	B/. -	B/. 24,001
Less that 30 days	1,164	-	1,164	1,062	634	428
Between 30-60 days	1,106	-	1,106	316	308	8
Between 60-90 days	1,274	-	1,274	217	125	92
Between 90-120 days	90	-	90	163	104	59
More than 120 days	<u>1,667</u>	<u>1,527</u>	<u>140</u>	<u>636</u>	<u>177</u>	<u>459</u>
	<u>B/. 28,255</u>	<u>B/. 1,527</u>	<u>B/. 26,728</u>	<u>B/. 26,395</u>	<u>B/. 1,348</u>	<u>B/. 25,047</u>

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Notes to the Consolidated Financial Statements

March 31, 2008

(Amount expressed in thousands B/. balboas)

## 7. Inventories, Net

	<u>March</u>	<u>December</u>
	2008	2007
Goods and materials	B/. 20,996	B/. 19,169
Machinery and equipment	4,598	4,943
Automobiles and spare parts	3,717	3,488
Poultry, eggs and food	4,976	4,685
Tires, batteries and others	<u>2,538</u>	<u>2,256</u>
	36,825	34,541
Inventory in transit	<u>5,683</u>	<u>10,158</u>
	<u>B/. 42,508</u>	<u>B/. 44,699</u>

## 8. Inventory of layer hens

	<u>March</u>	<u>December</u>
	2008	2007
Reconciliation value of Inventory of layer hens:		
Carrying amount as of January 1	B/. 1,683	B/. 1,585
Increase due to purchases	986	2,286
Decrease due transfers to inventory	(803)	(2,256)
Changes in fair value attributable to physical changes	<u>35</u>	<u>68</u>
Carrying amount as of December 31	<u>B/. 1,901</u>	<u>B/. 1,683</u>

## 9. Investment, at Equity

		<u>March</u>	<u>December</u>
	<i>% of</i>	2008	2007
	<i>Participation</i>		
Procesadora Moderna, S. A.	50%	B/. 633	B/. 648
Compañía Ulises, S. A.	50%	141	141
Atlantic Grain Terminal, S. A.	20%	559	481
Recuperación de Proteínas, S. A.	50%	<u>661</u>	<u>643</u>
		1,994	1,913
Other investments		<u>142</u>	<u>142</u>
		<u>B/. 2,136</u>	<u>B/. 2,055</u>

(Translation of financial statements originally issued in Spanish)

Grupo Melo, S. A.

Notes to the Consolidated Financial Statements

March 31, 2007

(Amount expressed in thousands B/. balboas)

10. Property, Equipment and Improvements, Net

March 31, 2008

	Property and Improvements	Machinery and Equipment	Leased Equipment	Construction in Progress	Total
At January 1, 2008, net of accumulated depreciation and amortization	B/. 32,286	B/. 18,201	B/. 3,481	B/. 2,511	B/. 56,479
Additions	475	1,052	281	1,811	3,619
Reclassifications	286	86	-	(372)	-
Disposals	(23)	(457)	-	-	(480)
Disposal depreciation	14	223	-	-	237
Depreciation and amortization	(416)	(889)	(435)	-	(1,740)
At March 31, 2008, net of accumulated depreciation and amortization	<u>B/. 32,622</u>	<u>B/. 18,216</u>	<u>B/. 3,327</u>	<u>B/. 3,950</u>	<u>B/. 58,115</u>
At January 1, 2008, net of accumulated	B/. 50,424	B/. 51,282	B/. 6,295	B/. 2,511	B/. 110,509
At cost	(18,135)	(33,081)	(2,814)	-	(54,030)
Accumulated depreciation and amortization	<u>B/. 32,289</u>	<u>B/. 18,201</u>	<u>B/. 3,481</u>	<u>B/. 2,511</u>	<u>B/. 56,479</u>
Net carrying amount					
At March 31, 2008	B/. 51,186	B/. 51,963	B/. 6,575	B/. 3,950	B/. 113,674
At cost	(18,564)	(33,747)	(3,248)	-	(55,559)
Depreciation and amortization	<u>B/. 32,622</u>	<u>B/. 18,216</u>	<u>B/. 3,327</u>	<u>B/. 3,950</u>	<u>B/. 58,115</u>
Net carrying amount					

As of March 31, 2008 several properties with carrying amounts of B/.19,284 serve as guarantees for Group credit agreements, loans and bonds (See Note 12, 13 and 14). Leased equipments serve as guarantees for Group's financial leasing contracts (See Note 12). During 2007, the Group overtakes valuations for its real estates. The valuation was carried out by Panamericana de Avalúos, an independent expert. The market value of the properties was B/.82,569.

