

Salute to Frontliners

2020 ANNUAL AND SUSTAINABILITY REPORT





About the Cover

Our cover features cashiers from Robinsons Supermarket at the height of community lockdowns. When the COVID-19 outbreak reached the Philippines, our essential formats, namely our supermarkets, drugstores and convenience stores, remained open to serve our customers.

The 2020 Annual and Sustainability Report is entitled “Salute to Frontliners” in recognition of the efforts of our employees during these trying times. We are grateful for the dedication they have shown, and we continue to value the contributions of our people in our journey as one of the leading retailers in the Philippines.

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Business Profile

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Corporate Information

Robinsons Retail Holdings, Inc. (RRHI) is one of the Philippines' largest and most diverse multi-format retailers. Every day, we serve a broad spectrum of customers across the nation through our stores and online channels. Through a vast array of products and services, we are dedicated to providing the needs of the Filipino consumer.



Vision

We enrich the lives of every Filipino with trusted products and solutions that bring them joy.

Founded in 1980 by the late entrepreneur and philanthropist John L. Gokongwei, Jr., the Company began with the first Robinsons Department Store at Robinsons Place Manila. The Company's portfolio then diversified to food and grocery retail, do-it-yourself, convenience stores, drugstores, mass merchandise and specialty stores. We became publicly-listed in 2013 and we are currently part of the Philippine Stock Exchange Index.

Our culture of customer-centricity and creating shared success is reflected in our strategies to adapt to the dynamic space of the retail industry, such as our continuous pursuit for digitalization, disciplined expansion and embedding sustainability across different aspects of our operations. Through the years, we have established meaningful collaborations with various partners and suppliers. We have also contributed to the growth of local economies, provided employment to thousands of individuals and ushered in modern retail in many parts of the country.



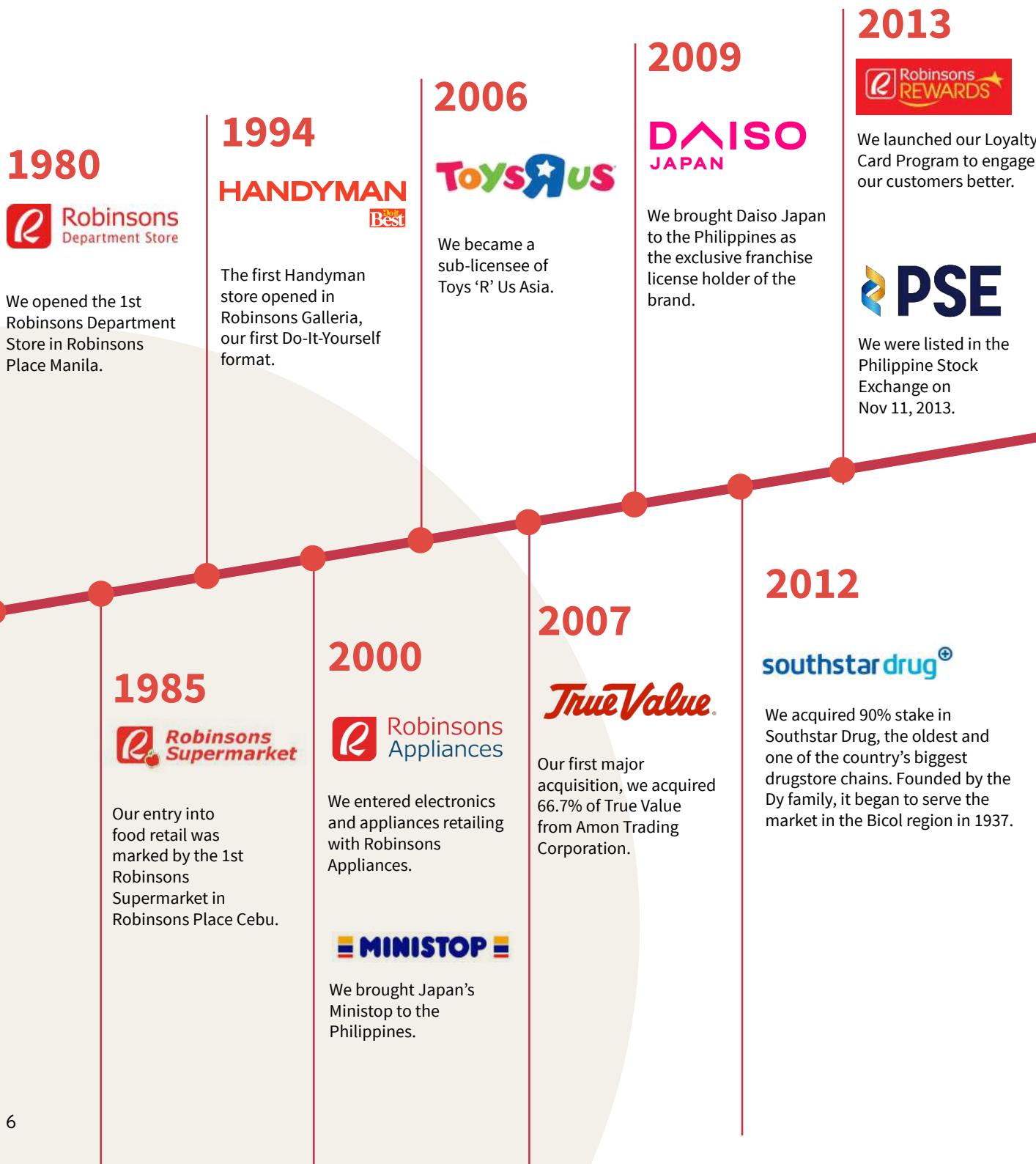
Mission

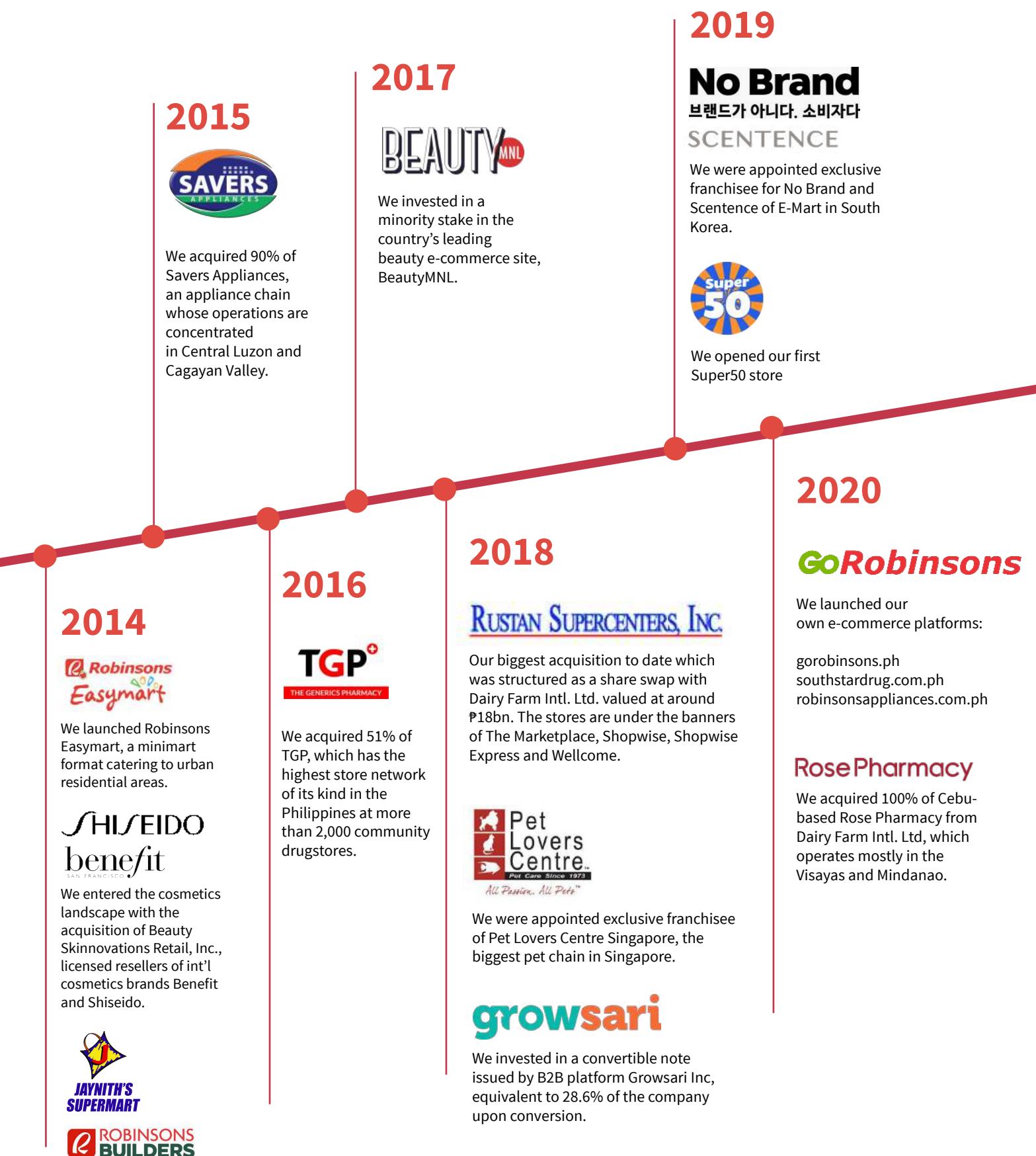
Our mission is to:

We aim to be an innovative lifestyle partner and customer-centric retailer of choice that provides delightful shopping experiences to every Filipino.

Brand Portfolio & Acquisitions

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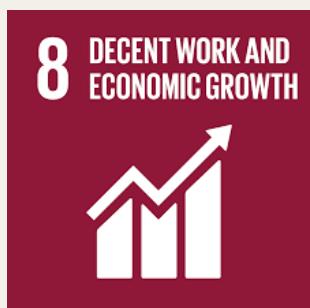


Contributions to the Sustainable Development Goals

Robinsons Retail actively takes into account the United Nations Sustainable Development Goals as a framework in its operations and targetive initiatives on Sustainability.

Highlights

Inclusive Workforce



- Over **18,000** Direct Hire Employees

Women Empowerment



- Workforce Composition of **70%** female employees

Health & Economic Empowerment



- **1,057** SKUs of Generic Medicines



- Empowering **539** Franchisees of TGP and Ministop

Robinsons Supermarket's Programs



- **100** mothers under the Wellness Moms Program



- **121** World Vision Beneficiaries



- **599** Farmers in the Farm to Table Program
- **9,158 SKUs** sourced from SMEs



- **1,177** products with biodegradable packaging
- **19.2%** reduction in energy consumption with Water Loop Airconditioning System in Robinsons Supermarket Capitol Hills

Investment in Growsari



- Serving over **20,000** Sari-Sari Store owners

“ Of the many lessons we learned, the pandemic further validated a principle that we value in Robinsons Retail’s journey in sustainability: that people are the heart of our business.”

Chairman & President's Message

102-14

Dear Shareholders,

This year, we are sharing with you a combined Annual and Sustainability Report for Robinsons Retail Holdings, Inc. 2020 was marked by the emergence of the once-in-a-lifetime COVID-19 pandemic, and needless to say, it was a difficult year for everyone. The virus tested our agility to remain operational in the face of large-scale disruption, and our capability to respond to the call of greater involvement from the private sector to aid communities in crisis.

But it was also a year of triumph where we saw shining moments of collective action. We believe there is reason in remaining hopeful about the future.

The macro-economic headwinds impacted our financial metrics, but we remained relatively resilient with a decline in net sales of only 7.3% to Php151.1 billion. Our major KPI, same-store-sales (SSSG), however, contracted to -8.9%.

On a more positive note, our Supermarket Segment, whose essential stores remained open as mandated by government during stringent community quarantines, experienced relative stability with full-year sales at Php94.1 billion and SSSG at 7.7%. Further manifesting our digitalization strategies, our e-commerce pivot also came to fruition through our very own order and delivery services. We launched GoRobinsons, which can be downloaded as a mobile app for iOS and Android. This was alongside our continued partnerships with third party online marketplaces.

On October 30, 2020, we acquired Rose Pharmacy, Inc. from Dairy Farm International Holdings, Ltd. Rose Pharmacy is the leading drugstore chain Visayas and Mindanao, and we added over 297 Rose Pharmacy stores to our network. Together with Southstar Drug's presence in Luzon and Metro Manila, the acquisition puts in place opportunities to further strengthen our position in the industry, in the same manner that we pursued synergies between Robinsons Supermarket and Rustan Supercenters, Inc. We acquired Rustan Supercenters, Inc. from Dairy Farm as well, which was done through a share-swap agreement in 2018.

We rationalized our banner portfolio as we divested our ownership of Chic Centre Corporation. Lastly, we winded down on our specialty fashion segment, as our UK-based principals, the Arcadia Group, fell into administration and nullified all global franchise agreements.



Lance Gokongwei
Chairman



Robina Gokongwei Pe
President & CEO

Chairman & President's Message

Bridging Gaps through Technology

102-14

We relied on implementing business continuity programs and strategic ways to take advantage of opportunities in technology. One of the most significant lessons of 2020 in Robinsons Retail was the confirmation that e-commerce was tremendously relevant in addressing the needs of our customers today.

Catalyzed by limited consumer mobility, Robinsons Retail's e-commerce sales increased exponentially, growing three times from 2019 and contributed 1.1% of total sales in 2020. Together with our participation in third party marketplaces, our brands established virtual Viber communities for click and collect services to ensure that we have alternative means to connect with our customers.

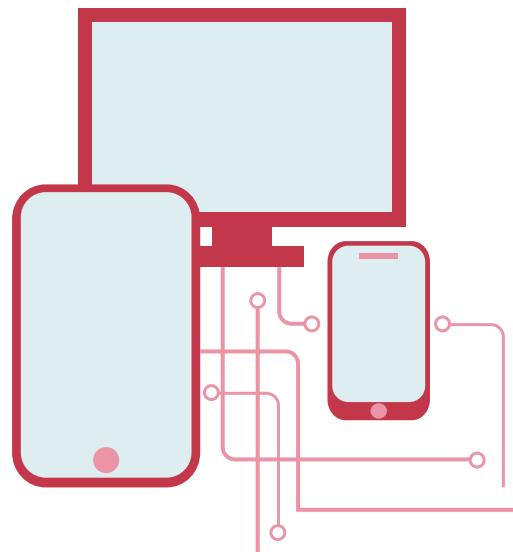
The growth of our e-commerce share was driven by a major strategic step that we pursued in the year, which was the launch of our own e-commerce platforms. In March and August, respectively, Southstar Drug and Robinsons Appliances launched their own e-commerce platforms through their company websites, southstardrug.com.ph and robinsonsappliances.com.ph.

We publicly launched GoRobinsons in June 2020. As our very own e-commerce website, gorobinsons.ph piloted with order and delivery services for Robinsons Supermarket, and has since then grown to house The Marketplace, Shopwise, Toys 'R' Us in 2020, and Handyman and No Brand in February 2021. GoRobinsons is also available as a mobile app downloadable for iOS and Android.

It is important to us to build gorobinsons.ph in such a way that we make more meaningful connections with our customers. Complementary to our strong offline presence, we envision gorobinsons.ph to become a lifestyle partner for the Filipino shopper, serving as the Group's integrated platform that addresses virtually all of our customers' basic needs, as well as offer diverse options of discretionary products.

As of end 2020, the uptake for gorobinsons.ph was substantial, with customers in Manila and areas in Rizal. Moving forward, we aim to widen this scope farther to serve more customers across the country.

Prior to the disruption of COVID-19, the inescapable role of e-commerce was already clear for the future of retail. The launches and initiatives we undertook in 2020 were manifestations of a long-term strategy that had its beginnings from our strategic investments in e-commerce platforms such Growsari and BeautyMNL, and participation in third party marketplaces, which we started to engage as early as 2015. Today, we continue to deepen our presence



online retail, continuously learning from our past experiences and coupled with our focus on data and robust loyalty programs.

Our investment in Growsari is aligned with our thrusts for sustainability, as it empowers sari-sari store owners through inclusive business and technology. The B2B platform, which recorded GMV (gross merchandise value) of Php2.0 billion in 2020, allows sari-sari stores to replenish supplies through a mobile-based app, with merchandise being sourced from Robinsons Supermarket stores. BeautyMNL, on the other hand, recorded GMV of around Php900 million and remains one of the largest pure Filipino e-commerce sites. Offering beauty, skincare, and apparel, it campaigns for inclusivity through celebrating Filipina beauty in all its diversity.

Our digitalization thrusts are strategically linked with data analytics. Robinsons Retail has 40% stake in Data Analytics Ventures, Inc. (DAVI), our loyalty and data unit joint venture with JG Summit Holdings, Inc., which oversees the Robinsons Rewards Loyalty program and Cebu Pacific's GetGo program. Together, the programs have a combined network of 8.9 million members.

DAVI's data-driven solutions allow for precision marketing and omnichannel campaigns through unique consumer insights, all the while ensuring that consumer rights, data, and privacy are protected. Insights are then translated into responsive promotions and campaigns coursed through the Robinsons Rewards App and the gorobinsons.ph platform.

Our strategic onboarding of our banners in gorobinsons.ph, targeted campaigns and loyalty programs are all part of fortifying our digital foundations, and our aim is to bring customers closer to products and services that are meaningful to them at various touchpoints, offering convenience amidst a challenging environment.

Chairman & President's Message

Protecting Our People

Of the many lessons we learned, the pandemic further validated a principle that we value in Robinsons Retail's journey in Sustainability: that people are at the heart of our business.

Entitled "Salute to Frontliners," this report pays homage to our frontline employees in stores and distribution centers, and we offer our gratitude for essential work they have done at the height of lockdowns due to the pandemic. These include our frontliners in formats that were allowed by government to remain open during the declaration of community quarantine from March 17 to May 15, namely our supermarkets, convenience stores and drugstores. During these eight weeks, our discretionary formats and Head Office remained closed.

We also dedicate this report to all our shared services employees based in our headquarters, our partners, and our loyal customers who continued to support our brands.

One of the first decisions we made in management was to ensure that our employees working onsite were given personal protective equipment (PPEs) and safety training, emphasizing the importance of wearing masks and social distancing. From the declaration of General Community Quarantine on March 12, 2020, we quickly implemented work-from-home arrangements for those who are able to work remotely, and operated with a skeleton workforce among all our departments. This was throughout the subsequent implementation of Enhanced Community Quarantine a week later, the variable lockdowns imposed by government that followed.

We made sure that while in lockdown, we gave incentive allowances to employees working in the frontlines. We conducted regular sanitation and disinfection procedures across all our sites of operations, and required the daily submission of health declaration forms before entering work premises. We implemented policies strictly requiring the usage of facemasks and face shields, and encouraged

regular hand-washing and the use of rubbing alcohol and hand sanitizers.

Through COVID Care, the Gokongwei Group's Telemedicine Hotline, our employees could access information on the virus and consultation services in case they experienced symptoms. For our stores, we put in place mechanisms for contact-tracing in case of infection, and put up information campaigns and highly visible materials to educate our customers on measures to protect themselves as well as others.

Internally, the new reality of quarantine entailed for us to rely more on technology to remain connected as an organization. Face-to-face meetings have inherent advantages as the experience is more personal, but we have learned to adopt virtual means to communicate both with our internal and external stakeholders. The programs we use now to conduct meetings on a regular basis, such as Microsoft Teams and Zoom web conferences, are not novel in themselves, but the infrastructure all the more became applicable and crucial in 2020.

Stable internet connection and getting used to talking on screen were minor hurdles we had to overcome, but eventually, we understood more that it gave us certain advantages as well. Going virtual was not only safer, but it gave us the capability to engage more people, such as through our webinar-based town halls, and conference calls with partners both local and abroad. We even began to conduct our training courses online, which gave an avenue for our employees to continue their learning for career development in the company.



Chairman & President's Message

Deeper into Sustainability



Sustainability in Robinsons Retail had its foundations in social responsibility and corporate governance. Over the past few years, we delved more into the discourse of further integrating ESG (Environment, Social, and Governance) data and developments into our disclosures. We continue to initiate steps to fully embed Sustainability into the culture of how we do business.

We continued our CSR (corporate social responsibility) projects, many of which were framed in the context of the needs presented by COVID-19 and the numerous natural disasters that hit the country in 2020, from the Taal eruption to Typhoons Rolly, Siony, and Ulysses. Our initiatives in disaster-response are underpinned with a growing understanding of climate change and resilience, and we are in the process of further enhancing our efforts in climate risk assessment and management.

Working with partners such as the Gokongwei Brothers Foundation and World Vision, we were able to provide assistance throughout the year to various groups, from medical frontliners to communities in need through the provision of basic necessities and PPEs, as well as our own employees affected by calamities.

In 2020, we conducted two Sustainability townhalls to have even wider awareness on Sustainability across the Group. We held the first one on February 4, 2020, which explained in detail our vision and roadmap for Robinsons Retail and why Sustainability has become a significant metric among our stakeholders that guides their choices in relation to the company, either as investors or consumers.

Here, we reviewed our Sustainability Framework, which we solidified in 2018, to show how our present activities, such as corporate social responsibility programs, energy-saving measures, compliance to governance standards, and partnerships with small business partners were intimately woven to the overall objectives of fostering a sustainable company.

Conducted on November 11, 2020, our second townhall was held virtually in response to restrictions to mass gatherings, allowing numerous participants from across our business units store and distribution center operations to join remotely. It focused on the Supply Chain and Sustainability, which heavily touches on our materiality and is one of the most complex aspects of our business.

Anchored on efficiency, it involved an overview and structural changes implemented in our Supermarket Supply Chain, as well as improvements in inventory and warehousing in Robinsons Appliances. Looking towards the future, we explored the potential of technology to transform supply chain processes with systems that aided both the business units and suppliers, from real-time data analytics to automation.