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(Amount expressed in thousands B/. balboas)

10. Property, Equipment and Improvements, Net (continued)

December 31, 2007

	Property and Improvements	Machinery and Equipment	Leased Equipment	Construction in Progress	Total
At January 1, 2007, net of accumulated depreciation and amortization	B/. 31,358	B/. 17,440	B/. 2,295	B/. 1,523	B/. 52,616
Additions	1,936	3,609	2,268	3,043	10,856
Reclassifications	997	917	141	(2,055)	-
Disposals	(1,247)	(7,620)	(3,625)	-	(12,492)
Disposal depreciation	865	7,074	3,567	-	11,506
Depreciation and amortization	(1,623)	(3,219)	(1,165)	-	(6,007)
At December 31, 2007, net of accumulated depreciation and amortization	<u>B/. 32,286</u>	<u>B/. 18,201</u>	<u>B/. 3,481</u>	<u>B/. 2,511</u>	<u>B/. 56,479</u>
At January 1, 2007, net of accumulated depreciation and amortization	B/. 48,735	B/. 54,376	B/. 7,511	B/. 1,523	B/. 112,145
Accumulated depreciation and amortization	(17,377)	(36,936)	(5,216)	-	(59,529)
Net carrying amount	<u>B/. 31,358</u>	<u>B/. 17,440</u>	<u>B/. 2,295</u>	<u>B/. 1,523</u>	<u>B/. 52,616</u>
At December 31, 2007	B/. 50,421	B/. 51,282	B/. 6,295	B/. 2,511	B/. 110,509
At cost	(18,135)	(33,081)	(2,814)	-	(54,030)
Net carrying amount	<u>B/. 32,286</u>	<u>B/. 18,201</u>	<u>B/. 3,481</u>	<u>B/. 2,511</u>	<u>B/. 56,479</u>

As of December 31, 2007 several properties with carrying amounts of B/.19,284 serve as guarantees for Group credit agreements, loans and bonds (See Note 12, 13 and 14). Leased equipments serve as guarantees for Group's financial leasing contracts (See Note 12).

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## 11. Forestal Investment

	<u>March</u> 2008	<u>December</u> 2007
Reconciliation value of forestal investment:		
Carrying amount as of January 1	B/. 3,996	B/. 3,753
Increase due to purchases	40	187
Gain arising from changes in fair value attributable to physical changes	-	56
Carrying amount as of March 31	<u>B/. 4,036</u>	<u>B/. 3,996</u>

Disbursements made during 2008 are due to the treatment and maintenance costs of equipment, transportation and freight, cutting and cleaning performed during reforestation. The forestal investment in Reforestadora Los Miradores involves species such as: teak, pine, spiny cedar, laurel, oak, and eucalyptus on a total of 280 hectares. The forestal investment in Reforestadora El Zapallal involves species such as: spiny cedar and teak on a total of 597.3 hectares, of which 38.3 hectares are on access of roads and security areas.

The Group has currently recognized earnings from changes in forestal investment fair values attributable to physical changes. Earnings from changes in the fair value of B/.1,253, less losses of B/.109 due to fires, generated net income of B/.1,144.

Reforestation activity is ruled by Executive Decree No.89 of November 8, 1993 which regulates Law No.24 from November 1992.

## 12. Interest Bearing Loans and Borrowings

At March 31, interest loans and debt in the short and long term were as follows:

	<i>Interest</i>	<i>Maturity</i>	<u>March</u> 2008	<u>December</u> 2007
<b>Short Term</b>				
Overdrafts and Bank Loans	6-7.75%	2008	B/. 17,959	B/. 11,712
<i>Current portion of long-term loans</i>				
Mortgage Loans	7.6-9%	2008	1,385	697
Contracts Lease	7.5-8%	2008	2,225	2,193
			<u>B/. 21,569</u>	<u>B/. 14,602</u>

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(Amount expressed in thousands B/. balboas)

## 12. Interest Bearing Loans and Borrowings (continued)

	<i>Interest</i>	<i>Maturity</i>		<u>December 31</u>	
			2007		2006
<b>Short Term</b>					
Overdrafts and Bank					
Loans	6-7.75%	2008	B/. 11,712,044	B/.	11,202,934
<i>Current portion of long-term loans</i>					
Mortgage Loans	7.6-9%	2008	697,214		1,149,450
Contracts Lease	7.5-8%	2008	<u>2,193,005</u>		<u>1,347,845</u>
			<u>B/. 14,602,263</u>	<u>B/.</u>	<u>13,700,229</u>
				<u>December 31,</u>	
	<i>Interest</i>	<i>Maturity</i>	2008		2007
<b>Long Term</b>					
Mortgage Loans	7.6-9%	2009 - 2015	B/. 5,428	B/.	5,871
Contracts Lease	7.5-8%	2009 - 2010	<u>983</u>		<u>1,203</u>
			<u>B/. 6,411</u>	<u>B/.</u>	<u>7,074</u>

### *Credit Agreement*

Grupo Melo, S.A. has credit facilities with fourteen banks up to B/.50,700,000 according to the contractual terms agreed. These agreements are reviewed on an annual basis. All subsidiaries of Grupo Melo, S.A. use the collective facilities. At March 31, 2008, the subsidiaries have used this credit facilities approximate amount of B/.17,959.