Our sustainability journey is far from over. There is still much room to grow in further enhancing our capacities to create positive impacts to society and the environment, navigating through the complexities of sustainability, which in itself is an evolving conversation involving multiple actors and interests. COVID-19 outlined the reality that the private sector indeed plays a pivotal role advancing society towards a more resilient future.

Chairman & President's Message

A New Normal, A New Era for Business

After the shock of 2020, we face 2021 with hope. Through crafting recovery programs and strengthening of the health sector, the Philippines is setting the necessary safeguards to rebuilding the economy and the industries that need stimulus to bounce back. We see vaccination roadmaps being put into place with key priorities being frontliners and the most vulnerable sectors, and we see consumer confidence rise as our customers adapt to the routine of wearing masks, sanitation, and social distancing as they go out and visit stores, and greater confidence in e-commerce.

Almost apocalyptic as it was in the beginning, we are learning to live with the virus. COVID-19 invited in a new age of reflection and reassessing the structures we have in place for business continuity and sustainable consumption. It will not likely disappear, and new strains and diseases would inevitably emerge, but we are also not as unprepared as we were at the beginning of 2020.

We acknowledge the fact that common issues require shared solutions and responsibility. But we are bravely optimistic for the future and our capability to come together. This is evident in our story, as Robinsons Retail faced its toughest year yet and we were able to get through it with the crucial and collaborative work done by our employees and our partners, to whom we remain unceasingly grateful. Likewise, we are grateful to our customers who continue to have faith in us in delivering the goods and services that they need.

“Robinsons Retail faced its toughest year yet and we were able to get through it with the crucial and collaborative work done by our employees and our partners, to whom we remain unceasingly grateful.”

Our hearts go out the countless lives lost and changed by the pandemic. The world is changing, but what remains unwavering is our commitment to all our stakeholders to not simply adapt to new normal, but to work towards a better one.

Sincerely,



Lance Gokongwei
Chairman



Robina Gokongwei Pe
President & CEO

Management Discussion and Analysis

Robinsons Retail Holdings, Inc. concluded 2020 with Php151.0bn in net sales, down 7.3% versus 2019, as it operated in an austere economic backdrop brought about by the COVID-19 health crisis. Sales of the discretionary formats were mainly affected but the strong performance of the supermarket segment cushioned the effect of the economic downturn, that allowed the company to recover 93% of 2019 pre-pandemic sales.

RRHI's 2020 sales includes the two month's results of Rose Pharmacy (RPI) which was acquired by the Company in October 2020. Rose Pharmacy is the leading drugstore player in the Visayas, with Php8.0 billion in annual sales, opening opportunities for synergies and growth in the drugstore business.

E-commerce sales surged three times (3x) compared to the previous year. This trajectory is a result of the Company's efforts to accelerate growth in its e-commerce presence. Robinsons Retail has taken huge steps towards achieving its long-term goal of becoming an omnichannel business. This comes in time with the lasting societal changes that altered consumer behavior that the once-in-a-century pandemic has brought on.

In 2020, it deepened its digital footprint with the launch of its own e-commerce sites. Southstar Drug launched southstardrug.com.ph on March 11, 2020. Gorobinsons.ph went live to the public on June 3, 2020, initially offering delivery services for food and grocery items from Robinsons Supermarket. By year-end, it has onboarded other banners including The Marketplace, Shopwise and Toys 'R' Us and is set to add other formats in 2021. GoRobinsons is integrated with Robinsons Rewards and members can earn and redeem rewards points if they purchase products through the site. In August 2020, Robinsons Appliances also activated its own website—robinsonsappliances.com.ph.

Selling via third party platforms also remained an important component in RRHI's efforts to widen its channels to reach customers better. In addition, RRHI provided a click/call and collect/delivery as another integrated access point for customers to reach its products and services. Investments in e-commerce platforms such as BeautyMNL and

Growsari had also made its significant contribution to strengthening e-commerce traction.

Meanwhile, Robinsons Retail total store count as of end-December reached 2,157, which included 264 supermarkets, 49 department stores, 225 do-it-yourself stores, 472 convenience stores, 829 drugstores and 318 specialty stores. On top of this are 2,025 franchised stores of TGP.

Blended same store sales growth (SSSG) was -8.9% in 2020 with most formats posting negative SSSG mainly due to the lockdowns imposed by government and ordinances prohibiting individuals below 15 and above 65 years old to go out. Strong supermarket SSSG on the back of pandemic-induced sales counteracted this while the drugstore segment matched the previous year's SSSG.

Gross profit margin dipped 100 basis points (bps) to 21.8% primarily attributable to mix change given higher-margin discretionary products' sales decline. Sustained efforts in cost management, on the other hand, pulled down operating expenses as percentage to sales to bring full year EBITDA margin to 8.5%, down by only 50bps.

Net income attributable to equity holders of the parent company ended at Php3.2 billion.



Supermarket

Supermarket segment delivered strong net sales in 2020 that surged 6.3% to Php94.1 billion, given robust SSSG at 7.7%. Topline results were propelled by the pantry loading prior to the lockdown, with increased demand for products in food, cleaning, health and hygiene categories. E-commerce sales breached the Php1 billion mark, recording more than double the sales from 2019.

Gross margins slightly compressed to 20.9% which was partially attributable to the increase in the mix of lower margin staple products. EBITDA margin, on the other hand, expanded by 50bps to 8.3% due to the cost-efficiencies from the Rustan integration efforts, rent

discounts and better distribution center (DC) cost recovery which completely nullified incremental expenses related to COVID-19.

As of end December, there were 143 Robinsons Supermarket, 35 The Marketplace, 16 Shopwise and 70 Robinsons Easymart bringing its total network to 264 stores. Its products can also be accessed in RRHI's own e-commerce website, gorobinsons.ph. The supermarket segment also partnered with Metromart, Grabmart and Pickaroo for grocery delivery services.

Supermarket segment delivered strong net sales in 2020 that surged 6.3% to Php94.1 billion.



Department Store

Robinsons Department Store's total net sales was at Php8.5 billion, down 53.2%, with SSSG at a parallel 52.0% decline with the temporary closure of all 49 stores during the enhanced community quarantine (ECQ) from March to mid May.

However, online sales stepped up, growing by more than 7x from the previous year, including the sales from the call and collect and deliver service We Shop For You. Robinsons Department Store products can also be reached through the gorobinsons website, and third-party platforms Lazada and Shopee.

Gross margin expanded by 190bps to 29.6% benefitting from higher DC fees and better category mix. EBITDA margin ended at 3.3%.



Do-It-Yourself and Big box Hardware

The Do-It-Yourself (DIY) segment contributed Php11.4 billion in net sales with full-year SSSG at -23.4%, impacted by the temporary store closures during the ECQ but partly tempered by the improvement in footfall towards the end of the year. E-commerce sales, on the other hand, grew almost four-folds compared to the previous year.

Gross margin was maintained at 32.5% with better category mix and additional supplier trade discounts, despite the effects of the pandemic.

However, EBITDA margin compressed 70bps to 15.6% but was partly mitigated by cost efficiency improvement efforts that brought down operating

expenses (OPEX) to Php2.9 billion from P3.4 billion the previous year.

DIY portfolio totaled 225 stores comprising of: 177 Handyman Do It Best, 32 True Value, and 16 Robinsons Builders. Handyman Do-It-Best and True Value have a partnership with Lazada, Metromart, Grabmart and Pickaroo, and also offer call and collect services.



Convenience Stores

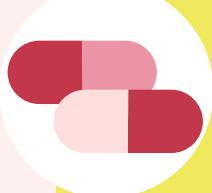
Impacted by COVID-mitigation efforts, Ministop's full year system-wide and merchandise sales were at Php6.4 billion and P4.8 billion, respectively, with -31.8% SSSG. Sales were partially restored towards the latter part of the year through increased product assortment and restore ready-to-eat (RTE) food sales.

Total e-commerce sales doubled, benefiting from the tie-up with online delivery services. In the third quarter of 2020, Ministop also introduced more financial services, such as e-cash top-up by GCash, Paymaya and bill payments.

Gross profit and royalty income margin dipped 90bps to 34.2% in 2020 due to higher number of company-owned stores. Full-year EBITDA margin was at 6.6% compared to 8.6% in 2019. OPEX declined to Php1.9 billion from Php2.4 billion as result of sustained efforts in cost

management including substantial rental discounts which helped mitigate margin contraction.

As of year-end, Ministop had 472 branches and has partnered with Grabfood, Grabmart, Angkas, MyKuya and JoyRide for online delivery services.



Drugstore

Total net sales of the drugstore segment grew significantly by 7.8% to Php19.1 billion in 2020, with the two-month consolidation of Rose Pharmacy. Excluding Rose Pharmacy, net sales increased by 1.1% to Php17.9 billion. Online sales contributed 0.4% of total sales.

Southstar Drug's SSSG was at par with the previous year. 2019 reflected heightened sales due to the meningococcemia scare, rapid progression of dengue in the country, and flu outbreak. Increase in sales at the early part of the year due to COVID-19 compensated the lower demand for prescription medicines due to the decline in outpatient visits to hospitals.

Blended gross and EBITDA margins both dipped 30bps to 19.0% and 9.3%, respectively, with the consolidation of lower margin business of Rose Pharmacy. Excluding Rose Pharmacy, gross and EBITDA margins increased by 10bps to 19.4% and

9.7%, respectively, with the shift in sales mix in favor of higher-margined pharma products and managed operating expenses.

Total net sales of the drugstore segment grew significantly by 7.8% to Php19.1 billion in 2020.

The drugstore segment ended the year with 532 Southstar drugstores, 297 Rose Pharmacy, 2,025 TGP branches. Southstar Drug and Rose Pharmacy websites, southstardrug.com.ph and rosepharmacy.com, were also developed into e-commerce portals. Access to drugstore products is also available through Metromart and the call and collect/deliver service.



Specialty Stores

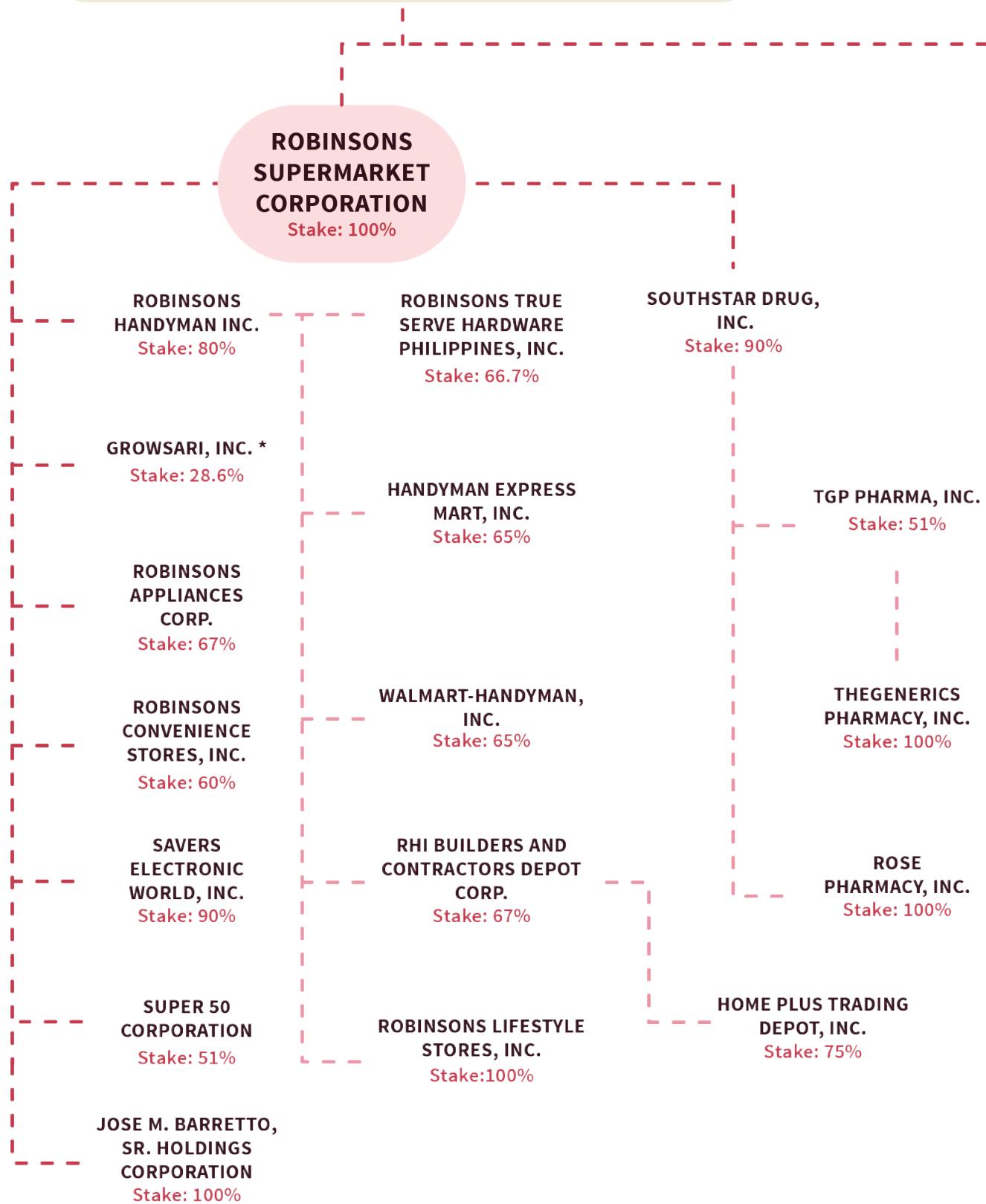
RRHI's Specialty Segment financials are consolidated from formats under appliances, mass merchandise, toys, pets, fashion and beauty, and Korean grocery. No Brand and B2B delivery services Growsari. The segment's net sales reached Php13.3 billion with the consumer appliances and electronics format contributing 61% of total specialty sales. SSSG ended at -28.0% with sales challenged for most of the year, although slightly lifted by the improvement in the holiday season. E-commerce sales contribution to sales has increased to 1.8% from only 0.7% in 2019.

Gross margin at 20.6% was lower than the previous year, with margin contraction from most segments partially offset by the margin improvement of Toys 'R' Us. EBITDA margin, likewise, declined due to challenged SSSG.

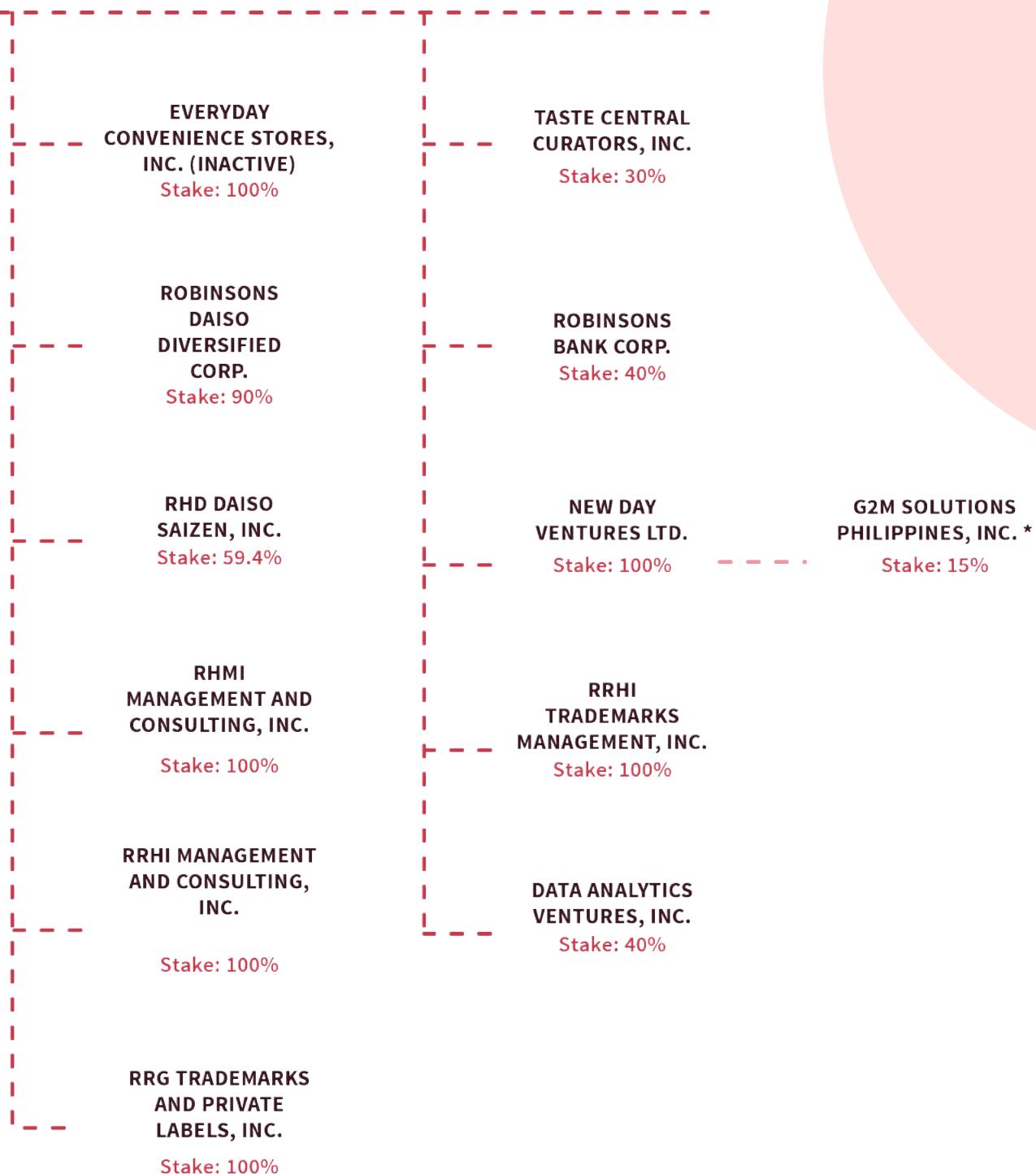
The specialty store portfolio totaled 318 specialty stores as of end 2020. Specialty formats have partnerships with Lazada, Shopee and Zalora and the call and collect/deliver service. Robinsons Appliance Center and Savers have their own e-commerce websites—robinsonsappliances.com.ph and saversappliances.com.ph.

Corporate Structure:

Robinsons Retail Holdings, Inc.



Conglomerate Map



Store Network



264 Supermarket

143	35
Robinsons Supermarket	The Marketplace
70	16
Robinsons Easymart	Shopwise



49 Department Store & Beauty



472 Ministop Convenience Stores



225

Do-It-Yourself & Big Box Hardware

177

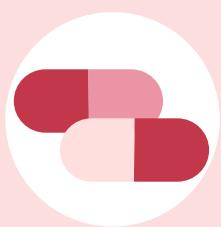
Handyman Do-It-Best

32

True Value

16

Robinsons Builders and
De Oro Pacific Home Plus



2,854

Drugstore

532

Southstar Drug

297

Rose Pharmacy

2,025

TGP



130

Appliance & Consumer Electronics

92

Robinsons Appliances

38

Savers Appliances



175

Mass Merchandise & Specialty Stores

41

Toys R Us

103

Daiso

9

Super 50

14

Beauty

4

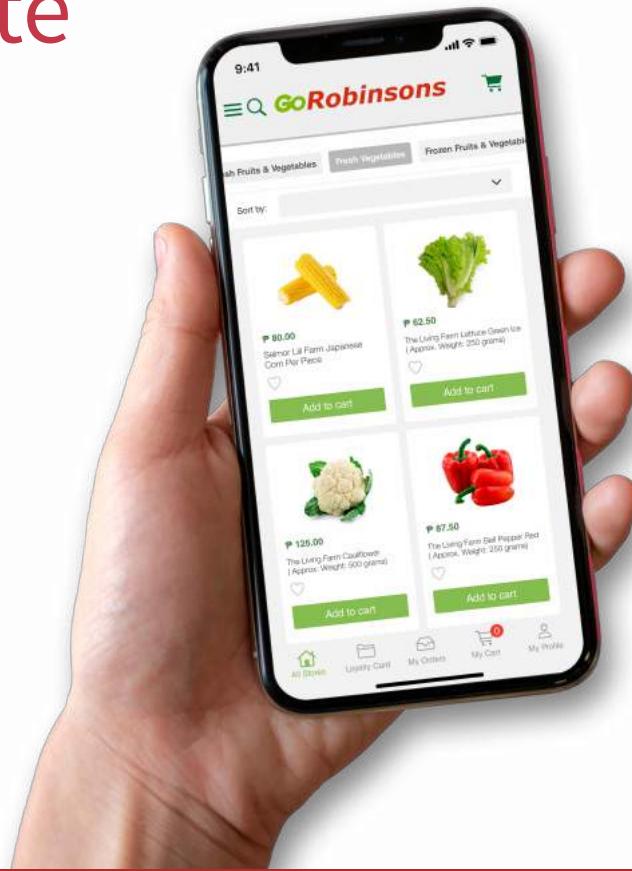
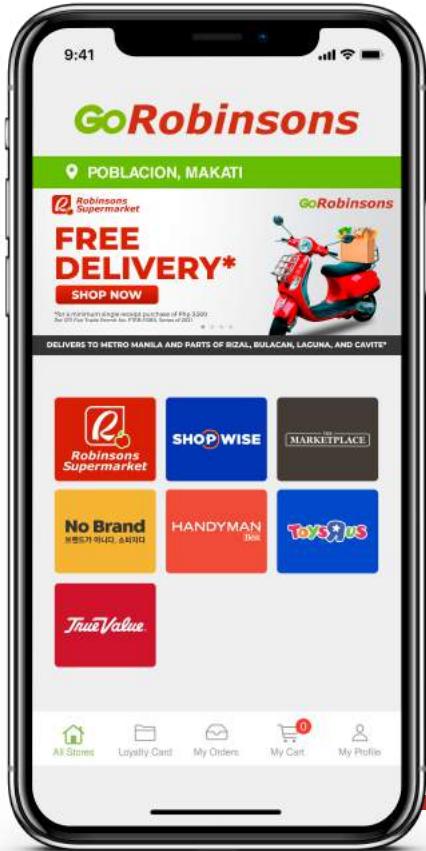
Pet Lovers Centre

4

No Brand

GoRobinsons:

Robinsons Retail's Group-Wide E-Commerce Site



Gorobinsons.ph was launched in June 2020 as an e-commerce site envisioned to serve as a virtual marketplace for all the group's formats. The website offers a convenient platform for everyone to shop for their daily needs from trusted brands – anytime. It has a wide assortment of products sold at the same price as the store and allows advanced booking for up to 3 days.