The credit agreements involve the following conditions:

- Mortgage and anticresis on lands 61996, 65686, 65159, 57169, 20465, 34053, 28356, 49380, 33151, 52515, 152041 and 50016.
- Dividends to shareholders will be allowed up to 50% of the net profits of the year, provided the ratio debt to capital do not exceed two and a half (2 ½) to one (1).
- The ratio debt to capital should not exceed two and a half (2 ½) to one (1).
- The minimum liquidity ratios between consolidated current assets and current liabilities from the Group will be no less than one (1).

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(Amount expressed in thousands B/. balboas)

- The Group's consolidated financial statements must reflect a financial debt/EBITDA ratio no higher than four (4) as of December 31, 2007.

The Group has issued cross guarantees to secure Grupo Melo, S. A.'s global debts.

#### *Mortgages Loans*

Mortgages bear the following guarantees:

- Mortgage and antichresis on properties 1897, 11259, 11415, 11962, 111084, 11261, 11569, 13266, 13419, 13718, 34733, 34739, 34799, 34811, 123985, 83975, 11247, 9358, 9408, 46396, 48302, 5701, 54049, 16857, 23394, 27399, 27665, 33786, 49008, 55655, 52545, 3338, 44216 and 47734.
- Provisions on mortgaged property maintenance, insurance policies endorsed to banks and cross guarantees of Grupo Melo, S. A. and subsidiaries.

### **13. Negotiable Commercial Securities**

The Panama National Securities Commission authorized a public offering of Negotiable Commercial Securities (V.C.N.) up to a maximum of five million balboas (B/.5,000,000). As of December 31, 2007, the Group had placed B/.5,000,000. This Negotiable Commercial Securities (V.C.N.) has renewable maturity of 360 days from the issuance date. As of March 31, 2008 the annual interest rate of Negotiable Commercial Securities was between 6.125% - 6.5%.

This issuance is supported by the general credit of Empresas Melo, S. A. and cross guarantee of Grupo Melo, S. A.

### **14. Bonds Payable**

The present issuances are secured by the issuing corporations' general credit.

The bonds have the following guarantees:

- Mortgages and antichretic on parcels 15005, 22166, 53454, 18229, 27279, 32498, 34986, 37133, 43360, 1749, 10984, 48510, 11253, 203937, 203939, 205937, 186599, 187985, 196306, 205878, 209982, 206320, 213724, 211403, 39570, 41088 and 40616, and others on where the Manuel E. Melo Factory is located.

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(Amount expressed in thousands B/. balboas)

A breakdown of bonds payable is as follows:

March  
2008

December  
2007

Altos de Vistamares, S. A.

Bond issuance with a face value of B/.3,000, issued in one serie, bearing annual interest, at an floating rate based on Prime Rate + 2.25% payable quaterly, which must never be less than 7.25% annual, nor greater than 10% annual, maturing in December 2008.

B/. 750 B/. 1,000

Empresas Melo, S. A.

Bond issuance with a face value of B/.15,000, issued in one serie, bearing variable Libor rate (3 months) plus 3.5%, with an annual minimum of 8% quarterly payable, and a maturity date of December 2012.

8,293 8,668

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(Amount expressed in thousands B/. balboas)

14. Bonds Payable (continued)

	<u>March</u> 2008	<u>December</u> 2007
<b><u>Empresas Melo, S. A. (continued)</u></b>		
Bond issuance with a face value of B/.1,500 issued as Series C, bearing an annual interest rate based on Prime Rate plus 2.75%. In no event shall the interest rate be less than 7% nor more than 11%, maturing in December 2008.	1,500	1,500
Bond issuance with a face value of B/. 10,000 issued in a one serie, bearing an annual interest of 8%, payable quaterly, with maturity date of December 2011.	10,000	10,000
Bond issuance with a face value of B/.1,500 issued as Series D, bearing an annual interest rate based on Prime Rate plus 2.75%. In no event shall the interest rate be less than 7.5% nor more than 11.5%, maturing in December 2009.	1,500	1,500
Bond issuance with a face value of B/. 10,000 issued in two series		
<b><u>Serie B:</u></b> Series B bonds mature as of November 2013. The fixed annual interest rate is 8.25%	4,000	4,000
<b><u>Serie C:</u></b> Series C bonds mature as of November 2014. The fixed annual interest rate is 8.625%	6,000	6,000