Going online was an inevitable step Robinsons Retail had to take, and we see gorobinsons.ph as a one-stop online shop and lifestyle partner for our shoppers. The new dynamic of social distancing and quarantine made the role of e-commerce all the more crucial to keep serving customers.

Gorobinsons.ph currently serves as an online store for supermarket banners Robinsons Supermarket, The Marketplace and Shopwise, offering fresh produce and grocery items as well as imported gourmet selections. Toys 'R' Us is also in gorobinsons.ph, housing a diverse portfolio of popular children's toys and educational products. Most recently, Handyman and No Brand were added to the platform. With the inclusion of Handyman Do it Best, customers may now shop online for a wide range of hardware and home improvement products. No Brand, on the other hand,

offers private label grocery and frozen food items from Korea.

Gorobinsons.ph has a mobile app which can be downloaded in IOS and Playstore. The service currently covers select areas in Metro Manila and Rizal, and is set to expand its scope further in the coming months.

Our aim is to bring our customers closer to products and services that they need at various touchpoints, and we are banking on technological synergies to make this all possible. The strategic onboarding of Robinsons Retail banners in gorobinsons.ph and targeted digital campaigns are all part of deepening our digital footprint. The platform is also integrated with the Robinsons Rewards Program, whose 3.1 million members can earn rewards points if they purchase products through gorobinsons.ph.

Our Products and Business Units



Business Unit Profiles

Supermarket

102-45



Robinsons Supermarket is the Philippines' first mainstream supermarket anchored on health and wellness. Putting forward locally sourced produce, health-oriented campaigns, and a color-coded system by the Food and Nutrition Research Institute for certified healthy products, the supermarket aims to empower customers through diverse selections. In June 2020, Robinsons Supermarket became the first format to launch under Gorobinsons, Robinsons Retail's very own group-wide e-commerce platform.



Robinsons Retail's Supermarket business is the largest in its portfolio and is composed of the following banners: Robinsons Supermarket, The Marketplace, Robinsons Easymart, and Shopwise. Collectively, the supermarkets target a broad market through inclusive options, from budget items to premium products, through its differentiated formats. Working closely with partner vendors, charities, government and non-government organizations, the Supermarket segment contributes to various initiatives on social involvement and community engagement.

THE MARKETPLACE

Offering imported and gourmet food and beverage selections as its primary differentiation, The Marketplace is the company's premium grocery retail format. Catering primarily to an upscale market, The Marketplace has doors located in several central business districts and high-end developments.

It became part of the Robinsons Retail portfolio in 2018, and is part of the holding company's largest acquisition to date, Rustan Supercenters, Inc. the fourth largest grocery food retailer in the Philippines.





Store Count

Robinsons
Supermarket

143

The
Marketplace

35

Shopwise

16

Robinsons
Easymart

70

SHOPWISE

Shopwise first opened in 1998 and it is one of the pioneers of the hypermarket format in the Philippines. Focusing on the daily needs of the Filipino homemaker, our hypermarkets conveniently offer a variety of fresh produce, grocery items, home appliances, and apparel. The Shopwise banner was part of the acquisition of Rustan Supercenters, Inc. in 2018.

 **Robinsons
Easymart**

Robinsons Easymart is a standalone mini-mart store that brings quality products closer to homes. Smaller than the typical supermarket, it is conveniently located in residential areas and offers both basic food and non-food items.



Business Unit Profiles

Department Store, Beauty, & Toys

Store Count

Department Store & Beauty

49

Beauty

14



Robinsons Department Store is located in all Robinsons Malls across the country, serving as an anchor tenant. The first Robinsons Department Store opened in 1980, the first retail store under the holdings company. Offering global and local brands of apparel, curated items for the home, toys, and personal care and beauty products, RDS aims to serve as a one-stop lifestyle shop to delight the Filipino family. Through its Tindahan and Go Lokal section located in select branches, it proudly features locally made products and supports SMES by connecting their products to the mainstream market.

Each store also has the Robinsons Business Center, which conveniently offer various financial products and services.



From the premium to the affordable, RRHI's Beauty portfolio aims to empower all women from different walks of life and professions. Through an agreement with Luxasia, Robinsons Retail is a licensed operator of Shiseido, Benefit and Elizabeth Arden, with standalone stores located in premier malls in the country. Likewise, the Robinsons Department Store Beauty Section offers a plethora of options from global and local cosmetics and skin care brands, such as the Estée Lauder Companies names and, most recently, Scentence from Korea.





Toys 'R' Us Philippines is a sub-licensee of Toys 'R' Us - Asia and is one of the leading toy stores in the country. The format understands the value of toys and educational products in fostering learning and creativity, and houses a multitude of global and private brands for children. With children as the primary target market, the format pays special attention to ensure that its products are made with child-safe materials and that they pass stringent quality standards.



Business Unit Profiles

Convenience Store

Store Count

Ministop
472



Ministop is the company's convenience store business, which has over 500 locations in highly urbanized areas and business districts. Best known for its ready-to-eat section, it offers value for money meals that are freshly prepared at the stores for the budget-conscious but on-the-go shopper. Normally open 24hrs in high traffic areas, the stores are a quick and convenient place to get basic items, such as food and beverage, personal care, general supplies.

Ministop is also an agile format, as it shifted its merchandise categories leaning towards grocery items for customers amidst the transport challenges of the COVID-19 pandemic.



Business Unit Profiles

Do-It-Yourself & Big Box Hardware

Located in malls, Handyman Do it Best and True Value are the primary Do-it-Yourself business units of Robinsons Retail. The Company also operates Big Box Hardware formats under the banners Robinsons Builders and De Oro Pacific Home Plus.



HANDYMAN Do It Best

Handyman Do it Best targets a broad middle-income market and it opened its first store in Robinsons Galleria in 1994. In 2001, it partnered with the Do-it-Best Corporation, one of America's largest hardware cooperatives, which forges partnerships around the world with top performing players in the industry. Renamed Handyman Do-it-Best, its stores currently feature several reputable international brands and a vast selection of merchandise for home owners.

Handyman Do it Best is also involved in CSR projects that focus on disaster response, helping communities build back from natural calamities.

Store Count

Handyman
Do-it-Best

177

True Value

32

True Value®

True Value is positioned as a high-end home improvement store in the Philippines. The brand caters to an empowered demographic that aspires to design and invest in their homes in the best way they can. True Value is also the holding company's first major acquisition, which was completed in 2007 through a joint venture with Amon Trading Corp. True Value's is also a long-term partner in Hands On Manila's Servathon, which serves an avenue for employee volunteerism to help bring useful items, such as sanitation supplies, to marginalized communities.



Robinsons Builders and
De Oro Pacific Home Plus

16



**ROBINSONS
BUILDERS**

**De Oro Pacific
HOME
PLUS**

Robinsons Builders and De Oro Pacific Home Plus were acquired in 2014 and 2016, respectively. Collectively, the stores are significant regional players in major urban areas in the Visayas and Northern Mindanao. Post-acquisition, the stores were modernized and renovated to improve overall customer experience. The formats aim build relationships with customers through excellent in-store and after-sales service, while offering affordable and high-quality merchandise for the residential market, from tiles, lavatory items, to lumber and electrical supplies.



Business Unit Profiles

Drugstore

Robinsons Retail's drugstore portfolio currently consists of Southstar Drug, TGP and Rose Pharmacy, with each format focused on making high-quality pharmaceuticals and healthcare more accessible to communities nationwide.

Store Count

Southstar Drug	TGP	Rose Pharmacy
532	2,025	297



southstar drug®

Southstar Drug operates directly-owned stores that primarily feature branded pharmaceuticals. In March 2020, it was the first in the Retail Group to launch its own e-commerce site, further aiding customers by ensuring access to medicines through home deliveries while in a pandemic. Southstar Drug was founded by the Dy Family and with its beginnings at the heart of the

Bicol region in 1973, the drugstore chain is currently one of the most expansive in the country in terms of store network, with over 500 stores nationwide. The format caters to a broad middle-income market with branded pharmaceuticals as the primary product, alongside quality generics, medical supplies, and food and personal care products.



THE GENERICS PHARMACY

Founded by the pioneer and current Vice Chairman Ben Liuson, TGP is a franchise model of community drugstores that sells effective and inexpensive generic medicines for lower-income groups in communities across the country. With its expansion

plans directly linked to franchisee partners, the format also encourages entrepreneurship and small business ownership. It is also the country's largest chain of community drugstores with over 2000 stores.



Rose Pharmacy

Rose Pharmacy was acquired by Robinsons Retail in October 2020, through its subsidiary, Southstar Drug. With close to 300 branches, Rose Pharmacy is the leading drugstore in the Visayas, providing customers with easy access to quality health and beauty products. Through RosExpress Delivery, the store offers home delivery services to customers. It also provides round-the-clock service with 24-Hour stores, offers high quality prescription and over the counter medicines Rose Pharmacy Generics, and affordable personal care products under the Guardian line.

Business Unit Profiles

Appliance & Consumer Electronics

Store Count

Robinsons Appliances

92

Savers Appliances

38



**Robinsons
Appliances**

Established in 2000, Robinsons Appliances now operates a network of close to 100 branches nationwide, housing a wide array of quality appliances and consumer electronics. Over the years, it has developed expertise in delivering value-for-money solutions to both its residential and commercial clientele. Partnering with reputable global brands to bring the top entertainment systems, appliances and gadgets, Robinsons Appliances has become a favorite destination among techies, and home and business owners.



Savers Appliances was acquired by Robinsons Retail in 2015 and is one of the country's leading names in the appliance industry. Savers Appliances stores are located in Central Luzon, Cagayan Valley, Metro Manila and South Luzon, and the format has become a respected and reliable partner of various industrial and building solution products among top corporations in the Philippines. On September 20, 2020, Savers Appliances' flagship

store in Angeles City, Pampanga launched a modern 400-square meter lifestyle showroom featuring leading appliances and electronics brands. Each brand has a uniquely designed showroom highlighting value that suits their customers' needs and preferences.

Business Unit Profiles

Mass Merchandise, Pets, and Korean Grocery



DAISO
JAPAN

Established in 2000, Robinsons Appliances now operates a network of close to 100 branches nationwide, housing a wide array of quality appliances and consumer electronics. Over the years, it has developed expertise in delivering value-for-money solutions to both residential and commercial clientele. Partnering with reputable global brands to bring the top entertainment systems, appliances and gadgets, Robinsons Appliances has become a favorite destination among techies, and home and business owners.



All Passion. All Pets.TM

Pet Lovers Centre was established in 1973 in Singapore by David and Robert Ng. From having fresh and dry food options with the proper nutritional requirements for pets, to accessories such as toys, beds and flea shampoos, the store was a pioneer in the retail landscape. In 2018, it became part of Robinsons Retail's portfolio through an exclusive franchise agreement with Pet Lovers Centre Singapore. The format encourages responsible ownership and its service philosophy is encompassed by the tagline "All passion, all pets."



Store Count

Daiso Japan	Pet Lovers Centre
103	4
Super 50	No Brand
9	4



No Brand

브랜드가 아니다. 소비자다

No Brand was launched in 2015 by E-mart Inc., one of the largest multi-format retailer based in South Korea, where it currently has over 250 branches worldwide. Through an exclusive franchise-agreement with Robinsons Retail Holdings, Inc., No Brand expanded to the Philippines and opened its first store outside Korea in Robinsons Galleria. No Brand features private label products with a simplified approach to marketing and packaging, thereby reducing costs in the process. In the Philippines, No Brand serves as a specialty shop for authentic Korean grocery and lifestyle products.



Super50 is a one-stop shop offering a great selection of products for Php50, ranging from home and kitchen items, cleaning products, accessories, office supplies, and many more. The banner is a joint venture between Robinsons Retail and Peso Tree, and with a very affordable price point, the format aims to provide accessible products to a broad market.

Acquisition of Rose Pharmacy



Representatives of Robinsons Retail Holdings, Inc. and Dairy Farm International Holdings, Ltd. conduct a virtual signing ceremony for the acquisition of Rose Pharmacy Inc.

On October 30, 2020 Robinsons Retail Holdings, Inc. (RRHI), through its subsidiary, South Star Drug Inc., and Mulgrave Corporation B.V (MCBV), a wholly-owned subsidiary of Dairy Farm International Holdings, Ltd., acquired 100% of Rose Pharmacy Inc. At present, it is one of the leading drugstore chains in the Philippines with over 300 stores strategically located in Visayas and Mindanao.

Rose Pharmacy was established in 1952 as a family-run drugstore in Cebu City with the goal of providing quality and affordable medicines to communities. Dairy Farm acquired 49% share in the Cebu-based business in 2015, and in

November 2018, Dairy Farm increased its interest in Rose Pharmacy to 100%.

Rose Pharmacy is a very strategic addition to our drugstore portfolio with its highly-regarded brand in VisMin and complementary network to Southstar Drug's strong presence in Luzon and Metro Manila. Together, we can leverage our scale and synergies to drive wider product assortment, better customer service and offer greater value to our customers across Philippines when they need it most.

The acquisition further bolsters our strategic partnership with Dairy Farm to strengthen our position in Philippine multi-format retailing. We first worked with Dairy Farm for the acquisition of Rustan Supercenters, Inc. in 2018, which deepened our footprint in the premium supermarket space. Our acquisition of Rose Pharmacy yet again offers ripe opportunities for innovation through strategic synergies.

Product Quality, Health and Safety

416-1, 417-1

Across all our formats, we ensure that our customers always receive products of good quality. We are meticulous with quality—from our selection of suppliers to proper transportation and handling to storage and product display. We use the “First In, First Out” inventory method, especially for fast-selling goods, to ensure that no expired goods are sold to our customers. We follow all possible measures to minimize customer returns and product recalls.

Aside from the National Meat Inspection Service (NMIS) and Hazard Analysis and Critical Control Points certifications, we also engage vendors who have organic certification from Organic Certification Center the Philippines (OCCP) and Good Agricultural Practices (GAP) Certification from the Bureau of Agricultural and Fisheries Products Standards (BAFPS). The GAP Certification process is a meticulous audit of multiple aspects of farming, from the history of the farm site, the quality of the soil, farming practices, health and hygiene of farmers, and other factors.

Our drugstores guarantee safety at all times. We follow a similarly strict monitoring process of expiration dates and product condition, as well as correct product dispensing.

At Toys ‘R’ Us, we guarantee that not a single toy marketed will put a child or a family member at risk. All our toys comply with the Philippine National Standards (PNS) for Safety of Toys and carry a Certificate of Conformity (COC). Also, all our distributors and manufacturers must have a valid License to Operate (LTO) from the Department of Health (DOH) at all times. All toys are tested for physical and mechanical safety, flammability, electrical safety, and proper age warning labeling.

Savers Appliances' Modern Lifestyle Showroom



Ribbon Cutting Ceremony during the Lifestyle Showroom launch. (L-R) Jansen Ivan Uy, Deputy General Manager of Savers Electronic World, Inc.; Carmelo "Jon" Lazatin II, First District Representative, Pampanga; Robina Y. Gokongwei - Pe, President & CEO of Robinsons Retail Holdings, Inc.; Jovito U. Santos, Group General Manager, Appliance Segment of Robinsons Retail Holdings, Inc.; and Jack Uy, Founder and Chairman of Savers Group Holdings. The event was also attended by Government Officials of Pampanga, namely Carmelo "Pogi" Lazatin Jr., City Mayor of Angeles; Irish Calaguas, Vice President CIAC Pampanga; Raffy Angeles, Executive Assistant City Information; and Atty. Bernard Bolisay, Porac Municipal Administrator.

Savers Appliances launched a modern 400-square meter lifestyle showroom in its flagship store in Angeles City, Pampanga on September 30, 2020. The event was attended by select officials from the Pampanga and Angeles City Government and representatives from Savers management and vendor partners. Sanitation measures and social distancing were implemented to ensure the safety of all those who attended.

With a contemporary interior vibe to reflect the current needs of the market, the new lifestyle showroom features today's top-quality brands of appliances: Sony, Carrier, Condura, Samsung, Haier, TCL, Whirlpool, Fujidenzo, Sharp, Eurotek, Kolin, American Master, Electrolux, Midea, Toshiba and Tosot.

Each brand has a uniquely designed showroom with a renewed interior, highlighting the value that suits their customers' needs and preferences. The showroom also offers assistance from product inquiry, design, and installation services.



The Electrolux Brand Showroom, featuring a vast range of home and kitchen appliances of home and kitchen appliances



Cutting-edge technology on home electronics and digital appliances at the Samsung Brand Showroom



Kolin's brand showroom features high-quality air conditioners and services at affordable prices



Fujidenzo, Whirlpool and Tecnogas' appliances that feature their latest technological innovations



The TCL showroom with its focus on delivering better experiences to customers



The Eurotek Showroom showcasing value for money chillers and refrigerators

Sustainability Framework

Enablers



Business integrity

- Direct economic value distribution to government
 - Compliance to regulations
 - Risk management
-



Resource Management

- Materials used
 - Energy consumption
 - Emissions
 - Water consumption
 - Effluents and waste generation
-



Community programs

- Direct economic value distribution to communities
- Community Engagement

Value creation for stakeholders



Product diversity for customers

- Access to key consumer goods
- Savings on key consumer goods



Economic opportunities for suppliers and entrepreneurs

- Direct economic value distribution to suppliers
- Jobs supported in the supply chain
- Local sourcing
- Impact to local business growth



Employment opportunities

- Direct economic value distribution to employees
- Total jobs supported directly in stores
- Diversity and equal opportunity
- Career development
- Health and safety

Materiality

102-46, 102-47

Retail is one of the most important sectors of the Philippine economy as it serves as a key interface between producers and consumers. As one of the largest multi-format retailers in the country, we recognize our key role in promoting sustainable development. This especially rings true for our impacts on supplier practices, employee welfare, and consumer health and well-being.

We generated our material topics by probing the impacts of our business units along our key business activities – from product sourcing to empowering our employees and customers, to giving access to quality goods. These topics were validated through workshops with key people from our business units and stakeholder groups. The material topics and our management approaches identified here will serve as guideposts for regular monitoring and evaluation. These will determine how we can better navigate complex sustainability challenges and deliver greater value to society in the coming years.

Stakeholder Engagement

A deeper knowledge of the concerns and needs of our stakeholders is crucial to our sustainability strategy and growth. That is why we promote dialogue with all our key stakeholder groups, especially our customers, employees, partners, and investors. To better understand their perspectives and manage expectations, we aim to continuously monitor the inputs of our stakeholders at various levels.

Stakeholder group and why they are important 102-40, 102-42	How they are engaged and frequency of engagement 102-43	Concerns raised 102-44	Company response 102-44
Customers We exist for our customers. Their concerns, needs, and wants become integral to our operations and evolving business strategy.	» Regular feedback through social media » Engagement with our front-line employees during store hours	» Quality of products » Price of products » Accessibility of stores	We follow strict measures to ensure that all our products pass safety and quality regulations. We price reasonably to reach a wider economic spectrum. Through our disciplined expansion, we carefully assess new locations and look into other sites outside Metro Manila.

Stakeholder group and why they are important 102-40, 102-42	How they are engaged and frequency of engagement 102-43	Concerns raised 102-44	Company response 102-44
<p>Employees</p> <p>Our employees are our most valuable capital. They drive our operations and growth and represent the company in engaging customers.</p>	<ul style="list-style-type: none"> » Various engagement activities » Employee engagement survey 	<ul style="list-style-type: none"> » Wages and benefits » Leadership » Career development 	<p>We benchmark our wages and benefits against the best in the industry. We maintain a work culture that is grounded on our corporate values. We also value leadership that drives growth without compromising employee concerns. We value our employees and ensure that we provide avenues for them to develop their skills. As much as we can, we fill higher-level positions with internal candidates.</p>
<p>Suppliers and Franchisees</p> <p>They are our partners in delivering value to our customers through the products that they (suppliers) produce or consolidate and the stores that they (franchisees) manage</p>	<ul style="list-style-type: none"> » Engagement through the operations manager and the buyers 	<ul style="list-style-type: none"> » Procurement terms » Payment schedule » Availability of stocks for fast moving SKUs 	<p>We value collaboration and ensure that we both leave the negotiating table as winners. We are fair and reasonable in our terms and we make it a point to engage treasury for prompt payment of products. We are committed to improving our engagement with our supply chain for warehousing, distribution and stocking to ease business transactions for all our partners.</p>
<p>Investors</p> <p>As part owners of the company, our investors have a role in setting our direction based on their financial and nonfinancial expectations from our performance.</p>	<ul style="list-style-type: none"> » Ad hoc, monthly, quarterly conference calls and face-to-face meetings with our investor relations team and senior management 	<ul style="list-style-type: none"> » Integration and alignment of business strategy with key SDGs » Communication on plans, actions, and impacts on environmental, social, and governance (ESG) topics and how these affect brand and reputation » Transparency, direction, and clarity on financial targets and longterm value on sustainability 	<p>We publish annual reports that show our financial performance and other transactions. Recently, we will also be publishing sustainability reports that will show how we contribute to the SDGs and our performance in ESG and sustainability topics.</p>

Shared Success: Growsari Enabling Small Business Owners



B2B

grocery delivery services
to sari-sari store owners
through a mobile app.

20,000

Active sari-sari stores

Recorded net sales of

₱1.57 bn

in 2020 vs. ₱972mn in 2019

Growsari is the Philippines' first tech start-up which provides B2B grocery delivery services to sari-sari store (neighborhood sundry stores) owners through a mobile app. In September 2018, Robinsons Supermarket invested in a convertible note issued by Growsari Inc, equivalent to 28.6% of the company upon conversion. Through this joint partnership, Robinsons Supermarket promotes inclusive businesses that put micro and small enterprises at the heart of their business model, with merchandise sourced from Robinsons Supermarket branches.

GrowSari's tech infrastructure is all developed in-house, from call center operations, warehouse management, delivery fleet management, customer relationship management, to data analytics. Users simply need to go online to order the items they need, which will then be delivered to their stores the next day. This saves them time and energy, as they no longer need to go to supermarkets, or transact with various middlemen, to replenish their supplies.

Economic Value Generated & Distributed

Direct economic value generated (revenue)

₱151,070 million

Direct economic value distributed:

₱20,366 million

a. Operating costs

₱9,165 million

b. Employee wages and benefits

₱121,303 million

c. Payments to suppliers, other operating costs

₱2,067* million

d. Dividends given to stockholders and interest payments to loan providers

₱1,767 million

e. Taxes given to government

₱17.2 million

f. Investments to community (e.g. donations, CSR)

*Dividends + interest payments

As we conduct business day to day, we believe that we positively contribute to economic growth and social mobility among our stakeholders. The economic value generated from Robinsons Retail's activities primarily affect the economic conditions of the areas where we operate.

Our operations and supply chain allow us to directly and indirectly support employment and foster a sophisticated system of partners and suppliers from across various entrepreneurial backgrounds, from big manufacturers to small and medium enterprises for both the trade and non-trade needs of our formats. In 2020, this constituted to over 80.3% of direct economic value generated at Php121 billion in payments to suppliers and other operating costs.

To continue contributing to economic growth, we aim to retain our position as one the largest multi-format retailers in the Philippines, catering to the broad market through our diverse formats. We plan to further widen our participation in e-commerce spaces and expand our store network across with focus on regions outside of Metro Manila where modern retail penetration is still low. Aside from organic expansion, part of our strategy is to participate in the market's consolidation by entering into mergers and acquisitions in existing and complementary retail formats, while targeting consistent sales growth and improving margins to ensure sustainability of operations.

Our Dividend Policy

On March 9, 2020, the Board of Directors of Robinsons Retail Holdings, Inc. approved the adoption of a new dividend policy effective 2020. Under the dividend policy, the Corporation shall implement an annual cash dividend payout ratio of forty percent (40%) of the net income attributable to parent for the preceding fiscal year.

Please see Corporate Objectives and Dividend Policy in RRHI 2020 SEC Disclosure 17-A, page 55.

Financial Highlights

In ₦ millions

For the year ended December 31

Net Sales

-7.3 % change



Gross Profit

-11.5 % change



Operating Income

-25.9 % change



Net Income

-23.4 % change



Net Income attributable to equity holders of the Parent company

-17.9 % change

2019		3,919
2020		3,217

EBITDA

-13.0 % change

2019		14,678
2020		12,767

Earnings per share (₱/share) *

-17.6 % change

2019		2.49
2020		2.05

Drugstores

12.6%

DIY Stores

7.5%

Department
Stores

5.6%

Convenience
Stores

3.2%

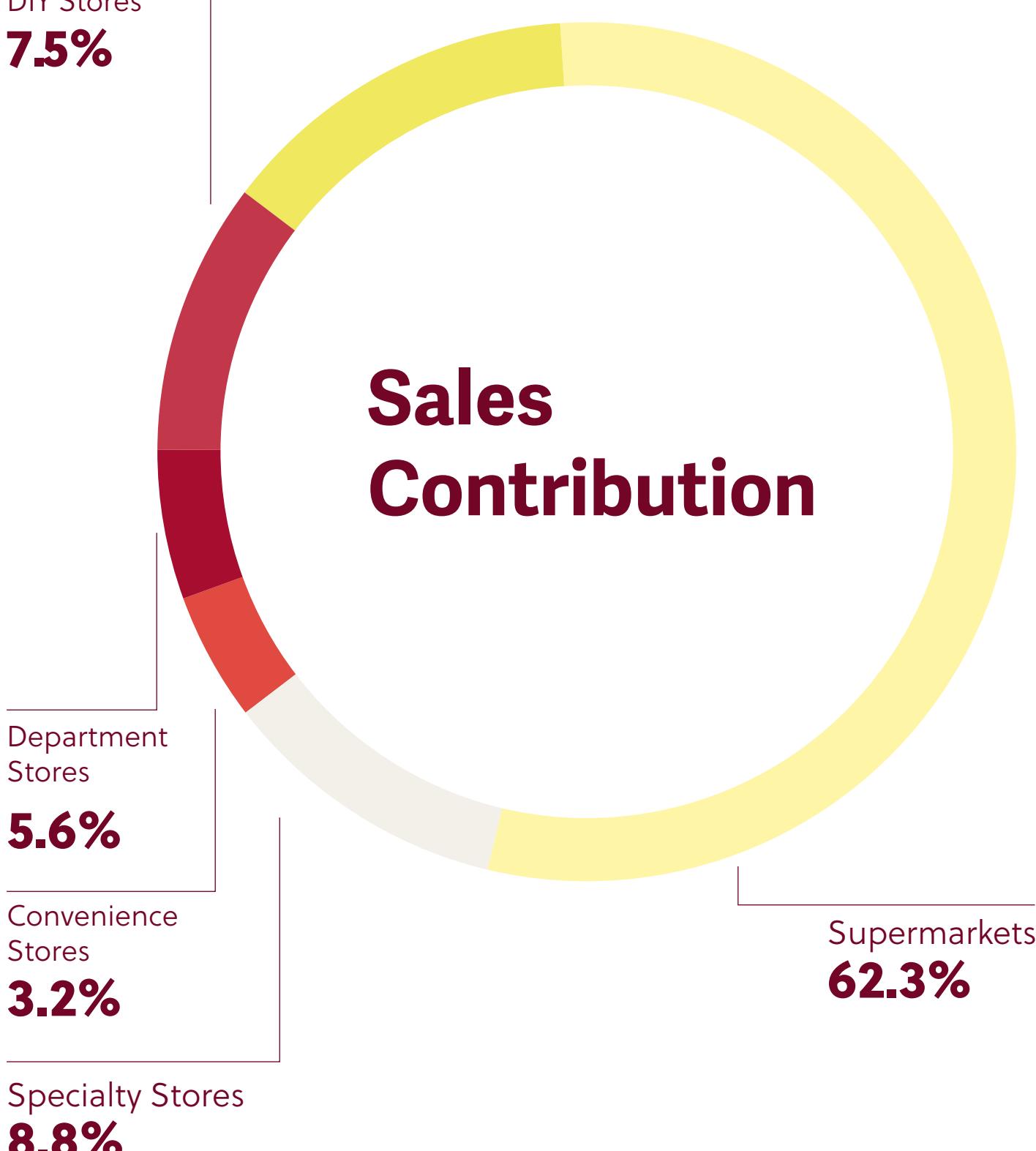
Specialty Stores

8.8%

Supermarkets

62.3%

Sales Contribution



EBITDA Contribution

Drugstores

13.9%

DIY Stores

13.9%

Department
Stores

2.2%

Convenience
Stores

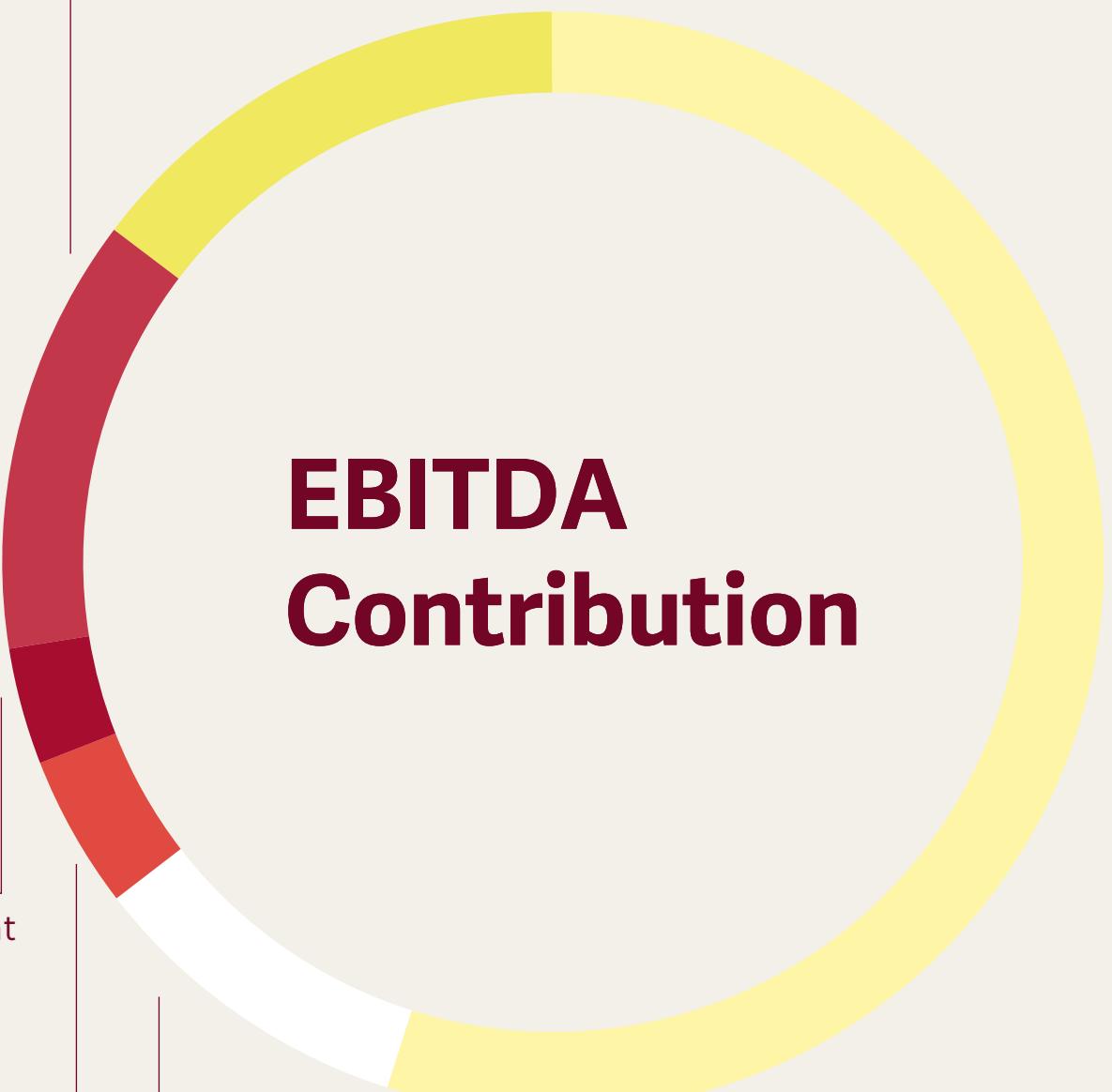
2.5%

Specialty Stores

6.2%

Supermarkets

61.3%



Our Digitalization Strategy



One of Robinsons Retail's key business initiatives is our investments in digital platforms directed towards enhancing customer experience, as well as advance our performance in terms of growth and improved efficiencies. Our investments in Data Analytics Ventures, Inc., BeautyMNL and Growsari have allowed us to leverage on synergies driven by digitalization and data in various areas of the Robinsons Retail ecosystem.

O2O (Online-to-Offline) Services:

We are able to increase foot traffic to our stores through click-and-collect models.

B2B (Business-to-Business) Presence:

We have expanded our customer coverage with small business owners (sari-sari store owners) through our investment in Growsari.

Fulfillment:

We leverage our extensive store network for last mile fulfillment centers allowing for an asset-light business model for our investments.

Marketing:

The integration of loyalty and rewards program across all platforms allow our customers to earn points wherever they shop.

Data Analytics:

The use of business, consumer behavior and supplier analyses across different platforms allow for data-driven decision-making for management.

Technology Investments:

Our investments fulfill our Digital Transformation Initiatives with the use of Cloud, Machine Learning, Automation and Mobile Technologies.

Expanded Retail Platform:

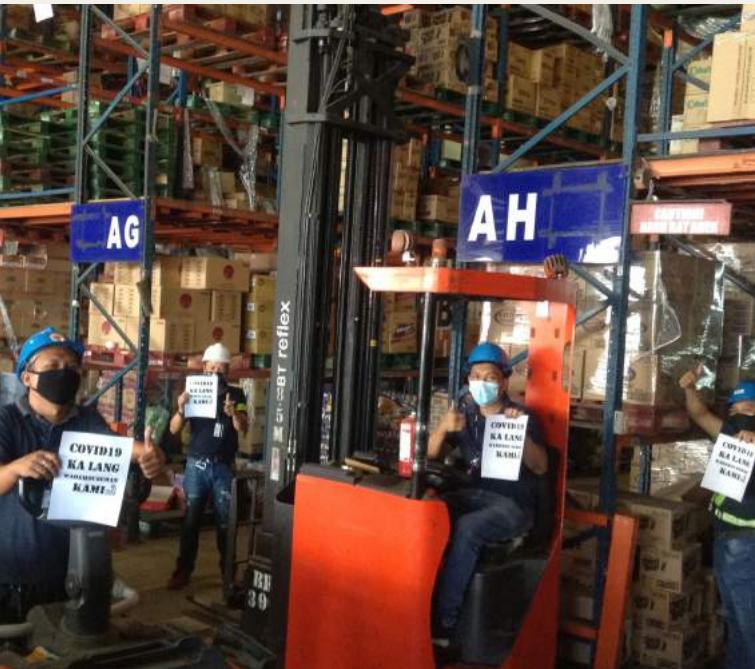
With our investments, we create new digital and traditional platforms and integrate them to improve performance and increase efficiencies.

Merchandising:

Our digital investments further enrich our omnichannel business model with new channels and purchase paths for our formats' expansive merchandise portfolio.



Our COVID-19 Response



Solidarity in Times of Crisis

413-1

Social involvement in the private sector became especially relevant and visible in 2020. We continued to show our commitment to communities by doing what we can to provide aid in times of crisis, and helped to build back communities through our corporate social responsibility initiatives.

For many of our projects on disaster-response, we worked closely with the Gokongwei Brothers Foundation, which is heavily involved in organizing the Gokongwei Group's philanthropic efforts. We collaborated with various local government units, vendor partners, and civil society organizations to serve as the crucial links for us to reach our beneficiaries. Led by our Marketing Teams, our employees also contribute meaningfully as volunteers, providing much needed manpower in the consolidation of donations and transporting them to their final destination.

Mobilizing for Taal

The first of many natural disasters occurred early in the year. From January 12-26, 2020, Taal Volcano became active once again with major ashfalls affecting vast areas of Luzon. We acted quickly to ensure the safety of our employees while operations were temporarily in severely affected areas and reiterated messages from the Department of Health

on the wearing of proper masks if exposed to volcanic ash. We organized donation drives to families affected by the eruption, which included various grocery items such as water, rice, canned goods, medicines and toiletries to the hundreds of families in the evacuation centers.





Supporting Medical Frontliners

As strict lockdowns were declared and we saw the daunting rise in the number of COVID-19 cases, it became clear that the health sector was experiencing significant strain both in terms of resources and morale. One major challenge was the shortage of personal protective equipment or PPEs and supplies for sanitation and disinfection, and we saw an opportunity to leverage on our supply chain and logistics capabilities to aid health workers and hospitals.

Addressing the concern of PPE shortages, in coordination with the Gokongwei Brothers Foundation, TGP, The Marketplace, and Shopwise sourced of medical supplies and their immediate delivery to local hospitals.



The Generics Pharmacy



9,000
face masks



4,000
face shields



45,455
surgical masks



67,500
pairs of
surgical gloves



242
gallons of
alcohol



588
Vitamin C
bottles

The Marketplace and Shopwise



14,400
face masks





Ministop donated packs of Uncle John's Fried Chicken to hospitals and in collaboration with partner suppliers, The Marketplace initiated the Breakfast Festival and celebrated the International Coffee Day, bringing healthy meals and coffee to hospital workers.



10,000
Uncle John's Fried
Chicken meals



60
Hospitals



2,900
Breakfast meals
for healthworkers



7
Hospitals

Robinsons Supermarket supports Communities

Robinsons Supermarket's ongoing commitments with its partner NGOs were strengthened as vulnerable sectors needed more help in the pandemic. Beneficiaries included mothers and children, senior citizens, and local farmers.

Working with the Ateneo Center for Educational Development, Robinsons Supermarket launched the Wellness Moms Program. Envisioned to aid and build a community of young mothers by providing food assistance and education. The program currently serves 100 mothers, whose babies are monitored during their first 1,000 days to ensure that they receive proper nutrition.



Robinsons Supermarket supported local communities by lending trucks to the Ateneo de Manila University to deliver much-needed relief goods to beneficiary communities in Novaliches and Caloocan. Most recently, they also helped pickup 10 tons of squash from local farmers of Sitio, Nueva Ecija. These were being sold at Php5.00/kilo and were bought by the partner university to distribute to their sponsored communities.

Handyman partners with Herco Trading for Typhoon Victims



Handyman Do it Best and Herco Trading launched relief efforts in Legaspi City, Albay and Virac, Catanduanes for communities affected by Super Typhoon Rolly (International Name: Typhoon Goni), which made landfall in the Philippines on November 2, 2020.

With local non-profit partners St. Agnes Academy Alumni Association and the Social Action Center of Diocese of Legazpi in Albay, and the Ando Cua Foundation of in the Municipality of Virac, donations to were distributed to affected families on December 11 and 12, 2020. Donated items consisted of food items, cleaning materials, and Greenfield construction tools and hand tools.

Southstar Drug: We Care A Little More



Southstar Drug's "We Care A Little More" motto is anchored on its mission to provide quality medicine to its customers, but it is also what drives its ongoing projects to give back to communities in need.

From November 11, 2020 to February 4, 2021, Southstar Drug's most recent run of outreach projects came in the form of donations for the Christmas season, as well as aid to families still recovering from the devastation of last year's major typhoons, Rolly and Ulysses. Beneficiaries were provided with basic necessities in Tuguegarao, Camarines Sur, Albay, Pasig, Marikina, Batangas, Cavite, Rizal, Pampanga, Davao, and Cebu, along with typhoon-affected employees in the Bicol Region, Metro Manila, Central Luzon, and CALABARZON.



1,300
beneficiaries



450
Southstar Drug
employees

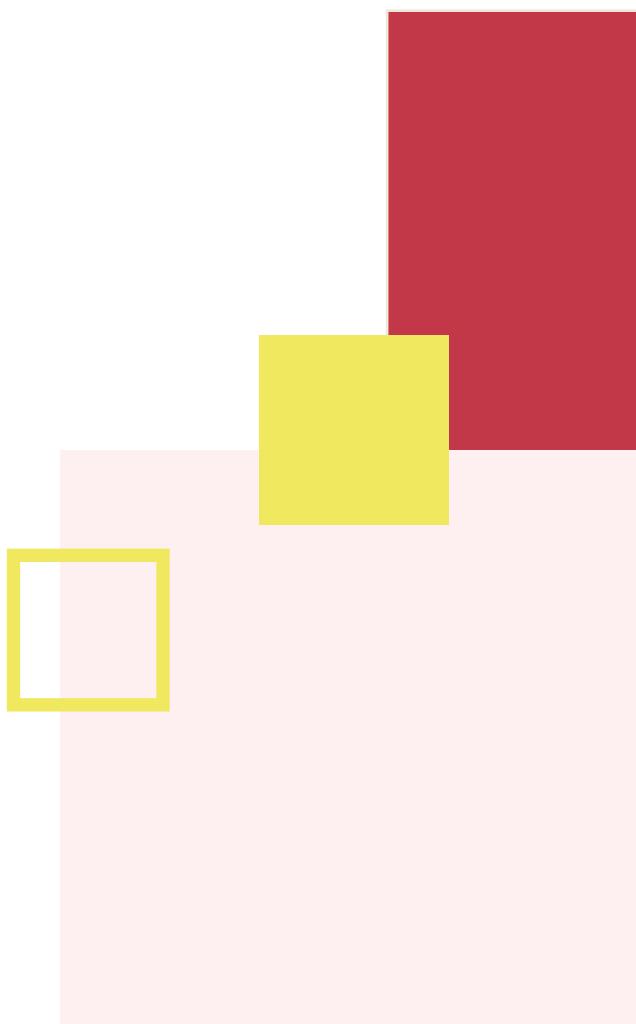
Southstar Drug's corporate social responsibility programs rely on the employee volunteerism and close collaboration with partners. The drugstore works with local government units and agencies such as the Department Education in Central Luzon, as well as civil society organizations such as Bahay Pag-Ibig in Pampanga, and Camarines Sur Pharmacist Association and Riders Association Camarines Sur, both in Bicol Region. These partners on the ground were crucial in identifying barangays and beneficiaries most in need, with those recovering from the trauma and economic challenges from natural calamities prioritized for engagement, as well as children and senior citizens from low income families.