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(Amount expressed in thousands B/. balboas)

14. Bonds Payable (continued)

	<u>March</u> 2008	<u>December</u> 2007
<b><u>Series bonds:</u></b>		
B. <b><u>Serie B:</u></b> Series B bonds mature from December 2008. Annual Libor interest rate is 6 months + 2.75%	1,200	1,200
C. <b><u>Serie C:</u></b> Series C bonds mature from December 2009. Annual Libor interest rate is 6 months + 2.875%	1,200	1,200
D. <b><u>Serie D:</u></b> Series D bonds mature from December 2010. Annual Libor interest rate is 6 months + 3%	1,200	1,200
E. <b><u>Serie E:</u></b> Series C bonds mature from December 2011. Annual Libor interest rate is 6 months + 3.125%	1,200	1,200
F. <b><u>Serie F:</u></b> Series F bonds mature from December 2012. Annual Libor interest rate is 6 months + 3.25%	<u>1,500</u>	<u>1,500</u>
	<b>38,343</b>	<b>38,986</b>
Less: Current portion	<u>4,997</u>	<u>5,212</u>
Long - term portion	<b><u>B/. 33,346</u></b>	<b><u>B/. 33,756</u></b>

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#### 15. Accrued Expenses and Other Liabilities

	2008		2007
Vacations payable	B/. 637	B/.	702
Income tax and social security	570		703
Thirteen month payable	568		75
Managers' profit sharing	1,096		1,051
Interest payable	233		198
Payroll withholdings	76		32
Income tax payable	60		123
Customers deposits	243		411
Others	645		661
	<u>B/. 4,128</u>		<u>B/. 3,956</u>

#### 16. Reacquisition of Common Stocks

During the year 2007, the Group reacquired 151,957 common stocks, which were purchased at a market value of B/. 25.00 each one, totaling B/. 3,798, those stock were void.

#### 17. Industrial Incentives

By virtue of its registration in the Official Industry Registry and for a period of ten years, Empresas Melo, S. A. was granted the industrial incentive for research and development of local industries and exports, under Law No.3 of December 20, 1986. For Empresas Melo, S. A. it was extended until 2010.

The Company has been granted, among others, the following tax incentives:

- a) Payment of 3% import duties on machinery, equipment, spare parts, accessories, raw materials, semi-elaborated products, container fuel and lubricants to be used in the manufacturing of their products.
- b) Exemption from income taxes on income originating from exports and on earnings reinvested in the expansion of the factory's productive capacity and for the development of new products.

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(Amount expressed in thousands B/. balboas)

### 17. Industrial Incentives (continued)

- c) Special loss carry-forward regime for income tax. Losses suffered in any year during the Official Registry period could be applied against taxable income for three years following the period in which they were incurred.

### 18. Income Tax

Major components of tax expenses for the quarterly ended March 31 were:

	2008	March	2007	
	B/.	705	B/.	1,217

The effective income tax rate at December 31, 2007 is 19% (2006 – 29%) and the income tax rate applicable according to the existing tax legislation is 30%.

#### Deferred tax assets

Deferred taxes at March 31 relates to the following:

	Calculation Basis		Deferred Income Tax					
	2008	2007	2008	2007				
Seniority premium	B/.	897	B/.	897	B/.	269	B/.	269

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*(Amount expressed in thousands B/. balboas)*

### **18. Income Tax (continued)**

The Group computed a deferred tax asset for B/.269 as of March 31, 2008. These balances are mainly the result of provision for seniority premiums prior to 1993, which will be available for application against future income taxes when paid. This provision is estimated on the basis mentioned above at B/.897 as of March 31, 2008. According to Panamanian tax rules, in case of seniority premiums, future use of the provision must be applied at the time the benefit is paid or the contribution is made to the severance fund.

According to International Accounting Standard No. 12, there must be a certainty on the use of the seniority premiums before recognizing any deferred tax asset on the consolidated financial statements. The carrying amount of deferred tax assets or liabilities is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset or liability to be utilized.

### **19. Dividends Paid**

During 2008, dividends of B/.0.22 per common stock (totaling B/.481) were declared and paid cash.

During 2007, dividends of B/.1.40 per common stock (totaling B/.3,137) were declared and paid in cash B/. 1,653,346 and in common stocks B/. 1,484.