Pet Lovers Centre Donates to Animal Welfare NGOs

True to its tagline, "All Passion, All Pets", Pet Lovers Centre Philippines showed its support to various organizations during the pandemic and amid natural disasters. These partners include Philippine Animal Welfare Society, CARA Welfare Philippines, Hound Haven Philippines, Animal Kingdom Foundation, and Island Rescue Organization. Ensuring that the groups' rescued and housed animals remain healthy during quarantine, Pet Lovers Centre Philippines donated boxes pet food and treats for the dogs and cats under the care of these groups.



Our People





“Your employees
are your partners.”

*- Lessons from Dad,
John L. Gokongwei, Jr.
by Lance Gokongwei*



“Pumasok po ako para po kahit papano, makatulong sa mga nangangailangan. Konting bagay pero malaking tulong na ‘yun. Iyon lang naman ang aming maitutulong ko sa kapwa natin.”

— Jenny Indita, cashier.

[I go to work so no matter what, I'm able to help those with needs. It's a small deed on my part, but it goes a long way; it's my way of helping others.]



“Pumapasok kami para sa aming mga pamilya na umaasa sa amin, at para din sa ibang mga tao sa mga kailangan nila. Ginawa naming ito dahil gusto namin makatulong hindi lang sa aming pamilya, para din sa ating mga kababayan.”

— Michelle Padilla, merchandiser.

[We work for our families who depend on us, and to serve people's needs. We do this not only to help our families, but our fellow Filipinos.]





"It's not just any more about the business, but more on the mission. We're working doubly-hard to provide basic goods much needed by consumers in these difficult times and I am proud to be working side by side with colleagues in a mission-driven company like Robinsons Supermarket."

-Paul Pasia, IT Manager of Robinsons Supermarket of Robinsons Supermarket.



"Para sa akin, sa gitna ng banta sa kaligtasan at kalusugan ko, masaya ako sa ginagawa ko. Mahal ko trabaho ko kahit malayo ang inuuwian ko. Yung makita ko lang na nakakatulong ako sa gitna ng ganitong sitwasyon, yung willingness ko na pumasok kahit alam ko mahihirapan ako sa pagpasok at pagwi kasi alam ko na sa ganitong paraan ako makakatulong sa mga tao,"

said Ricci Brazil, sales clerk.

[For me, despite the risks on my safety and health, I am happy doing my work. I love my work, even if I live far. I see that if I can be useful in the midst of this situation, even if I have difficulty coming and going to work, this is how I can help other people.]



"Dahil kailangan ng customer ang serbisyo natin, paano na lang 'pag wala sila makain? Unang-una ang grocery ay needs yan, hindi naman wants lang. Hindi naman bibili lang kasi gusto mo lang. Bibili ka kasi kailangan mo. Oo, andon ang sasahod tayo pero ang maganda doon, sumahod ka nag-serve ka pa ng serbisyo sa ibang tao."

—Mark Tilan, bagger.

[Our customers need our service. What if they don't have food to eat? Grocery items are needs, not just wants. Yes, we get paid to do our jobs, but it's nice to earn a living by fulfilling the services required by others.]

Safety at the Workplace



In 2020, we executed a comprehensive Business Continuity Plan that prioritized employee safety during the COVID-19 outbreak. For frontliners in essential formats, namely supermarkets, drugstores and convenience stores, they were provided with personal protection equipment, sanitizers, and trained on social distancing measures. Stores and the Head Office also operated on a skeleton workforce, and management adapted work-from-home schemes, primarily for support services, during Enhanced Community Quarantine.

Periodic sanitation and disinfection were also done at all points of contact, and on-site employees were required to submit daily health reports before entering work premises during General Community Quarantine. The Company also informed employees on COVID through the Gokongwei Group COVID Care Program, which shares pertinent information on the virus, its symptoms, and a hotline which gives access to healthcare providers in case they suspect that they may have contracted the disease.

As a matter of policy, we give importance to the health and safety of our employees. We have in place our policy on Stakeholders' Health, Safety and Welfare, which is publicly available in our corporate website. Under this policy, Robinsons Retail is committed to undertake all reasonable steps to ensure the health, safety and welfare for the best interest of our stakeholders and the communities where we live and work by complying with the provisions of law, industry rules and regulations, standards of independent accreditation bodies where the Company obtained accreditation, and contractual obligations.

The policy aims to:

1. Provide a guiding principle to ensure health, safety and welfare of the Company's stakeholders.
2. Identify responsibility and accountability of every personnel and department in the organization to ensure the health, safety and welfare of stakeholders.
3. Integrate health and safety practices in all activities to ensure efficiency and quality of products and services.

The policy shall define the guiding principles and responsibilities for managing health, safety and welfare of the stakeholders of Robinsons Retail Holdings, Inc. (RRHI), its subsidiaries and affiliates. The complete Stakeholders' Health, Safety, and Welfare policy can be downloaded here: <https://bit.ly/30UtzZO>

Inclusivity at the Workplace

Robinsons Retail celebrates inclusivity and valuing the contributions of each employee as part of its organizational culture. We believe that respect for diversity and equal treatment are key in managing a progressive environment for our employees, therefore we do not discriminate based on any characteristic that is considered a human right, such as gender, age, religion, or disability. As of end 2020, we employed over 18,000 individuals from various fields of expertise and backgrounds, with women consisting 70% of the total workforce.

Female representation in Robinsons Retail is apparent across all levels, with several key executive and senior management roles fulfilled by women. 52 of the 91 executive level positions and 4,598 out 7,901 managerial and supervisory roles are likewise held by women.

The professional space in Robinsons Retail is merit-based, and we do our best to recognize the performance of our employees while providing ample opportunities to grow. On October 16, 2020, Robinsons Retail became part of the Forbes' World's Best Employers list composed of 750 corporations headquartered in 45 countries. Ranked 236th, RRHI is the highest placed Filipino company on the list, which also included Jollibee Foods and the Alliance Global Group.

The 2020 edition of the list was compiled by the US-based financial news publication in partnership with Statista, a German market research firm. To obtain the rankings, they surveyed 160,000 full-time and part-time employees working for multinational companies or at firms with operations in multiple nations or regions. The surveys were conducted from June to July with anonymous participants who were asked to rate their companies based on several criteria, which included the employees' willingness to recommend their employers to friends and family; their employers' image, economic footprint, talent development, gender equality, and social responsibility; and their satisfaction with how their employers' dealt with Covid-19.

Forbes

230	Analog Devices	Semiconductors, Electronics, Electrical Engineering, Technology Hardware & Equipment
231	CACI International	Professional Services
232	Lululemon Athletica	Clothing, Shoes, Sports Equipment
233	Fortune Brands Home & Security	Engineering, Manufacturing
234	Valero Energy	Construction, Oil & Gas Operations, Mining and Chemicals
235	Banque Saudi Fransi	Banking and Financial Services
236	Robinsons Retail Holdings	Retail and Wholesale
237	Nielsen	Professional Services
238	Kimberly-Clark	Packaged Goods
239	Jollibee Foods	Food, Soft Beverages, Alcohol & Tobacco
240	ABB	Semiconductors, Electronics, Electrical Engineering, Technology Hardware & Equipment
241	Raytheon Technologies	Aerospace & Defense
242	Ace Hardware	Retail and Wholesale
243	Nippon Paint	Construction, Oil & Gas Operations, Mining and Chemicals
244	Xerox	Semiconductors, Electronics, Electrical Engineering, Technology Hardware & Equipment

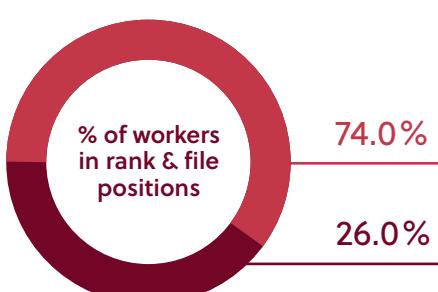
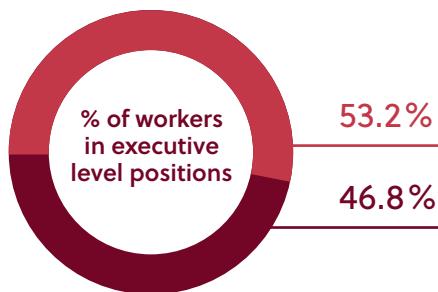
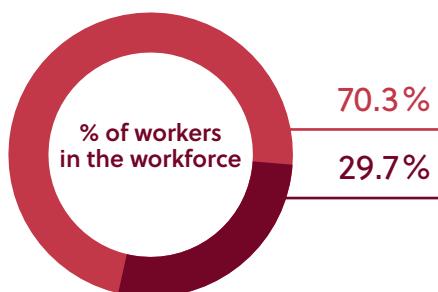
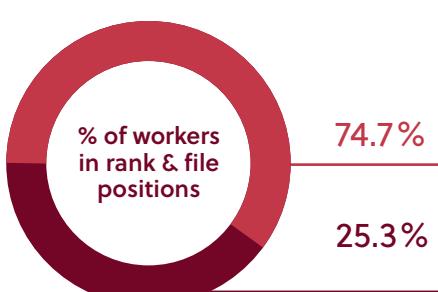
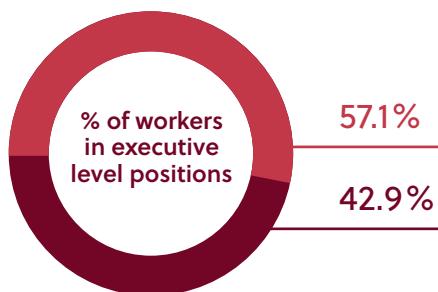
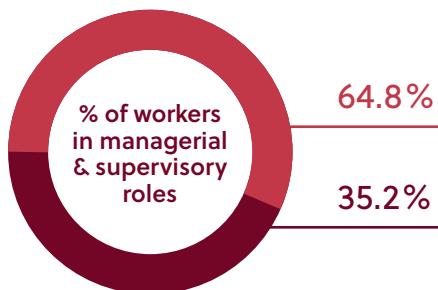
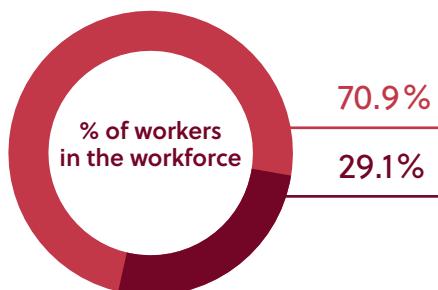
2020

18,555
Total number
of employees

13,149
Number of
female employees

5,406
Number of
male employees

Female workers Male workers

2019**2020****22**

Number of employees from indigenous communities and/or vulnerable sector*

23

Number of employees from indigenous communities and/or vulnerable sector*

By tenurement

< 1 years	4,346
1-3 years	8,418
3-5 years	2,365
5-7 years	1,151
7+ years	2,275

By Age Group

Employees under 30 years old	
Number of Male employees	2,179
Number of Female employees	7,351
Employees 30 - 50 years old	
Number of Male employees	3,120
Number of Female employees	5,608
Employees over 50 years old	
Number of Male employees	107
Number of Female employees	190



Women at Work: **Mylene Kasiban is ING-FINEX 2020 CFO of the Year**

Robinsons Retail's Chief Financial Officer (CFO) Mylene Kasiban was selected as the 14th ING-FINEX CFO of Year for 2020. This award is the Philippines' longest-running and only search that honors outstanding chief financial officers.

The search was first launched in 2006 through a permanent partnership between Financial Executives Institute of the Philippines (FINEX) and ING Bank, N.V., envisioned to "herald a legacy for future generations of Philippine financial leaders", with awardees selected based on strong evidence of performance and initiative across all four CFO qualities as a Strategist, Catalyst, Steward, and Operator.

FINEX is the premier professional organization for finance executives and decision makers in Philippine business and ING Bank, N.V. is one of world's largest banks and a leading global financial institution offering banking, insurance, and investment management services.

Mylene was selected based on her career track record as a finance professional, with an in-depth discussion on leading progressive and innovative initiatives in the field. The selection process also outlined how the candidate contributed to achieving their institution's corporate and sustainability goals.

As RRHI CFO and through working effectively with different departments and business unit heads, Mylene implemented various measures to simplify business processes to take advantage of automation and digitization in place of manual procedures. She is also involved in resource management and negotiations for significant business deals, such as RRHI's major mergers and acquisitions.

In light of the global COVID-19 pandemic, she played a key role in the Company's Business Continuity Programs, the launching of e-commerce platforms such as Gorobinsons, and implementing necessary austerity measures to ensure financial liquidity for the Company.



From L-R: Gabby Tagala, RRHI VP for Human Resources; Robina Gokongwei-Pe, RRHI President & CEO; Mylene Kasiban, RRHI CFO; Jody Gadia, RRHI Managing Director – Supermarket Segment; and Rolly Salvador, RRHI Corporate Controller at the CFO of the Year awarding ceremony on November 18, 2020 at the Hyundai Hall of Areté, Ateneo De Manila University

"I am very proud and honored to receive this award as the second woman CFO of the year, after 12 years. May this award continue to be an inspiration to the women CFOs to keep on doing their best, to be their best authentic self. This award is for Robinsons Retail, a tribute, and my way of honoring our founder, Mr. John Gokongwei and of course to Mr. James Go, Mr. Lance Gokongwei and Ms. Robina Gokongwei Pe. They are my inspiration in getting this award. It is a joy going to the office everyday knowing that you can make a difference and your voice can be heard. It is a company that values good governance and sustainability," said Mylene Kasiban in her acceptance speech at the 14th ING-FINEX CFO of the Year Awarding Ceremony.

Sexual Harassment and Pro-Women Branding

In line with fostering an inclusive environment at the workplace, Robinsons Retail has in place provisions in its Code of Conduct where sexual harassment in any form is not tolerated, where proven cases are subject to immediate dismissal. It is important to us to provide a safe space for all of our employees, especially since the majority of our workforce are women. We understand the need to not only be inclusive, but acknowledge the vulnerabilities faced by different sectors. We seek to provide avenues that genuinely empower them, both among our employees and customers.

As part of our branding and process in developing marketing campaigns, our formats take into account the optics of the final output and make sure that it is free from gender biases against women or the LGBTQ+ community. We believe that



sensitivity is important in crafting the messages we share in our advertisements and promotions, especially since many of our products are marketed specifically to women. In our community engagement projects, we have also worked with various partners that celebrate and empower women. Robinsons Supermarket's Wellness Moms specifically builds an online community among mothers, which allows avenues for learning and awareness on products that are able to address their needs.

Learning Beyond Distance

404-1, 404-2

Before the onset of COVID-19, the Learning and Development team of our Human Resources Department conducted various face-to-face programs for training and career advancement through the Robinsons Retail Academy. To adapt to social distancing measures, we transitioned to remote learning to continue offering courses to our employees.



We crafted additional programs to facilitate this transition, starting with the basics of Microsoft Teams meetings, digital body language, and effective coordination between managers and their teams. Beyond fostering familiarity with on screen interactions, we introduced programs to aid our employees in coping with the uncertainty of the times, and made use of various materials on management. We emphasized the importance of building resilience and taking care of oneself through a safe and healthy environment, whether they work onsite or at home. Likewise, we wanted to prepare our leaders to not just weather the current challenges of the crisis, but to look beyond and be ready for market recovery.

Total training hours provided to employees

2019

147,815 hrs

Female employees

54,776 hrs

Male employees

2020

95,021 hrs

Female employees

28,884 hrs

Male employees

Average training hours provided to employees

2019	17.4 hrs/employee	9.7 hrs/employee
	Female employees	Male employees
2020	14.6 hrs/employee	11.7 hrs/employee
	Female employees	Male employees

TGP Academy

TGP's strong commitment to empower and foster professional effectiveness and development for its frontliners was manifested with the launch its online Learning Management System in December 2020. The TGP Training and Development team in collaboration with the IT Department, commenced the initiative of creating the online learning and training platform for its healthcare providers - the Pharmacists, Pharmacy Assistants, other drugstore personnel. The platform was also opened to franchise owners.

Branded as TGP Academy, it houses Training Courses to provide learning options that go beyond just classroom training. With over 300 participants so far, the TGP Academy is envisioned to improve the learner's digital experience with an online registration and notification system, intuitive user interface, access to learning content at any time from any device, carries assessment tools to gauge retention and comprehension and analytics to monitor learner's performance.



 A photograph showing a classroom setting for the TGP Academy. A male instructor stands at the front, facing a group of students seated in rows. A projector screen behind him displays the TGP Training & Development logo. The room has white walls and fluorescent lighting.

Welcome to TGP Academy

TGP TRAINING & DEVELOPMENT

AWARDS

Professional Resources

TGP Limited

About TGP Academy

 A screenshot of the TGP Academy website. At the top, there's a navigation bar with links for Home, Catalog, Student, News, Career, About Us, and Go to TGP Academy. Below the navigation is a section titled "Healthcare Excellence And Retail Pharmacy Training (HEART) Program" featuring a grid of seven course modules. Each module includes a thumbnail image, a title, and a "View More" button.

Healthcare Excellence And Retail Pharmacy Training (HEART) Program

1. Strengthening the TGP Workforce Learning

2. Dispensing Practices, Issues & Health Procedures: The Role of

3. Symptoms and Beyond: Rational Approach to Complaints

4. Harnessing the Potential of a TGP Franchisee

5. TGP Franchisee Provides Making Customer Centricity Real

6. TGP Franchisee Provides Making Customer Centricity Real

7. HEART Program Evaluation

Our Supply Chain

102-9



At Robinsons Retail, we value collaboration to achieve mutually-beneficial terms with our suppliers. We directly engage a large network of trade and non-trade vendors through Merchandising, Operations, Supply Chain Management, as well as through the Marketing Departments for joint programs and promotions. Through our stakeholder engagement and internal assessments, we identified that the procurement terms, payment schedule, proper waste disposal, and the availability of stocks for fast moving items are material in conducting business with our suppliers.

As a retailer, we rely on the meaningful engagements we have with various suppliers, from large multinational corporations to small and medium enterprises. We believe that as we conduct business together, we positively impact local economies as we support livelihood and provide access to goods for end consumers.

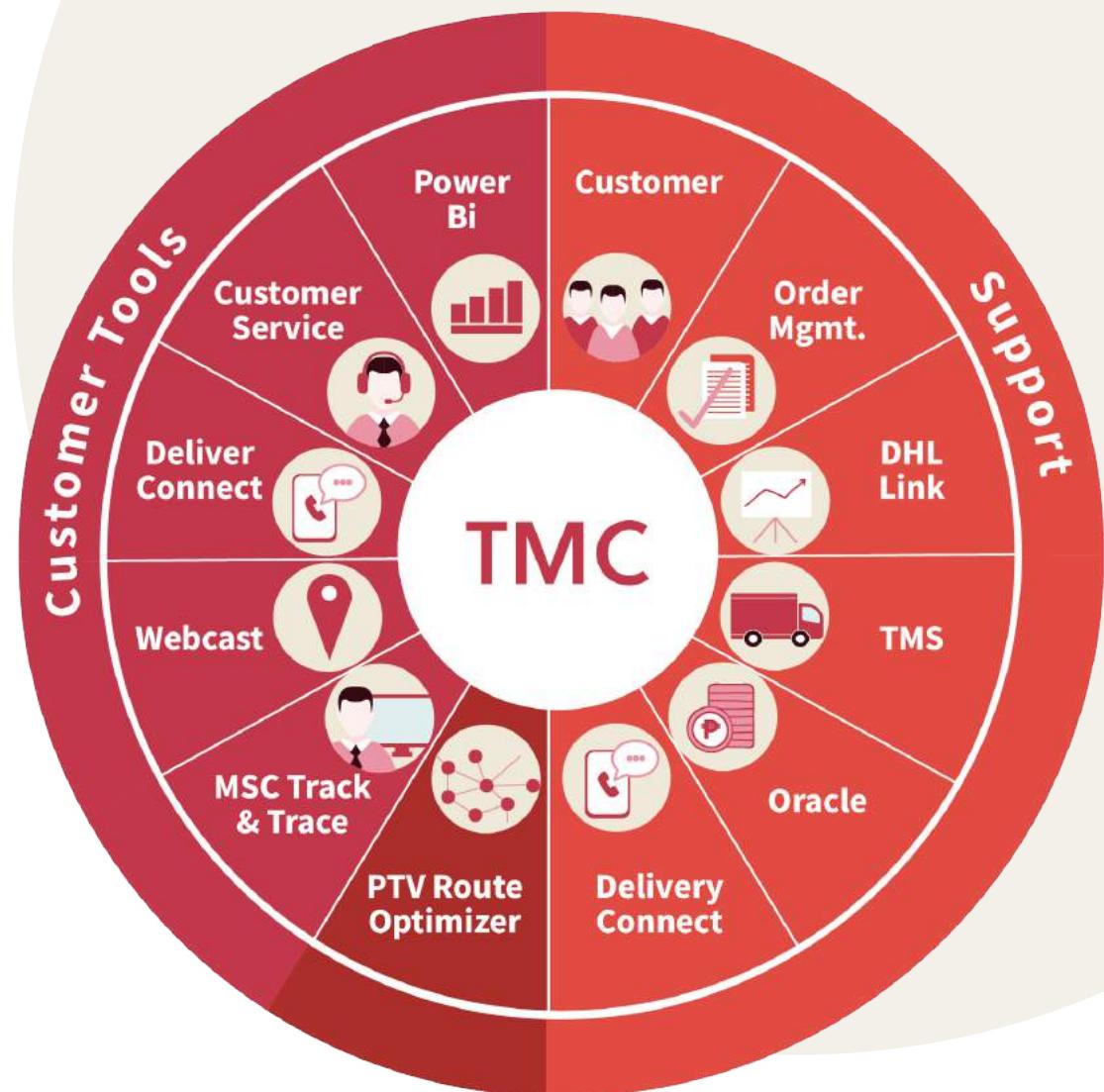
Robinsons Retail has a supplier accreditation policy to assure that suppliers have the capacity to meet the demands of the business at consistent quality. Goods and stores are



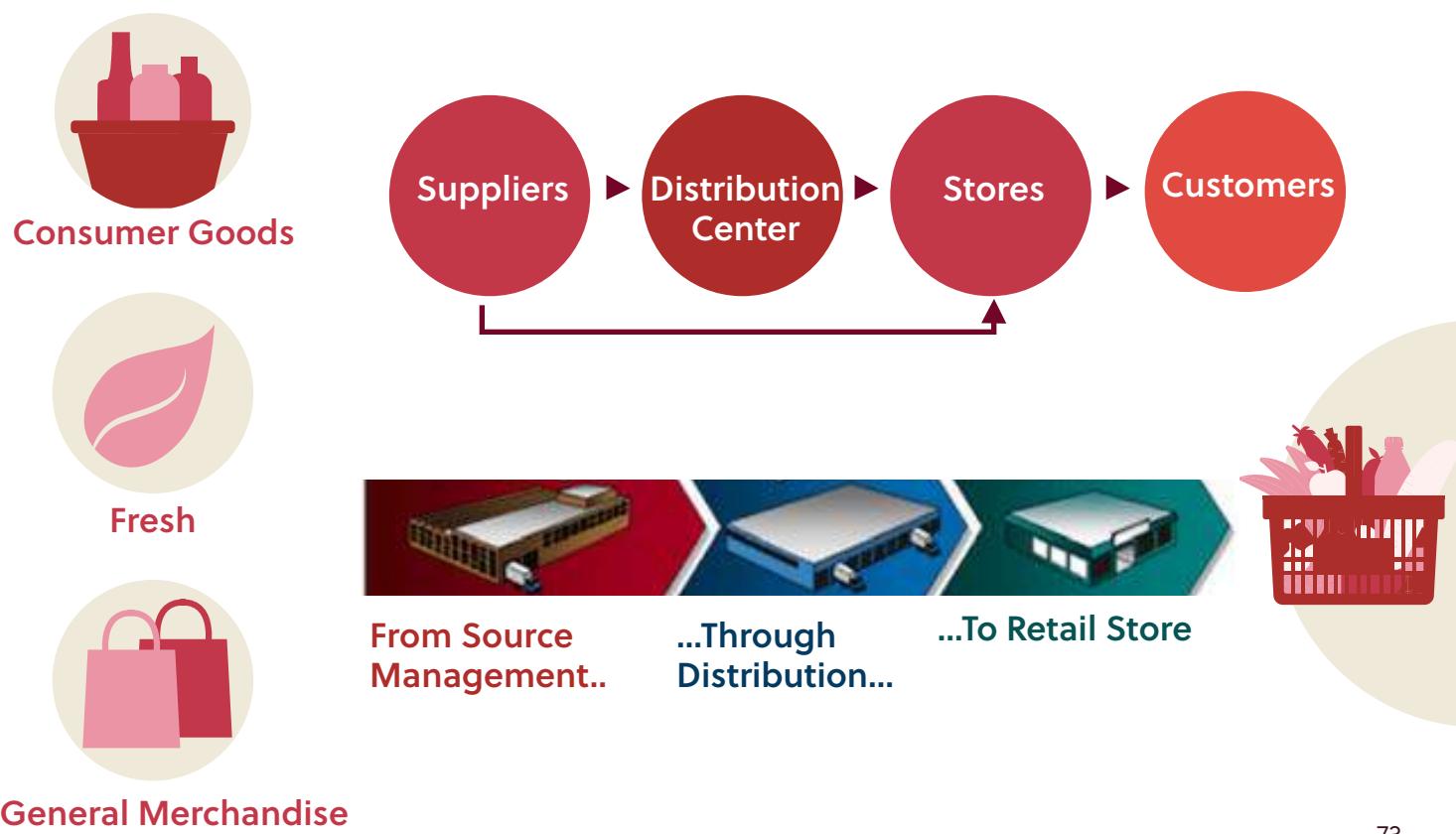
also monitored by quality assurance officers and each business unit also has standard store procedures on the proper disposal of waste and expired items.

To reduce the likelihood of producing waste and to keep stores in stock, our business units are continuously improving methods and process to forecast demand more accurately to maintain a just-in time inventory system. This, in return, increases supply efficiency as goods arrive only when they are needed. Our distribution centers follow a cross-docking system, where goods from suppliers are consolidated and sent to RRHI's stores in a strict, time-bound manner. This enables the faster delivery of products and reduces the unnecessary maintenance of stocks.

In 2020, we bolstered our Supply Chain Management with the DHL Summit Solutions, Inc. Transport Management Center (TMC), the result from joint venture between DHL and JG Summit. The TMC provides 24/7 tractability of vehicles and orders, and provides real time planning to ensure route optimization and excellent service. Alongside Universal Robina Corporation, the RRHI formats currently included in this process are Robinsons Supermarket, Ministop, Southstar Drug, and TGP.



Merchandise Flow



Key Performance Areas



Supporting Small and Medium Enterprises

215
SME suppliers
for Robinsons
Department Store

106
SME suppliers
for Robinsons
Supermarket's Farm
to Table Project

SME sales contribution to Robinsons Department Store

₱1,102.9
million
(7.07%) in 2019

₱425.6
million
(5.13%) in 2020

The role played by small and medium enterprises to the Philippine economy is significant as they comprise the majority of businesses in the country and employ around half of the labor force. We believe in fostering opportunities to work with SMEs and include them in our growth story, as they offer goods and services that are essential in

our operations and to our consumers. Our engagement with SMEs are primarily through trade suppliers in our department stores and supermarkets. We also annually contract at least 35 third-party SME truckers through our Central Procurement Department, which offer crucial logistics services in our distribution centers and stores.



Robinsons Department Store's Proudly Filipino Selections

Robinsons Department Store celebrates locally produced items and Filipino creativity through the Go Lokal! program and the Tindahan section in Robinsons Department Store Galleria. The sections feature items produced by medium scale enterprises, many of which are carefully handmade crafts, health and beauty products and local delicacies. The department stores provide mainstream access to these items, as well as marketing assistance to participating small enterprises in the form of assisted visual displays, planograms, and social media exposure.

On September 8, 2020, Robinsons Galleria reinvented its Home Section, re-envisioned as a 1,500 square-meter space that features a wide selection of trusted brands of home décor, furnishings, domestic appliances, storage units, and houseware. It also highlights a 160 square-meter flagship store of Curated Home, Robinsons Department Store's exclusive brand. Curated Home provides a treasure trove of décor and accent pieces that are personally hand-picked by the brand's Creative Director, renowned furniture designer and visual storyteller Ito Kish. Over the years, Robinsons Department Store has built a close relationship with Ito Kish, whose insight and sensibilities play a huge role in curating items in the Home and Lifestyle Section of our stores.



Empowering Farmers: Robinsons Supermarket's Farm to Table Program



11,427
FTT products

1,177
FTT products with
biodegradable
packaging

599
FTT Farmers

Robinsons Supermarket's Farm to Table Project (FTT) engages close to 600 small-hold farmers, offering stable demand for fresh produce at fair market prices. The project also empowers and encourages farmers to adapt sustainable farming practices that preserve soil health, use less water, and have less dependence on artificial pesticides. Through FTT, we brought quality produce from provinces in the Philippines, empowering both local producers and our consumers. At present, most fresh fruits and vegetables are sourced from farms in Luzon, namely Abra, Batangas, Benguet, Bulacan, Cavite, Laguna, Quezon, Rizal, and Zambales. Some farms are also located in Metro Manila and Visayas (Cebu and Bacolod) and Mindanao (Davao).

The project started in 2018 and empowers farmers primarily through farm-gate rates and fair-market deals, which we establish through close collaboration and discourse. With farmers initially relying solely on wet markets and various middlemen, where prices and orders often fluctuate, FTT also gives much needed security to the partners through stable order quantities of produce. The array of fresh products is extensive, ranging from classic Filipino dish staples like ampalaya, string beans, okra, tomatoes,

eggplant, squash, and camote; to much loved fruits like Carabao Mango and dragon fruit, and many more.

Customers also benefit from the project because measures are undertaken to guarantee freshness, safety, and quality. Information displayed on where and how the goods were farmed and sourced. The visibility organic and GAP (Good Agricultural Practices) certified farms also inform consumers about the kind of work that go into the products. Information is key to transparency, and as it lends authenticity to the project and bridges farmers to customers.

From a sustainability standpoint, the FTT addresses a need to support the agricultural sector and recognizes the irreplaceable role it plays in society in its provision of food - the most basic of necessities. Given that food is a major part of the supermarket business, it is directly tied to our operations and our supermarkets' health and wellness value proposition to customers.

Supplier Accreditation

Robinsons Retail has a supplier accreditation policy to assure that suppliers have the capacity to meet the demands of the business at consistent quality. Goods and stores are also monitored by quality assurance officers and each business unit also has standard store procedures on the proper disposal of waste and

expired items. To guarantee that our suppliers meet our standards, we employ a comprehensive supplier accreditation system. The process starts with an assessment of the product quality and marketability of merchandise from prospective partners. Suppliers that pass the as-

essment then submit the required government documents and undergo interviews to confirm their commitment to working with us. Through the years, we have forged long-term partnerships with some trusted suppliers with whom we have grown our business. We make sure that all suppliers, big or small, are given opportunities to grow their business.

Our supplier selection process is a critical aspect of our business. Only accredited suppliers can provide the goods and service requirements of the company and only those products or services that received accreditation shall be supplied by an accredited supplier.

All potential suppliers shall undergo the accreditation process to ensure that only qualified suppliers are selected to supply the goods and services requirements of the company. Inclusion of additional commodity/ies from an existing supplier shall require accreditation.

Inspection, evaluation and accreditation of potential suppliers shall be carried out our Supplier Accreditation Teams, who are composed of individuals who have the qualifications and capabilities to evaluate the eligibility of the suppliers to be accredited.

The Supplier Accreditation Rating System

The Supplier Accreditation Teams appraise all suppliers applying for accreditation using a rating system

The rating system include both product and company evaluation.

- Supplier rating shall be documented through the Supplier Accreditation Rating Sheet (SARS).
- Supplier with Overall rating equal or above seventy-five (75%) shall qualify for accreditation approval.
- In cases when certain criteria for accreditation is deemed not applicable, the passing requirement of 75% shall be computed based on the total applicable criteria.
- A premium or additional five (5%) points shall be added to the rating of supplier who are Sole Distributors of products provided that the Sole Distributorship Certification has been obtained and verified.
- An additional three (3%) points shall be added to the rating of supplier if distributorship of the product is limited to two (2) suppliers only. Certification from the manufacturer on the limited distributorship has to be obtained and verified.
- The Rating System for each accreditation criteria may vary by commodity group and may be customized by the BU according to strategic importance.
- Supplier with a total rating below seventy five percent (75%) may still be recommended for accreditation provided:
- The product or service is needed to comply with regulatory requirements
- Supplier is a sole distributor; and
- Other justified reasons.

Sustainable Supply Chain Townhall

On November 11, 2020, we conducted our second townhall on Sustainability, focusing on the Supply Chain. The event, which was held virtually via Microsoft Teams, began with a discussion on the basic processes of the supply chain, then transitioned into opportunities to further improve upon how it is managed, with examples on initiatives done by the Robinsons Supermarket and Robinsons Supermarket. We also touched upon the potential of technology and sustainability in informing decisions to develop this area in business.

social and governance concerns, as it has become one of the crucial criteria for the investment community in evaluating potential investments. In the supply chain of retail specifically, ESG issues can carry significant reputational and operational risks, such upstream and downstream traceability. The ESG criteria serves as a guideline for environmentally friendly, socially acceptable, and ethically righteous supply chain activities: from procurement, sourcing, supplier relationship-management actions.



Darvin Sy Su
Strategy & Collaboration

JG Digital Equity Ventures, Inc.



November 11, 2020

Robinsons Supermarket Capitol Hills' Water Loop System

303-1, 303-5

600% 50% 19.2%

reduction in
refrigerant use

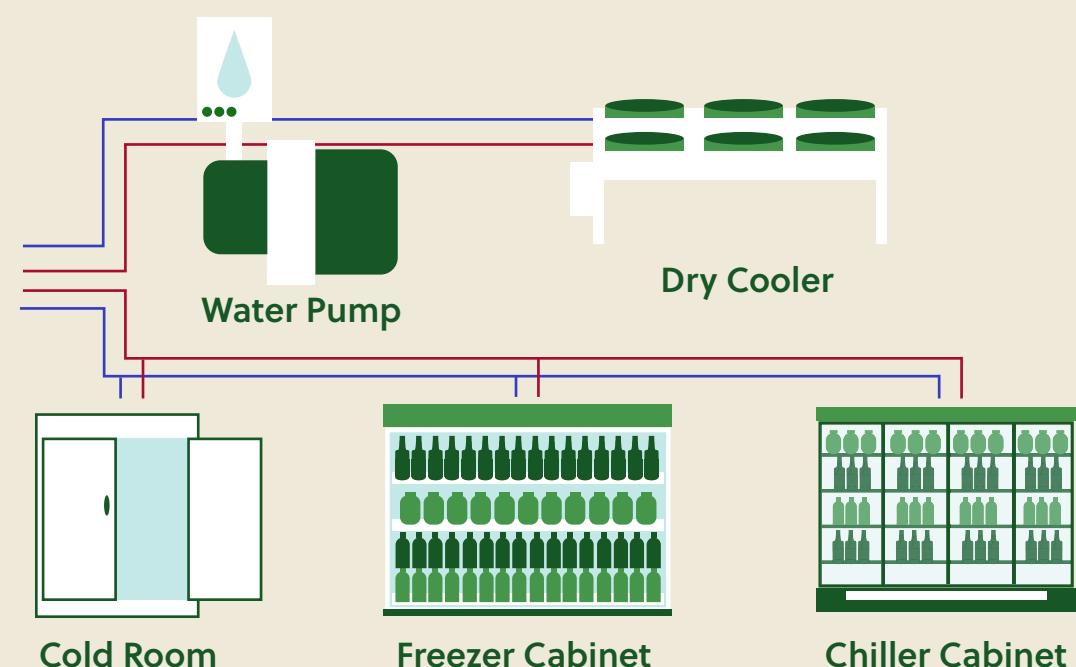
lower Global
Warming
Potential

lower energy
consumption

In an effort to reduce GHG emissions in our stores, Robinsons Supermarket's Capitol Hills branch became the experimental site for the Water Loop Refrigeration system. The technology uses recirculated water as the main component in its cooling system and uses refrigerant R-410A, which has a 50% lower Global Warming Potential (GWP) compared to R-404A used in conventional centralized airconditioning systems for the same area. Aside from using a refrigerant with less GWP, conventional systems also use seven times more refrigerants than the Water Loop System.

Aside from Robinsons Supermarket Capitol Hills, the format is looking at other potential stores which can be converted to the system as it needs an open space to operate, with studies currently being done for its stores located in Robinsons Galleria and Tagaytay.

EPTA Blue Water Loop System



Our Environment

Climate Action Targets

305-1, 305-2, 305-4, 305-5



20%

GHG intensity
reduction by 2030

10%

Energy intensity
reduction by 2030

Promote
Sustainable
Farming by Adding
100 farmers to
the Farm to Table
Program by
end 2021

Throughout our Sustainability Journey, we have grown to understand the importance of Climate Action and for Robinsons Retail to become part of solutions that promote environmental stewardship. In light of this, we commit to a target of reducing GHG intensity by 20% by 2030, measured as GHG emissions relative financial performance in terms of revenue. Under our Supermarket Segment, our biggest business segment, we will also pursue initiatives to reduce energy intensity by 10% through more energy-efficient materials and equipment in stores, as well as the usage of lower impact refrigerants. Likewise, for 2021, the Supermarket Segment aims increase engagement with farmers under the Farm to Table Program, targeting to grow the sales contribution from the program 0.60% from 0.53% in 2020, and add 100 more farmers to its current pool of 599. The project also encourages sustainable practices in production.

We have also begun to engage partners in our goal of crafting comprehensive Climate Action Plan, which includes scenario-building, long-term targets, and conducting further studies within the next two to three years that further delineate the areas of materiality in terms of its impacts to the environment and potential contributions to Climate Change, as well as opportunities to engage environmental conservation.

Although still in need of adaptation and further study on its overall impact upon climate change metrics, we have been continually implementing energy-saving practices over the past years in select areas of our operations. While RRHI is not water-intensive as a business, it also acknowledges the importance of reducing water consumption and implements daily maintenance checks on our facilities.

We recognize plastic use as a material topic in Climate Action, as it has implications on reputational risks among our customers, investors and regulators, and the health of the environment and the preservation of natural biodiversity through plastic leakage. Our primary use of plastic is through the packaging and handling of goods that are ultimately sold to customers through our stores.

GHG

**Scope 2 GHG
Emissions
(electricity)**

2019

512,681 Tonnes CO²e

2020

164,627.20 Tonnes CO²e

**Scope 3 GHG
Emissions (third
party diesel
consumption)**

2019

3,662 Tonnes CO²e

2020

5,285 Tonnes CO²e

Energy, Emissions and Water

302-1, 302-3, 302-4

We rely on electricity and fuel for our daily operations and across its supply chain. Energy is sourced primarily from the local electrical grid that services areas where the Company's stores operate. For this report, we implemented a more comprehensive monitoring mechanism for energy consumption across our major business units.

At present, we implement energy-saving practices such as maintenance and conversion to energy efficient materials and appliances, such as LED bulbs, inverter technology airconditioners, and refrigeration systems with less impact on the environment. The Company also closely monitors compliance requirements from the Department of Energy on standardized measures for energy and resources, especially for sites that may cross the materiality threshold on required disclosures for the agency.

We are setting developing action plans to reduce the dependence on high-intensity equipment across its operations. Our Engineering Department spearheads initiatives on the conversion to energy efficient equipment which use less energy and make use of refrigerants with a lower carbon footprint once old equipment reach their end-of-life usage, with a projected 7% reduction in energy consumption. We also believe there are ripe opportunities in exploring the potential of renewable sources of energy for our

sites of operations, specifically buildings which it directly manages, such as the Robinsons Townville Community Malls, Shopwise hypermarkets, and standalone Robinsons Supermarket and The Marketplace stores.

For the distribution of our goods, we also rely on a network of third-party truckers, and in 2020, we began our data collection as baseline for our fuel consumption in this area of our business. Our future plans for the group's supply chain are also being crafted with sustainability in mind, as we seek ways to make resource use more efficient, while taking advantage of opportunities in technologies that can enhance the performance of our distribution centers.

In 2020, energy consumption and intensity was reduced primarily due to the temporary store closures and reduced operating hours, as mandated by government in response to COVID-19, while the increase in fuel consumption was attributed to net increase in store count across the group.

Energy consumption within the organization:

Energy consumption (diesel)	2019	54,704.10 GJ
	2020	78,952.07 GJ
Energy consumption (electricity)	2019	719,854,810.77 kWh
	2020	231,153,043.36 kWh

Intensity of energy consumption

Diesel	2019	0.009 L/revenue
	2020	0.014 L/revenue
Electricity	2019	4.41 kWh/revenue
	2020	1.53 kWh/revenue

*based on FY revenue in millions Php

As a retailing company, RRHI's core operations are not water intensive as compared to other businesses and sources water through local third-party lines. The company primarily consumes water through employee lavatories and maintenance of cleanliness in work areas and stores. Water consumption is monitored and daily maintenance and monitoring of office pipes is conducted to address leakage.

Water consumption within the organization

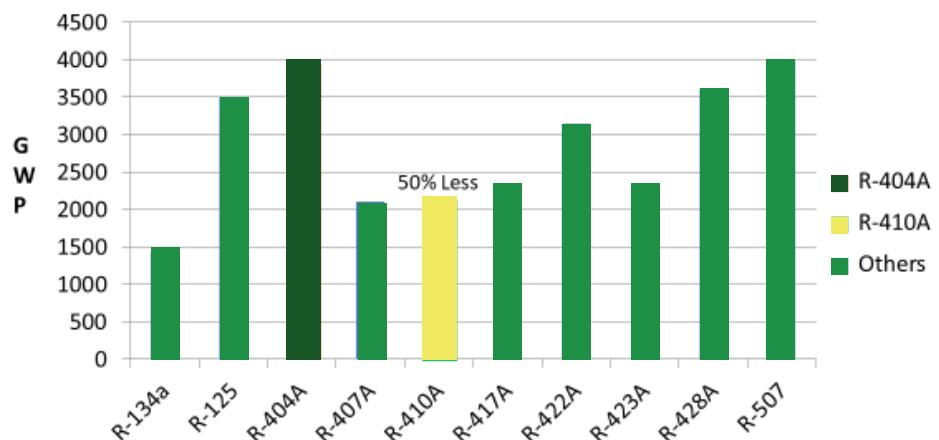
Water consumption

2019	688,514.40* Cubic meters
2020	1,072,384.63 Cubic meters

*2019 data excludes consumption from Shopwise and The Marketplace due to the unavailability of data.