### **20. Retain Earnings Capitalization**

During 2008, dividends of B/.022 per common stock (totaling B/.4.81 were declared and paid cash).

During the year 2007, the Group subsidiaries declared common stock dividends and capitalization retained earnings. According to the requirements of the existing tax laws, for a period of five years from the date of the capitalization of retained earnings, will have to comply with the following conditions:

1. They may not acquire its own shares, or provide loans to its shareholders or partners.
2. The loans that the shareholders or partners owed to the company at the time it capitalizes the retained earnings, shall be cancelled within six months from the date of capitalisation.
3. The tax payer who break these rules will be forced to pay the dividend tax, with the respective surcharges and interests.

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*(Amount expressed in thousands B/. balboas)*

## **21. Segment Information**

The Group's business operations are structured and managed separately according to the nature of the products and services provided, with each segment representing a strategic business unit which offers different products and serves different markets.

The stores segment is a wholesale company representing and distributing agricultural products and hardware store products, construction, home appliances, pets and gardening.

The poultry segment is broken down further into production, animal food, marketing and added value product areas. The food production segment is the area where breeders are prepared for their reproductive cycle. In the reproductive period, the hens produce fertile eggs for the incubation facilities. The animal feeds segment is specialized in the production of balanced foods for animals, particularly for poultry. The marketing segment is responsible for selling and distributing live and processed chickens, eggs and poultry-based products. The value added production segment is the business unit responsible for processing and marketing chicken-based food products.

The machinery segment specializes in the distribution of commercial vehicles, equipment and machinery for the agriculture and construction sectors, plus spare parts and tires for passenger and commercial transportation. Additionally, it provides garage repair services for these vehicles and equipment.

The lumber segment is dedicated to manufacturing solid wood and paneled doors.

The restaurant segment is a fast food chain with an extensive menu of fried and broiled chicken, salads, fried food, sandwiches, sodas and natural fruit beverages.

The real estate segment is responsible for developing plots of land for sale in mountain projects with cooler climates.

21. Información de Segmentos (continuación)

	2008										Sub - Total	Eliminaciones		Total
	GRUPO											Débito	Crédito	
	Division Maderas	Division Restaurantes	Division Maquinaria	Division Bienes Raíces	Division Servicios	Division Almacenes	Division Avícola	Division Mélo						
trimestre terminado el 31 de marzo de 2008														
Ingresos														
Ventas netas	695	5,357	13,465	2,269		16,240	20,148				58,174			58,174
Ventas netas - afiliadas internas	337	81	357			658	23,428				26,861			26,861
	1,032	5,438	13,822	2,269		16,898	43,576				85,035			85,035
Resultados del segmento														
Ganancia antes de impuesto sobre la renta, ingresos y costos financieros y participación en asociadas	70	337	1,066	750	10	1,035	1,104				4,372			4,372
Costos financieros netos	(69)	(10)	(263)	(163)	(10)	(129)	(790)				(1,434)			(1,434)
Participación en utilidad en inversión de asociadas											83			83
Utilidad antes del impuesto sobre la renta	1	327	803	587		906	319				3,021			3,021
Impuesto sobre la renta														
Utilidad neta														(705)
														2,316
A.1.31 de marzo de 2008														
Activos y pasivos														
Activos del segmento	4,155	5,885	33,424	30,497	39,505	27,632	111,625	1,992			254,715	96,623		158,092
Inversión, al método de participación en el patrimonio					39		2,643	46,764			49,446	47,310		2,156
Total de Activos	4,155	5,885	33,424	30,497	39,544	27,632	114,268	48,756			304,161	143,933		160,228
Total de Pasivos	5,077	3,213	26,973	14,294	38,438	15,273	92,555	3,804			199,627	97,780		101,847
Otra información														
Inversiones en propiedad planta y equipo	9	226	62	65	41	438	2,535				3,376			3,376
Depreciación y amortización	60	162	93	109	32	195	1,089				1,740			1,740
Provisiones y otros pasivos laborales	17	74	57	39	36	101	246				570			570
Reserva para prima de antigüedad e indemnización	59	355	326	211	227	523	1,792				3,493			3,493
Provisión de vacaciones y XIII mes	31	182	115	81	155	141	500				1,205			1,205

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Notas a los Estados Financieros  
31 de marzo de 2007  
(Cifras expresadas en miles de B/. bolívios)

21. Información de Seguros (continuación)

	2007										Total
	División Madera	División Restaurantes	División Mopahuaria	División Bienes Raíces	División Servicios	División Almacenes	División Avícola	GRUPO Melo	Sub - Total	Eliminaciones Débito	
Trimestre terminado el 31 de marzo de 2007											
Ingresos	B/. 717	B/. 4,075	B/. 10,476	B/. 3,207	B/. 13,397	B/. 17,711	B/. -	B/. 49,583	B/. -	B/. -	B/. 10,483
Ventas netas	349	108	321	-	688	21,137	-	22,603	22,603	-	-
Ventas netas - afiliadas internas	B/. 1,066	B/. 4,183	B/. 10,797	B/. 3,207	B/. 14,093	B/. 38,848	B/. -	B/. 72,186	B/. -	B/. -	B/. 10,583
Resultados del seguro											
Gratificación antes de impuesto sobre la renta, ingresos y costos financieros y participación en asociadas	B/. (36)	B/. 345	B/. 909	B/. 1,410	B/. 887	B/. 2,264	B/. -	B/. 5,779	B/. -	B/. -	B/. 5,779
Costos financieros netos	(98)	-	(265)	(202)	(123)	(678)	-	(1,366)	-	-	(1,366)
Participación en utilidad en inversión de asociadas	-	-	-	-	-	-	34	34	-	-	34
Utilidad antes del impuesto sobre la renta	(134)	345	644	1,208	764	1,586	34	4,447	-	-	1,447
Impuesto sobre la renta	-	-	-	-	-	-	-	-	-	-	-
Utilidad neta	-	-	-	-	-	-	-	-	-	-	(1,219)
Al 31 de diciembre de 2007											
Activos y pasivos	B/. 4,377	B/. 5,432	B/. 28,452	B/. 25,046	B/. 35,994	B/. 27,562	B/. 68,534	B/. 617	B/. 196,014	B/. 41,438	B/. 54,375
Activos del segmento	-	-	-	-	39	-	1,485	42,966	-	42,601	166
Inversión, al método de participación en el patrimonio	-	-	-	-	-	-	-	-	44,490	-	2,055
Total de Activos	B/. 4,377	B/. 5,432	B/. 28,452	B/. 25,046	B/. 36,033	B/. 27,562	B/. 70,019	B/. 43,583	B/. 240,504	B/. 84,039	B/. 136,631
Total de Pasivos	B/. 5,292	B/. 2,345	B/. 22,458	B/. 8,285	B/. 38,908	B/. 14,407	B/. 49,821	B/. 6	B/. 141,522	B/. 41,437	B/. 100,085
Otra información-31 de marzo de 2007											
Inversiones en propiedad planta y equipo	B/. 88	B/. 171	B/. 104	B/. 150	B/. 102	B/. 46	B/. 750	B/. -	B/. 1,323	B/. -	B/. 1,323
Depreciación y amortización	B/. 11	B/. 132	B/. 66	B/. 69	B/. 25	B/. 163	B/. 879	B/. -	B/. 1,422	B/. -	B/. 1,422
Provisiones y otros pasivos laborales	B/. 50	B/. 60	B/. 44	B/. 37	B/. 27	B/. 83	B/. 211	B/. -	B/. 473	B/. -	B/. 473
Reserva para prima de antigüedad e indemnización	B/. 26	B/. 342	B/. 256	B/. 177	B/. 214	B/. 486	B/. 1,702	B/. -	B/. 3,227	B/. -	B/. 3,227
Provisión de vacaciones y XIII mes	B/. 26	B/. 143	B/. 67	B/. 79	B/. 142	B/. 113	B/. 448	B/. -	B/. 1,018	B/. -	B/. 1,018

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*(Amount expressed in thousands B/. balboas)*

## **22. Financial risk management policies and objectives**

### **Financial risk management objectives**

The Group's activities are exposed to a variety of financial risks; these activities include analysis, evaluation, acceptance, and management of a certain degree of risk or combination of risks. Taking risks is part of the business, and operational risks are an inevitable consequence of being involved in the business. The Group's objective is to achieve a proper balance between risks and returns, and to minimize potential adverse effects on the Group's financial realization.

The Group's risk management policies are designed to identify and analyze these risks, establish risk limits and proper controls, as well as to monitor risks and compliance with updated limits. The Group regularly reviews its risk management policies so as to reflect market changes and best practices.

These situations generate the following financial risks:

#### *a) Financial risk management*

Grupo Melo's main financial obligations are: credit lines, commercial negotiable instruments, term loans, financial leases, and bonds. The goal of these financial obligations is to obtain funds necessary for the Group's operations.

The main financial assets used by Grupo Melo are notes and accounts receivable and payable.

#### *b) Interest rate risk*

The Group obtains financing at current market rates. However, even when fixed rates are agreed, obligations generally include clauses which allow the creditor to increase or decrease the interest rate according to the cost of funds. The Group is therefore exposed to changes in market interest rates which may affect obligations agreed at a floating rate and/or impact the creditor's cost of funds.