Global Warming Potential comparison between R-404A and R-410A

Global Warming Potential (GWP) is the ratio between the amount of greenhouse gases and carbon dioxide in the air



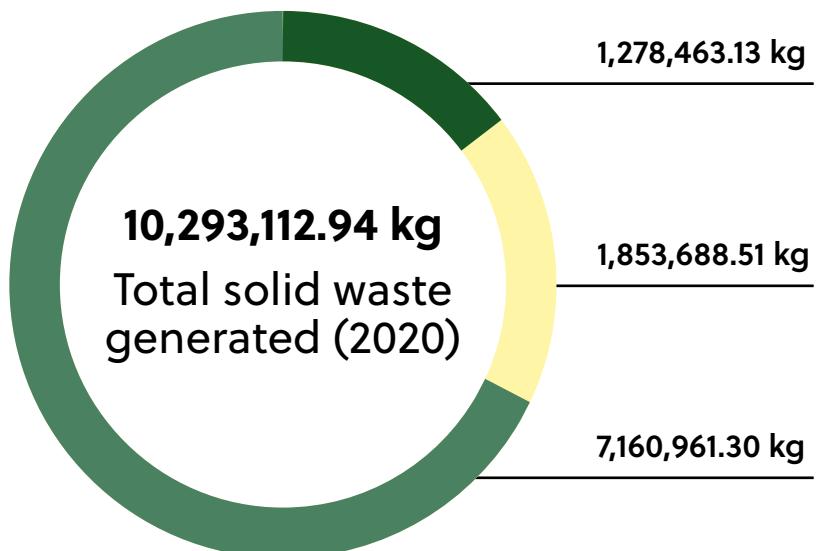
Solid Waste Management

306-2

Managing our solid waste footprint is a relevant aspect in our operations. As part of our quality assurance to customers, we have stringent rules to maintain store cleanliness, proper storage and management of inventory, and waste processing to prevent cross-contamination. In coordination with our vendors, we also strictly comply with requirements on proper disposal of identified “bad” or expired products and makes sure that sub-par items do not reach the market. For produce and consumable merchandise, some supermarkets, such as Shopwise, currently engages partners to reduce food waste through donations to charities that act as food banks. Lastly, we also rely on licensed recyclers and haulers as part of our waste management.

Our stores and distribution centers have policies in place for proper waste segregation, however, a challenge we encountered was the development of a data collection system that accurately quantifies the waste produced in our stores and distribution centers. This is a crucial aspect in our monitoring of waste, and we are starting initially with our Supermarket Segment to gather data in this area, which is especially material due to the diverse waste profile of the business. The data disclosed here is based on estimates from the store and distribution center operations for 2020.

To have a firmer grasp in addressing issues surrounding solid waste and alongside strengthening our data collection systems, a number of our stores have begun engagements with partners to explore the potential of treating waste as a resource. The principle of circularity informed our collaboration with Robinsons Malls in General Trias and Las Piñas and USAID, with a project specifically targeting residual plastic waste. This waste produced by the malls, which includes our stores which are tenants, is collected and transported to be recycled. Sentinel, a manufacturer of plastic products. The initiative seeks to find value chains in the waste stream of our stores, and in 2021, we plan to onboard more of our stores into the project.



*data from Supermarkets

Material Use and Initiatives in Procurement

↓ 27%

reduction in plastic bags in 2020 vs. 2019

↓ 37%

reduction in paper bags in 2020 vs. 2019



We approach material efficiency from both the perspective of compliance and customer engagement, and we observe strict adherence with the pertinent regulations on using plastic and paper from local governments of our stores.

Digitalization also plays a key-role in resource management for the company. The Company's Shared Services Departments also implemented resource reduction initiatives with less reliance on paper across transactions and investment in printing equipment that make use of less ink and materials. The Business Unit Marketing Departments have likewise reduced dependence on printed collaterals in favor of Digital Marketing.

Our formats rely on the paper and plastic as primary materials for packing goods at the point of sale, which consumers will transport to their homes. The scope of this disclosure includes estimates of weighted plastics and paper (renewable) and plastic (non-renewal) bags centrally procured for the Company's most material business segments: supermarkets, department stores, and DIY stores.

Materials used by the organization

301-1

Materials used by weight or volume

Renewable	2019	3,040 Metric tonnes
	2020	2,227 Metric tonnes
Non-renewable	2019	1,424 Metric tonnes
	2020	891 Metric tonnes

In 2020, we decreased procurement of both renewable paper bags and non-renewable plastic bags, alongside initiatives to encourage customers to bring their own eco-bags in stores.

Plastics, particularly plastic packaging, is ubiquitous and currently crucial to our business and supply chain, given its ease of transportation, ability to aid in decreasing incidences of contamination and quality reduction during transport and product display, as well aid in increasing shelf-life and food-safety for end consumers. The latter is inseparable from our primary business of fresh food and grocery retail through supermarkets.

However, we acknowledge the issues that surround plastic waste and are exploring ways and partnerships to prevent its leakage into the environment, as well as mitigate the potential harmful effects that it does indeed have on wildlife and natural environments. These include conducting information programs that educate customers on the harms of plastic pollution, diverting plastic waste into recycled items, and encouraging the use of reusable containers and shopping bags in our stores.

Board of Directors



Lance Y. Gokongwei
Chairman



James L. Go
Vice Chairman



Robina Gokongwei Pe
President, Chief Executive
Officer & Director



Ian Mcleod
Director



Kim Samuel Sanghyun
Director



Antonio L. Go
Independent Director



Roberto R. Romulo
Independent Director



Rodolfo P. Ang
Independent Director



Cirilo P. Noel
Independent Director

Business Unit Heads

01	Justiniano S. Gadia Managing Director - Supermarket Segment	02	Celina N. Chua Group General Manager - Robinsons Department Store and Toys'R'Us	03	Stanley C. Co Group General Manager - Handyman Do it Best, True Value, Pet Lovers Centre, Daiso Japan and Super 50
04	Jose Paulo R. Lazaro General Manager - Robinsons Builders	05	Jovito U. Santos Group General Manager - Robinsons Appliances and Savers Appliances	06	Maria Carmina Pia G. Quizon General Manager - Robinsons Department Store
07	Katherine Michelle Q. Yu General Manager - Daiso Japan and Super 50	08	Paz Regina A. Salgado General Manager - Robinsons Department Store Business Center	09	Edna T. Belleza General Manager - GoRobinsons
10	May Theresa C. Abarquez General Manager - The Generics Pharmacy	11	Suresh Ramalinggam General Manager - Ministop	12	Christine O. Tueres General Manager - Southstar Drug and Rose Pharmacy



01



02



03



04



05



06



07



08



09



10



11



12

Senior Management

Robina Gokongwei Pe	Director, President and Chief Executive Officer
Mylene A. Kasiban	Chief Financial Officer
Atty. Rosalinda F. Rivera	Corporate Secretary
Atty. Gilbert S. Millado, Jr.	Compliance Officer, General Counsel, Data Privacy Officer
Graciela A. Banatao	Treasurer
Justiniano S. Gadia	Managing Director- Supermarket Segment
Celina N. Chua	Group General Manager - Robinsons Department Store and Toys 'R' Us
Wilfred T. Co	Chairman - Handyman Do it Best, True Value, Robinsons Builders, Home Plus, and Daiso Japan
Stanley C. Co	Group General Manager - Do-it-Yourself Segment, Mass Merchandise, and Pets
Jose Paulo R. Lazaro	General Manager - Robinsons Builders and De Oro Pacific Home Plus
Suresh Ramalinggam	General Manager - Ministop
Jovito U. Santos	Group General Manager - Robinsons Appliances and Savers Appliances
Jaime J. Uy	Managing Director- Savers Appliances
Maria Carmina Pia G. Quizon	General Manager - Robinsons Department Store
Katherine Michelle Q. Yu	General Manager - Daiso Japan and Super 50
Christine O. Tueres	General Manager - Southstar Drug and Rose Pharmacy
Benjamin I. Liuson	Vice Chairman - The Generics Pharmacy
May Theresa C. Abarquez	General Manager - The Generics Pharmacy
Manuel T. Dy	Senior Vice President, Business Development - South Star Drug and The Generics Pharmacy
Paz Regina A. Salgado	General Manager, Robinsons Department Store Business Center
Edna T. Belleza	General Manager - GoRobinsons
Mark O. Tansiongkun	Vice President, Procurement and Administration
Stephen M. Yap	Vice President, Chief Information Officer
Gabriel D. Tagala III	Vice President, Human Resources
Gina Roa-Dipaling	Vice President, Corporate Planning and Investor Relations Officer; Head of Sustainability



Our Leadership and Corporate Governance

Corporate governance is the framework of rules, systems and processes of Robinsons Retail that governs the performance of the Board of Directors and Management of their respective duties and responsibilities to the stakeholders. The Revised Corporate Governance Manual, was adopted to institutionalize corporate governance principles as a guide for the daily conduct of business.

We continuously strive to strengthen and improve its corporate governance practices by adopting best practices, which includes building a competent board, aligning strategies with goals, managing risk effectively, adhering to high standards of ethics and integrity, and promoting accountability by defining roles and responsibilities.

As we continue our journey in Sustainability, we are also further strengthening and articulating our policies on Climate Action and Human Rights, to fully realize alignment on a policy level in the recognition of relevant issues in ESG, such environmental protection, climate risks, sustainable consumption, gender equality and children's rights. We are working with closely with the Board and Management across the different Business Units, and have continued to integrate ESG into our policy and operational frameworks.

To download Robinsons Retail's Corporate Governance Manual, follow this link:

<https://bit.ly/39t7GW3>

To access our BOD's profiles, please see pages 50-52 of RRHI's 2020 SEC Form 17-A Disclosure.

The Board of Directors

The Board of Directors (“The Board”) is primarily responsible for the governance of the Company and provides an independent check on management. It has the duty to foster the long-term success of the Company and to ensure that the Company’s competitiveness and profitability will be sustained in a manner consistent with its corporate objectives for the best interest of the company and its stakeholders.

The Board formulates the Company’s vision, mission, strategic objectives, policies and procedures that guide its activities, including the means to effectively monitor Management’s performance. It provides direction and approval in relation to matters concerning the Company’s business strategies, policies and plans, while the day-to-day business operations are delegated to the Executive Committee.

The Board exercises care, skill and judgment and observes good faith and loyalty in the conduct and management of the business and affairs of the Company. It ensures that all its actions are within the scope of power and authority as prescribed in the Articles of Incorporation, By-Laws, and existing laws, rules and regulations. To uphold high standard for the Company, its Shareholders and other Stakeholders, the Board conducts itself with honesty and integrity in the performance of its duties and responsibilities.

Board Duties and Responsibilities

The Company's Corporate Governance Manual specifies the roles, duties and responsibilities of the Board of Directors in compliance with relevant laws, rules and regulations. In adherence to the principles of corporate governance, the Board is tasked to perform the following:

General Responsibilities

It is the Board's responsibility to foster the long-term success of the Corporation, and to sustain its competitiveness and profitability in a manner consistent with its corporate objectives and in the best interest of the Corporation, its Shareholders and Stakeholders, as a whole.

Duties and Functions

To ensure high standard for the Corporation, its Shareholders and other Stakeholders, the Board shall conduct itself with honesty and integrity in the performance of, among others, the following duties and responsibilities:

- Act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the Company and all Stakeholders;
- Oversee the development of and approve the Company's business objectives and strategy, and monitor their implementation, in order to sustain the Company's long-term viability and strength. The Board shall review and guide corporate strategy, major plans of action, risk management policies and procedures, annual budgets and business plans; set performance objectives; monitor implementation and corporate performance; and oversee major capital expenditures, acquisitions and divestitures;
- Oversee the adoption of an effective succession planning program and remuneration policies;
- Adopt policies on board nomination and election that will ensure diversity in board composition in terms of knowledge, expertise and experience;
- Oversee the implementation of a policy and system on RPTs which shall include the review and approval of material or significant RPTs and ensure fairness and transparency of the transactions;
- Oversee the adoption of policies on the selection of Management and Key Officers and the assessment of their performance;
- Oversee the establishment of an internal control system to monitor and manage potential conflicts of interest and an ERM framework to identify, monitor, assess and manage key business risks;
- Annually review, together with Management, the Company's vision and mission;
- Ensure the Corporation's faithful compliance with all applicable laws and regulations, and best business practices;
- Establish and maintain an Investor Relations Program that will keep the Shareholders informed of important developments in the Corporation. The Corporation's CEO shall exercise oversight responsibility over this program;
- Identify the Corporation's Stakeholders in the community in which it operates or are directly affected by its operations and formulate a clear policy of accurate, timely, and effective communication with them;
- Adopt a system of check and balance within the Board. A regular review of the effectiveness of such system should be conducted to ensure the integrity of the decision-making and reporting processes at all times;
- Ensure that the Corporation has an independent audit mechanism for the proper audit and review of the Corporation's financial statements by independent auditors;
- Ensure that the Corporation establishes appropriate Corporate Governance policies and procedures pursuant to this Manual and the Governance Code, including but not limited to, policies on conflict of interest, and oversee the effective implementation thereof; and
- Consider the implementation of an alternative dispute resolution system for the amicable settlement of conflicts or differences between the Corporation and its Shareholders, if applicable.

Board Independence

The Board has four independent directors that possess all the necessary qualifications and none of the disqualifications to hold the position, with two independent directors added in 2020. The Company reinforce proper mechanisms for disclosure, protection of the rights of shareholders, equitable

treatment of shareholders, and the accountability of the Board and Management are in place. In cases of conflicts of interest, Directors with a material interest in any transaction with the Company abstain from participating in the deliberation of the same.

Board Training and Orientation

The Company ensures that directors are able to perform their functions effectively in this rapidly changing environment to cope with heightened regulatory policies, foreign and local demands, and the growing complexity of the business. Orientation programs are conducted for first-time directors to ensure that new members are appropriately apprised of their duties and responsibilities. This includes overview of

the Company's operations, Code of Conduct, Corporate Governance framework and other relevant topics essential in the performance of their functions. As a matter of continuous professional education, the Company facilitates the training opportunities provided for the Directors and Key Officers.

Board Meetings

The Board schedules meetings at the beginning of the year, holds regular meetings in accordance with its By-Laws and convene special meetings when required by business exigencies. The notice and agenda of the meeting and other relevant meeting materials are furnished to the Directors at least five (5) business days prior to each meeting. Meetings are duly minuted. The Independent Directors shall always attend Board meetings. Unless otherwise provided in the By-Laws, their absence shall not affect the quorum requirement.

However, the Board may, to promote transparency, require the presence of at least one (1) Independent Director in all its meetings.

To monitor the Directors' compliance with the attendance requirements, the Company submits to the Commission an advisement letter on the Directors' record of attendance in Board meetings.

Attendance of Directors in Board Meetings

January 1, 2020 to December 31, 2020

Directors	No. of Meetings Attended/Held	Attendance Percentage
James L. Go	8/8	100%
Lance Y. Gokongwei	8/8	100%
Robina Y. Gokongwei-Pe	8/8	100%
Ian McLeod	8/8	100%
Samuel Sanghyun Kim	8/8	100%
Antonio L. Go	8/8	100%
Roberto R. Romulo	8/8	100%
Rodolfo P. Ang	8/8	100%
Cirilo P. Noel	3/8*	37.5

*Mr. Cirilo P. Noel was elected as an Independent Director of the Corporation on August 12, 2020

The Board Committees

To enable better and more focused attention on the affairs of the Company and aid in the optimal performance of its roles and responsibilities, the Board delegates particular matters to the Board Committees set up for the purpose mainly (a) Audit Committee, (b) Corporate Governance Committee and (c) Board Risk Oversight Committee (BROC).

A. Audit Committee

The Audit Committee provides oversight over the Company's financial reporting, Internal Control System, Internal and External Audit processes, and monitor compliance with applicable laws and regulations. It ensures that systems and processes are put in place to provide assurance in areas including reporting, monitoring compliance with laws, regulations and internal policies, efficiency and effectiveness of business operations, and proper safeguarding and use of the Company's resources and assets.

Audit Committee

1. Cirilo P. Noel - Chairman
2. Antonio L. Go
3. Roberto R. Romulo
4. Samuel Sanghyun Kim

Audit Advisory Member

1. James L. Go

B. Corporate Governance Committee

The Corporate Governance Committee oversees the development and implementation of Corporate Governance principles and policies and recommends a formal framework on the nomination, remuneration and evaluation of the performance of the Directors and key Management Officers consistent with the Company's culture, strategies and the business environment.

Corporate Governance Committee

1. Rodolfo P. Ang - Chairman
2. Roberto R. Romulo
3. Cirilo P. Noel

C. Board Risk Oversight Committee

The Board Risk Oversight Committee oversees the establishment of ERM framework that effectively identify, monitor, assess and manage key business risks and assess the effectiveness of risk management strategies. The BROC is responsible for defining the Company's level of risk tolerance and providing oversight over its risk management policies and procedures to anticipate, minimize, control or manage risks or possible threats to its operational and financial viability.

Board Risk Oversight Committee

1. Antonio L. Go - Chairman
2. Rodolfo P. Ang
3. Cirilo P. Noel
4. Robina Gokongwei-Pe

D. Remuneration Committee

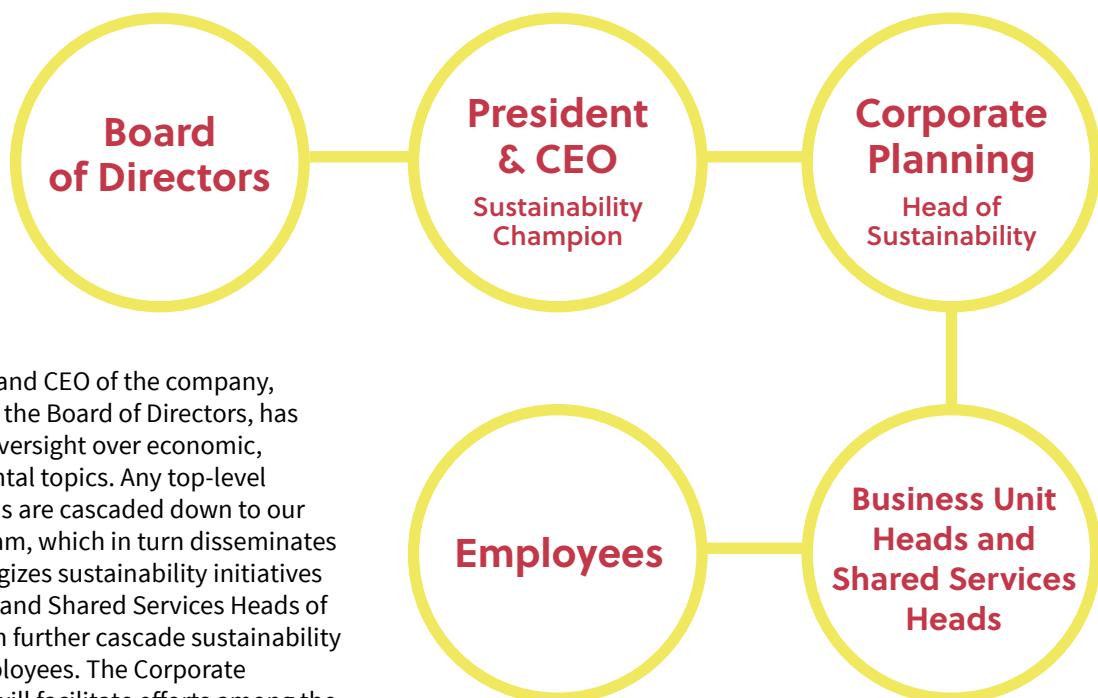
The Remuneration Committee objectively recommends a formal and transparent framework of remuneration and evaluation for Directors and key Management Officers to ensure that their compensation is consistent with the Corporation's culture, strategies and the business environment in which it operates and to enable them to run the Corporation successfully.

Remuneration Committee

1. Lance Y. Gokongwei –Chairman
2. Robina Gokongwei-Pe
3. James L. Go
4. Antonio L. Go
5. Ian McLeod

Delegating Authority for Sustainability

102-11, 102-15, 102-19, 102-20,



In RRHI, the President and CEO of the company, who directly reports to the Board of Directors, has been appointed with oversight over economic, social, and environmental topics. Any top-level directives and decisions are cascaded down to our Corporate Planning team, which in turn disseminates information and strategizes sustainability initiatives with the Business Unit and Shared Services Heads of the company, who then further cascade sustainability to their respective employees. The Corporate Planning Department will facilitate efforts among the Business Units and Shared Services Departments to further foster a culture of Sustainability within the RRHI, facilitate data-gathering and monitoring of ESG metrics, as well as serve as the liaison body between RRHI and the Gokongwei Group on topics and issues related to Sustainability.

Enterprise Risk Management, Accountability and Audit

The Company recognizes the increasing importance of sound risk management practices to drive business growth and sustainability. The Company implemented systems and processes to facilitate proper risk identification, monitoring and control, which are key to effective corporate governance. Timely and accurate management and financial reporting systems, internal controls, and audits are also employed to protect and maximize stakeholders' value.

The Board oversees Management's adoption and implementation of a sound risk management framework for identifying, monitoring and managing key risk areas. The BOD reviews Management reports with due diligence to enable the company to anticipate, minimize, control and manage risks or possible threats to its operational and financial viability.

Enterprise Risk Management

Through a sound Enterprise Risk Management (ERM) framework, the Company effectively identifies, monitors, assesses and manages key business risks. The framework guides the Board in identifying units/business lines and enterprise level risk exposures, as well as the effectiveness of risk management strategies.

The **ERM framework** revolves around the following eight interrelated risk management approaches:

1. **Internal Environmental Scanning** - it involves the review of the overall prevailing risk profile of the Business Unit (BU) to determine how risks are viewed and addressed by the management. This is presented during the strategic planning, annual budgeting and mid-year performance reviews of the BU.
2. **Objective Setting** - the Company's Board mandates Management to set the overall annual targets through strategic planning activities, in order to ensure that management has a process in place to set objectives that are aligned with the Company's goals.
3. **Event Identification** – it identifies both internal and external events affecting the Group's set targets, distinguishing between risks and opportunities.
4. **Risk Assessment** - the identified risks are analyzed relative to the probability and severity of potential loss that serves as basis for determining how the risks will be managed. The risks are further assessed as to which risks are controllable and uncontrollable, risks that require management's action or monitoring, and risks that may materially weaken the Company's earnings and capital.
5. **Risk Response** - the Company's Board, through the oversight role of the Internal Control Group ensures action plan is executed to mitigate risks, either to avoid, self-insure, reduce, transfer or share risk.
6. **Control Activities** - policies and procedures are established and approved by the Company's Board and implemented to ensure that the risk responses are effectively carried out enterprise-wide.
7. **Information and Communication** - relevant risk management information is identified, captured and communicated in form and substance that enable all personnel to perform their risk management roles.
8. **Monitoring** - the Internal Control Group of the respective Company and BUs and Corporate Internal Audit constantly monitor the management of risks through audit reviews, compliance checks, revalidation of risk strategies and performance reviews.