As of March 31, 2008, approximately 43% of the debt is agreed at floating rates.

Each 100 basic points of change in the average cost of Grupo Melo, S.A.'s funds have an impact of approximately B/.660 on net profit. The average cost of funds for Grupo Melo is directly related to market interest rates.

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(Amount expressed in thousands B/. balboas)

## 22. Financial risk management policies and objectives (continued)

### Financial risk management objectives (continued)

#### *c) Credit risk*

The Group has established strict credit procedures in all of its business units. Decisions regarding the credit policy and approval of new credit are made by the Credit Committee, who assess the risk of all credit activities and approve the credit policies. The Credit and Finance Department monitors and provides follow-up on the Credit Committee's decisions. The Credit Committee and the Credit and Finance Department are completely separate from the sales activities.

The client segment corresponding to supermarket chains represents a significant part of the accounts receivable portfolio, therefore it is constantly monitored. No other segment of the activities performed by the Group represents a significant volume of the current credit portfolio breakdown.

The incidence of uncollectibility and lateness in accounts receivable has historically been very low, therefore it does not represent potential risks.

The Group does not have other relevant financial assets which may imply a significant credit risk.

#### *d) Liquidity risk*

The Group monitors the risk of not having sufficient funds to fulfill its obligations. Future cash flow projections are prepared weekly per area of activity for a four week period, and monthly for those months left until the end of the fiscal period. The Group thus determines its ability to fulfill its obligations and future cash needs.

Cash flows for both operational and investment activities are taken into consideration, so as to adequately cover short or long-term cash flows, depending on the need.

#### *e) Capital Management*

Grupo Melo's capital policy objective is to maintain a healthy financial structure which minimizes the risk for creditors and maximizes returns for shareholders.

A policy of distributing dividends of up to 40% of the net earnings for the period was established.

Grupo Melo's capital policy is based on maintaining a debt/equity ratio no higher than 2.

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## 22. Financial risk management policies and objectives (continued)

### Financial risk management objectives (continued)

The calculation of this ratio is as follows:

	2008	2007
Total liabilities	B/. <u>101,847</u>	B/. <u>100,084</u>
Total shareholder's investment	B/. <u>58,381</u>	B/. <u>56,546</u>
Debt equity ratio	B/. <u>1.74</u>	B/. <u>1.77</u>

## 23. Reasonable Value of the Financial Instruments

In order to estimate the fair value of each category of the financial instruments in the consolidated balance sheet in the following way:

The financial instruments of cash, accounts and notes receivable and investments under the equity method are valued by the administration at its carrying amount that approximates its fair value for its short term nature. Periodically they evaluate the collectibility of these assets and eliminate those considered uncollectable accounts using the allowance for doubtful accounts.

The loans payable, negotiable commercial securities and bonds payable are evaluated by the Administration at their book value which approximates to their fair value, since its maturity is within a year. The Administration has determined that it is not practical to estimate the fair value of the loans with maturity of one to five years or more, because of its long term nature. As they expect that it does not differ significantly from his book value, as usually the creditors hold the positions of contracts until the maturity of the obligations. All the obligations have been agreed in dollards, therefore there are no currency exchange fluctuations and the interest rates are settle down according to the market.

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#### 24. Earnings per Share - Basic and Diluted

Basic and diluted earnings per share are calculated by dividing the years' net income attributable to shareholders by the number of common shares issued and outstanding.

#### 24. Earnings per Share - Basic and Diluted (continued)

	<u>March</u>	
	2008	2007
Net income attributable to shareholders	B/. <u>2,316</u>	B/. <u>3,228</u>
Weight average of common stocks outstanding applicable for basic and diluted net income per share	<u>2,242,642</u>	<u>2,293,294</u>
Basic and diluted earning per share	B/. <u>1.03</u>	B/. <u>1.39</u>

There were no other transactions relating to common shares since the date of the report and prior to completion of these financial statements.