Risk Assessment Tool

To help Business Units in the Risk Assessment Process, the Risk Assessment Tool, which is a database driven web application, was developed for departments and units to facilitate the assessment, monitoring and management of risks.

The Risk Assessment Tool documents the following activities:

1. **Risk Identification** – is the critical step of the risk management process. The objective of risk identification is the early identification of events that may have negative impact on the Company's ability to achieve its goals and objectives.
 - 1.1 Risk Indicator – is a potential event or action that may prevent the continuity of operation or business
 - 1.2 Risk Driver – is an event or action that triggers the risk to materialize
 - 1.3 Value Creation Opportunities – is the positive benefit of addressing or managing the risk
2. **Identification of Existing Control Measures** – activities, actions or measures already in place to control, prevent or manage the risk.
3. **Risk Rating/Score** – is the quantification of the likelihood and impact to the Company if the risk materializes. The rating has two (2) components:
 - 3.1 Probability – the likelihood of occurrence of risk
 - 3.2 Severity – the magnitude of the consequence of risk

- 4. Risk Management Strategy** – is the structured and coherent approach to managing the identified risk.
- 5. Risk Mitigation Action Plan** – is the overall approach to reduce the risk impact severity and/or probability of occurrence.

Results of the Risk Assessment Process is summarized in a Dashboard that highlights the risks that require urgent actions and mitigation plan. The dashboard helps Management to monitor, manage and decide a risk strategy and needed action plan.

Data Privacy Policy

Data Privacy impacts the rights of customers to the security of their data and it occurs through cashless transactions, participation in any promotional or marketing activities, online transactions, as well as when they access the Company and its subsidiaries' websites.

RRHI is committed to safeguard our customers' privacy online and is transparent in the kind of data that is collected. Through our Data Privacy Policy, we inform customers that we collect, store as necessary and analyze their data for trends and statistics to help us provide them

with better and secure service. We define "personal data" as all types of personal information, sensitive personal information and privileged information.

Personal information refers to "any information, whether recorded in a material form or not, from which the identity of an individual is apparent or can be reasonably and directly ascertained by the entity holding the information, or when put together with other information would directly and certainly identify an individual".

In general, the data is used for any of the following purposes:

- To generate statistical insights to improve the product line and customer experience;
- To respond to specific complaints, inquiries, requests or to provide requested information;
- To provide customer care activities, monitor our quality and security, and provide services timely and efficiently; and,
- To comply with RRHI obligations under law and as required by government organizations and/or agencies such as, but not limited to, the following: NPC, BIR, HDMF or Pag-IBIG, PhilHealth, SSS and so on;
- To comply with legal and regulatory requirements or obligations; and,
- To perform such other processing or disclosure that may be required under law or regulations.

The Data Privacy Policy was crafted in accordance with the Data Privacy Act of 2012 (DPA), its Implementing Rules and regulations (IRR), other issuances of National Privacy Commission (NPC) and other relevant laws of the Philippines.

To know more about our data privacy policy, follow this link:
www.robinsonsretailholdings.com.ph › privacy-policy

Stakeholders Welfare, Transparency, and Anti-corruption

Robinsons Retail Holdings, Inc. acknowledges that good corporate governance is essential to build an environment of trust, transparency and accountability necessary for fostering long-term performance, financial stability, business integrity and sustainability of the company for the protection of the interests of shareholders and other stakeholders.

The Company believes that sound and effective corporate practices are fundamental to the smooth, effective and transparent operation of the company, its ability to attract investment and enhance shareholder value. This includes the Company's commitment to ensure fair and equitable treatment of all shareholders, including the minority, and the protection of their rights that include:

1. Right to vote on all matters that require their consent or approval
2. Right to inspect corporate books and records
3. Right to information
4. Right to dividends
5. Appraisal right

Notice of Annual and Special Shareholders' Meeting

The Company is transparent and fair in the conduct of the annual and special Shareholders' meetings. To foster active shareholder participation, the Board sends the with sufficient and relevant information at least fifteen (15) business days before the meeting, compliant with the Securities Regulation Code. The Shareholders are encouraged to personally attend such meetings and those who are unable to attend are apprised ahead of time of their right to appoint a proxy. Subject to the requirements of law, rules and regulations and the By-Laws, the exercise of that right shall not be unduly restricted and any doubt about the validity of a proxy shall be resolved in the favor of the shareholder.

Guided by the principles of fairness, accountability and transparency to the shareholding public, the Company ensures that the result of the votes taken during the most recent Annual or Special Shareholders' Meeting are made available the next working day. In addition, the Minutes of the Annual and Special Shareholders' Meeting may be accessed through the Company Website within five (5) business days from the end of the meeting.

Duty to Other Stakeholders

The Company recognizes and places importance on the interdependence between business and society, and promote a mutually beneficial relationship that encourages the Company's sustainable growth, while contributing to the advancement of the society where it operates. The Company employs value chain processes that take into consideration Economic, Environmental and Social Governance (EESG) issues and concerns.

Customers' Welfare

The Company adopts customer relations policies and procedures to protect customer's welfare. This includes providing and making available the customer relations contact information who is empowered to address and attend to customer questions and concerns.

Supplier/Contractor Selection

The Company follows the Supplier Accreditation Policy to ensure that the Company's suppliers and contractors are qualified to meet its commitments. Apart from the accreditation process, suppliers and contractors also undergo orientation on Company policies and ethical practices.

Employees

The Board also establishes policies, programs and procedures that encourage employees to actively participate in the realization of the Company's goals and its governance including but not limited to:

- Health, safety and welfare;
- Training and development; and
- Reward and compensation.

1. Performance-enhancing mechanisms for employee participation

The Company abides by the standards and policies set by the Department of Labor and Employment. Likewise, the Company has Security and Safety Manuals that are implemented, reviewed and regularly updated to ensure the security, safety, health, and welfare of the employees in the workplace.

The Company continuously provides learning and development opportunities for its employees through the Robinsons Retail Academy, the training platform for systematic and sustained development programs across the group. Its mission is to enable a high performing organization that will facilitate the learning process and develop the intellectual and personal growth of all employees through targeted and customized trainings and development programs.

2. Anti-corruption programs and procedures

Training on Anti-corruption Policies and Procedures

	%
Percentage of employees to whom the organization's anti-corruption policies and procedures have been communicated to	100%
Percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated to	100%
Percentage of directors and management that have received anti-corruption training	73%
Percentage of employees that have received anti-corruption training	100%

The Company is committed to promoting transparency and fairness to all stakeholders. The Board sets the tone and make a stand against corrupt practices by adopting anti-corruption policies and programs. Some of the Company's Anti-Corruption programs are embodied in the Code of Business Conduct and Ethics, Conflict of Interest, Offenses Subject to Disciplinary Action (OSDA), among others. The same are disseminated to all employees across the Company through trainings to embed them in the Company's culture. New employees are oriented regarding policies and procedures related to Business Conduct and Ethics and similar policies. All employees are given periodic reminders. Further, all concerned employees of the Conglomerate are

required to comply with the Self-Disclosure Activity on Conflict of Interest and Declaration of Gifts Received on an annual basis.

The Company also has an established suitable framework for whistleblowing and ensure its enforcement to allow employees and other stakeholders to freely communicate their concerns about illegal or unethical practices without fear of retaliation, and to have direct access to an independent member of the Board or a unit created to handle whistleblowing concerns.

The anti-corruption programs and procedures of the Company are summarized below:

Business Conduct & Ethics	Policy Statement
Conflict of Interest	The Company's Code of Business Conduct and Conflict of Interest Policy require employees to make a conscious effort to avoid conflict of interest situations; that his judgment and discretion are not influenced by considerations of personal gain or benefit. A conflict of interest may also occur because of the actions, employment, or investments of an immediate family member of an employee.
Conduct of Business and Fair Dealings	The Company's employees who recommend, endorse, or approve the procurement or sale of goods and services should make a conscious effort to avoid any conflict of interest situation in transactions they are involved in.
Receipt of Gifts from Third Parties	The Company discourages the acceptance of gifts. However, gifts like advertising novelties may be given or accepted during the Christmas season. There is no restriction in the value of the gift that may be accepted. However, accepted gift with estimated value over Php2,000.00 must be disclosed to the Conflicts of Interest Committee.
Compliance with Laws and Regulations	The Company ensures that all transactions comply with relevant laws and regulations. Any deficiencies are immediately rectified.
Respect for Trade Secrets/ Use of Non-public Information	The Company has policies that ensure proper and authorized disclosure of confidential information. Disclosures to the public can only be done after the disclosure to SEC and PSE by the Company's authorized officers.
Use of Company Funds, Assets and Information	Employees are required to safeguard Company resources and assets with honesty and integrity. Employees must ensure that these assets are efficiently, effectively, and responsibly utilized.
Employment and Labor Laws and Policies	The Company ensures the observance, strict implementation and compliance with employment and labor laws and policies with regards to recruitment, employment, retention and benefits of the employees.
Disciplinary Action	Violation of any provision of the Code of Business Conduct may result to disciplinary action, including dismissal and reimbursement for any loss to the Company that resulted from the employee's actions. If appropriate, a violation may result in legal action against the employee or referral to the appropriate government authorities.
Whistleblowing	<p>The stakeholders may discuss or disclose in writing any concern on potential violation of the Code of Business Conduct with the Conflicts of Interest Committee. Reports or disclosures can be made in writing or by email using the following contact details:</p> <ul style="list-style-type: none"> a. email address cicom@robinsonshelf.com.ph b. fax number 8395-3888 c. mailing address <p>Must be sent in a sealed envelope clearly marked "Strictly Private and Confidential-To Be Opened by Addressee Only"</p> <p>CICOM 40th Flr. Robinsons Equitable Tower ADB Avenue, Cor., Poveda Road, Pasig City</p> <p>The complaint shall be filed using the Complaint/Disclosure Form (CDF) available in the company website.</p> <p>All information received in connection with the reports or disclosures shall be strictly confidential and shall not be disclosed to any person without prior consent of CICOM.</p> <p>The Company commits to protect those who report in good faith from retaliation, harassment and even informal pressures. It will take the necessary and appropriate action to do so in enforcing the policy.</p>
Conflict Resolution	The Conflicts of Interest Committee submits recommendations on courses of action to be taken on conflicts of interest situations. The decision is done by the Executive Committee.

Internal Controls

With the leadership of the Company's Chief Financial Officer (CFO), internal control is embedded in the operations of the company and in each BU thus increasing their accountability and ownership in the execution of the BU's internal control framework. To accomplish the established goals and objectives, BUs implement robust and efficient process controls to ensure:

1. Compliance with policies, procedures, laws and regulations
2. Economic and efficient use of resources
3. Check and balance and proper segregation of duties
4. Identification and remediation control weaknesses
5. Reliability and integrity of information
6. Proper safeguarding of company resources and protection of company assets through early detection and prevention of fraud.

Adequate and Timely Information

To enable the Directors to properly fulfill their duties and responsibilities, Management provides the Directors with complete, adequate, and timely information about the matters to be taken up in their meetings. Information may include the background or explanation on matters brought before the Board, disclosures, budgets, forecasts, and internal financial documents. If the information provided by Management is not sufficient, further inquiries may be made by a Director to enable him to properly perform his duties and responsibilities. The Directors have independent access to Management and to the Corporate Secretary.

The Directors, either individually or as a Board, and in the performance of their duties and responsibilities, may seek access to independent professional advice within the guidelines set by the Board.

Accountability and Audit

The Board ensures that its Shareholders are provided with a balanced and comprehensible assessment of the Company's performance, position and prospects on a quarterly basis. Interim and other reports that could adversely affect its business are also made available in the Company website including its submissions and disclosures to the SEC and PSE. Management formulates the rules and procedures on financial reporting and internal control for presentation to the Audit Committee in accordance with the following guidelines:

1. The extent of its responsibility in the preparation of the financial statements of the Company, with the corresponding delineation of the responsibilities that pertain to the External Auditor, should be clearly defined;
2. An effective system of internal control that will ensure the integrity of the financial reports and protection of the assets of the Company for the benefit of all Shareholders and other Stakeholders;
3. On the basis of the approved Internal Audit Plan, Internal Audit examinations should cover, at the minimum, the evaluation of the adequacy and effectiveness of controls that cover the Company's governance, operations and information systems, including the reliability and integrity of financial and operation information, effectiveness and efficiency of operations, protection of assets, and compliance with contracts, laws, rules, and regulations;
4. The Company consistently complies with the financial reporting requirements of the SEC;
5. The External Auditor shall be rotated or changed every five (5) years or earlier, or the signing partner of the

External Auditing firm assigned to the Company, should be changed with the same frequency. The Corporate IA Head should submit to the Audit Committee and Management an annual report on the Internal Audit department's activities, responsibilities, and performance relative to the Internal Audit Plan as approved by the Audit and Risk Committee. The annual report should include significant risk exposures, control issues, and such other matters as may be needed or requested by the Board and Management. The Internal Audit Head should certify that he conducts his activities in accordance with the International Standards on the Professional Practice of Internal Auditing. If he does not, the Internal Audit Head shall disclose to the Board and Management the reasons why he has not fully complied with the said documents; and

6. The Board, after consultations with the Audit Committee shall recommend to the Shareholders an External Auditor duly accredited by the SEC who shall undertake an independent audit of the Company, and shall provide an objective assurance on the matter by which the financial statements shall be prepared and presented to the Shareholders.

Internal Audit

The Corporate Internal Audit is focused on delivering its mandate of determining whether the governance, risk management and control processes, as designed and represented by management, are adequate and functioning in a manner that provides reasonable level of confidence that:

1. Employees' actions are compliant with policies, standards, procedures, and applicable laws and regulations;
2. Quality and continuous improvement are fostered in the control processes;
3. Programs, plans, and objectives are achieved;
4. Resources are acquired economically, used efficiently, and protected adequately;
5. Significant financial, managerial, and operating information is accurate, reliable, and timely;
6. Significant key risks are appropriately identified and managed; and
7. Significant legislative or regulatory issues impacting the Company are recognized and properly addressed.

Opportunities for improving management control, profitability and the Company's reputation may be identified during audits.

Company Website

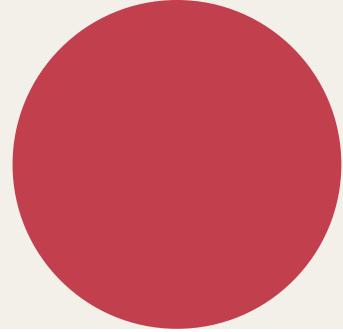
The Company updates the public with operating and financial results through timely disclosures filed with SEC and PSE. These are available on the company's website: <http://www.robinsonsretailholdings.com.ph/>

List of Corporate Disclosures / Replies to SEC letters under SEC Form 17-C

June 1, 2019 to December 31, 2020

Date of Disclosure	Description
Jan. 3, 2020	Merger of Robinsons Inc., Robinsons Toys, Inc. and Robinsons Gourmet Food and Beverage Inc., with and into Robinson's Supermarket Corporation
Feb. 19, 2020	Sale by Robinson's Supermarket Corporation of Chic Centre Corporation
Feb. 27, 2020	Amendment to the Articles of Incorporation in order to reduce the no. of board seats from 11 to 9
Feb. 28, 2020	Press release entitled "Rustan Supercenters is EBIT positive for FY 2019"
March 5, 2020	Solicitation of Written Assent of Stockholders for the Amendment of the Articles of Incorporation
March 9, 2020	Approval of Share Buyback Program Adoption of a New Dividend Policy Election of an Independent Director
March 12, 2020	Reply to Exchange's Query on Additional Information on the Share Buyback Program

Date of Disclosure	Description
March 16, 2020	Covid 19 Impact, Risks and Mitigation Efforts
March 24, 2020	Share Buyback
March 25, 2020	Written Assent of the Stockholders for the Amendment of the Articles of Incorporation
March 25, 26 and 27 2020	Share Buyback
March 27, 2020	Notice of Annual Meeting of Stockholders
March 30, 2020 April 2 and 3, 2020	Share Buyback
April 8, 2020	Receipt by RRHI of the Written Assent of the Stockholders Approving the Amendment of the Articles of Incorporation
April 14, 2020	Amendment of the Notice of the Annual Meeting of Stockholders
April 17, 20, 21, 22, 23, 24, and 27, 2020	Share Buyback
April 29, 2020	Press release entitled "Robinsons Retail's 1Q 2020 Net Income to Parent up by 45%"
May 4,5,6,7,8,11,12 and 13, 2020	Share Buyback
May 13, 2020	Amendments to By-Laws to allow attendance, participation and voting of stockholders via remote communication and voting in absentia Declaration of cash dividends
May 14, 2020	Share Buyback Results of Annual Meeting of Stockholders Results of Organizational Meeting of the Board of Directors
May 15, 27, 28 and 29, 2020	Share Buyback
June 1, 2, 15, 16, 17, 18, 19, 22, 23, 24, 25, 26, 29 and 30, 2020	Share Buyback



Date of Disclosure	Description
July 1, 2, 3, 6, 7, 8, 9, 10, 13, 14, 15, 16, 17, 20, 21, 22, 23, 24, 27, 28 and 29, 2020	Share Buyback
July 30, 2020	Share Buyback Press release entitled “Robinsons Retail’s 1 H 2020 Net Income to Parent at P1.6 billion”
Aug. 3, 4, 5, 6, 7 and 10, 2020	Share Buyback
Aug. 12, 2020	Election of an Independent Director Appointment of the Chairman and members of the Board Committees Re-allocation of the Use of Proceeds from the Initial Public Offering Share Buyback
Aug. 13, 14, 17, 18, 19, 20, 24, 25, 26, 27 and 28, 2020	Share Buyback
Sept. 1, 2, 3, 4, 7, 8, 9, 10, 11, 14, 15, 16, 17, 18, 22 and 23, 2020	Share Buyback
Oct. 1, 6, 7 and 9 2020	Share Buyback
Oct. 14, 2020	Approval by the SEC of the Amendment to the Articles of Incorporation
Oct. 16, 2020	Acquisition of Leading Visayas Drugstore Chain Rose Pharmacy Approval by the SEC of the Amendments to the By-Laws
Oct. 27 and 28, 2020	Share Buyback
Oct. 29, 2020	Press release entitled “Robinsons Retail’s 3Q 2020 Results Climb From 2Q Low”
Oct. 29 and 30, 2020	Share Buyback
Nov. 3, 4, 5, 9, 10, 11 and 13, 2020	Share Buyback
Dec. 9, 10, 11, 14, 15, 16, 17, 19, 21, 22, 23, 28 and 29, 2020	Share Buyback

Corporate Directory

Corporate Head Office

Robinsons Retail Holdings, Inc.

43rd Floor, Robinsons Equitable Tower
ADB Avenue corner Poveda Streets, Ortigas Center
Pasig City, Metro Manila, Philippines
Tel No.: (632) 8635 0751 to 64

www.robinsonsretailholdings.com.ph

Investor Relations

Gina Roa-Dipaling

Tel No.: (632) 8635 0751 to 64 local 555
Email: gina.dipaling@robinsonsretail.com.ph

General Counsel

Atty. Gilbert S. Millado, Jr.

Tel No. (632) 8635 0751 to 64 local 206
Email: gilbert.millado-jr@robinsonsretail.com.ph

Independent Public Accountants

Sycip, Gorres, Velayo & Co.

Certified Public Accountants
SGV Building, 6760 Ayala Avenue
Makati City, Philippines

Common Stock (Stock symbol: RRHI)

Listed on the

Philippine Stock Exchange, Inc.

3rd Floor Philippine Stock Exchange
Ayala Triangle, Ayala Avenue
Makati City, Philippines

Stock Transfer & Dividend Paying Agent

Rizal Commercial Banking Corporation

Ground Floor, West Wing
221 GPL (Grepalife) Building
Sen. Gil Puyat Avenue
Makati City, Philippines

Member Associations

Robinsons Supermarket

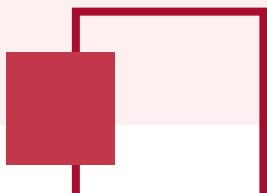
1. Philippine Consumer Centric Traders Association
2. Management Association of the Philippines
3. The Consumer Goods Forum
4. Supply Chain Management Association of the Philippines

The Generics Pharmacy

1. Philippine Chamber of Pharmaceutical Industry
2. Pharmaceutical and Healthcare Association of the Philippines
3. Philippine Retail Association
4. Philippine Franchise Association
5. Association of Filipino Franchisers, Inc
6. Drugstore Association of the Philippines
7. Philippine Pharmacist Association
8. Marketing Executives of the Pharmaceutical Industry
9. Philippine Marketing Association
10. Philippine Chamber of Commerce and Industry
11. Philippine Business for Social Progress
12. Medicine and Transparency Alliance

Southstar Drug

1. Philippine Retailers' Association (PRA)
2. Drugstores Association of the Philippines (DSAP)
3. People Management Association of the Philippines (PMAP)
4. Philippine Society for Talent Development (PSTD)



Ministop

1. Philippine Franchise Association (PFA)
2. Philippine Retailers' Association (PRA)



GRI Content Index

RRHI referenced the GRI Standards in this report.

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