#### 25. Related Parties Transactions

	<u>March</u>	
	2008	2007
<i>Compensations:</i>		
Group Directors with Executive Functions	B/. <u>184</u>	B/. <u>186</u>
Group Directors without Executive Functions	<u>12</u>	<u>10</u>
	B/. <u>196</u>	B/. <u>196</u>
<i>Rentals:</i>		
Group Directors with Executive Functions	B/. <u>77</u>	B/. <u>63</u>
Group Directors without Executive Functions	<u>-</u>	<u>10</u>
	B/. <u>77</u>	B/. <u>73</u>

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**26. General and Administrative Expenses**

	<u>March 31</u>	
	2008	2007
Salaries, commissions and awards	B/. 6,504	B/. 5,461
Loans labour	1,905	1,694
Travel, travel and transport	273	229
Honorary and legal professionals	455	421
Insurance	122	104
Rentals	598	506
Electricity, telephone and water	1,881	1476
Maintenance and repair of local	666	749
Maintenance of machinery	426	346
And Clean Toilet	431	379
Inventory	48	67
Packaging, tape cartridges and	677	567
Expenses Office	213	228
Bells and stamped paper	39	33
Taxes	151	195
Auditors Bad	171	127
Delivery, freight and cartage	837	613
Fumigation and medicines	195	197
Advertising costs	723	537
Bank charges	106	97
Petrol, diesel, lubricants and greases	1,207	819
Expenditure on tires and accessories	92	88
Maintenance and spare parts of vehicles	289	315
Supplies and materials	261	325
Litters	89	93
Expenses ITBMS	208	170
Cost of Sales	495	500
Care and feeding employees	428	447
Equipment rental	70	54
Expenditure transferable to costs	-8	-6
Miscellaneous	262	300
	<u>B/. 19,814</u>	<u>B/. 17,131</u>

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## 27. Commitments and Contingencies

### Commitments

#### *Financial lease obligations*

The Group has entered into commercial financial leases for certain transportation equipment. These leases have an average term of 3 years.

Future minimum payments for the financial leases include the present value of minimum payments net of leasing, as follows:

	<u>March</u>	<u>December</u>
	2008	2007
Up to one year	B/. 2,225	B/. 2,193
Beyond one year but less than 3 years	<u>983</u>	<u>1,203</u>
	<u>B/. 3,208</u>	<u>B/. 3,396</u>

#### *Technical license contract and technical support agreement*

There is a contract for a technical license and support between Tyson Foods, Inc. and Grupo Melo, S.A., whereby the following contractual obligations are established:

1. A 10-year term beginning on October 1, 1998. It may be renewed automatically, unless one of the parties expresses their intention to negotiate, no less than one month before the date original end date.
2. Payment of a percentage of licensed product sales, with a minimum of B/.200,000 per year.

#### *Letters of credit*

As of March 31, 2008, the Group keeps open letters of credit for B/.3,183 with various local banks.

#### *Purchase of grains*

As of March 31, 2008, the Group had commitments to purchase grains for B/.9,275.

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## 27. Commitments and Contingencies (continued)

### Commitments (continued)

#### *Portfolio transfer*

The Group has transferred part of its notes receivable portfolio with an antichretic mortgage security as a result of the sale of lots, for which it received 100% of the portfolio's value in cash. As part of the credit transfer contract, the Group is obligated to repurchase credits that are past due three or more consecutive payments. As of March 31, 2008, that balance of this sold portfolio is B/.7,795. Historically, the aging of this portfolio has been 1.2%.

### Contingencies

#### *Income Tax*

According to tax regulations in effect, income tax declarations filed by entities incorporated in the Republic of Panama are subject to review by Tax Authorities up to the last three (3) years, including the year ended December 31, 2007.

#### *Civil, Criminal, and Administrative Proceedings*

Currently there are forty-eight civil proceedings regarding collections for accounts and mortgages, with high probability of a favorable outcome. These cases are pending admission and presentation of evidence.

#### *Criminal Proceedings*

1. Criminal proceeding against Cristian Miranda for an alleged manslaughter. The defendant was driving a vehicle owned by Empresas Melo, S.A. This case is in the Panamanian Second Circuit Criminal Court, and is waiting for the preliminary hearing on January 28, 2008.

#### *Administrative Proceedings*

1. Ordinary major proceeding against Empacadora Avícola, S. A. and Henry French, an employee of that company, claiming damages and losses, lost profits, pain and suffering, physical damages as well as physical damage to personal property resulting from a car accident. The amount of the lawsuit is B/.550. Awaiting for the Court to pronounce judgment. The Company opposes the plaintiff's claims, given that they have not been able to provide proof of the amount requested.

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## **27. Commitments and Contingencies (continued)**

### **Contingencies (continued)**

There are three administrative traffic proceedings, all under appeal before the corresponding City Hall or Government office, as well as proceedings for personal integrity and life-threatening crimes (personal injury or manslaughter) which also originated from traffic accidents involving individuals who were driving vehicles property of Empresas Melo, S.A., the amount of the lawsuits is B/.373.

Empresas Melo, S.A.'s interests are being defended in these civil, criminal, and administrative proceedings; however, in the event of an unfavorable outcome in these processes, the Company may be subject to lawsuits claiming damages and losses originated in these proceedings.