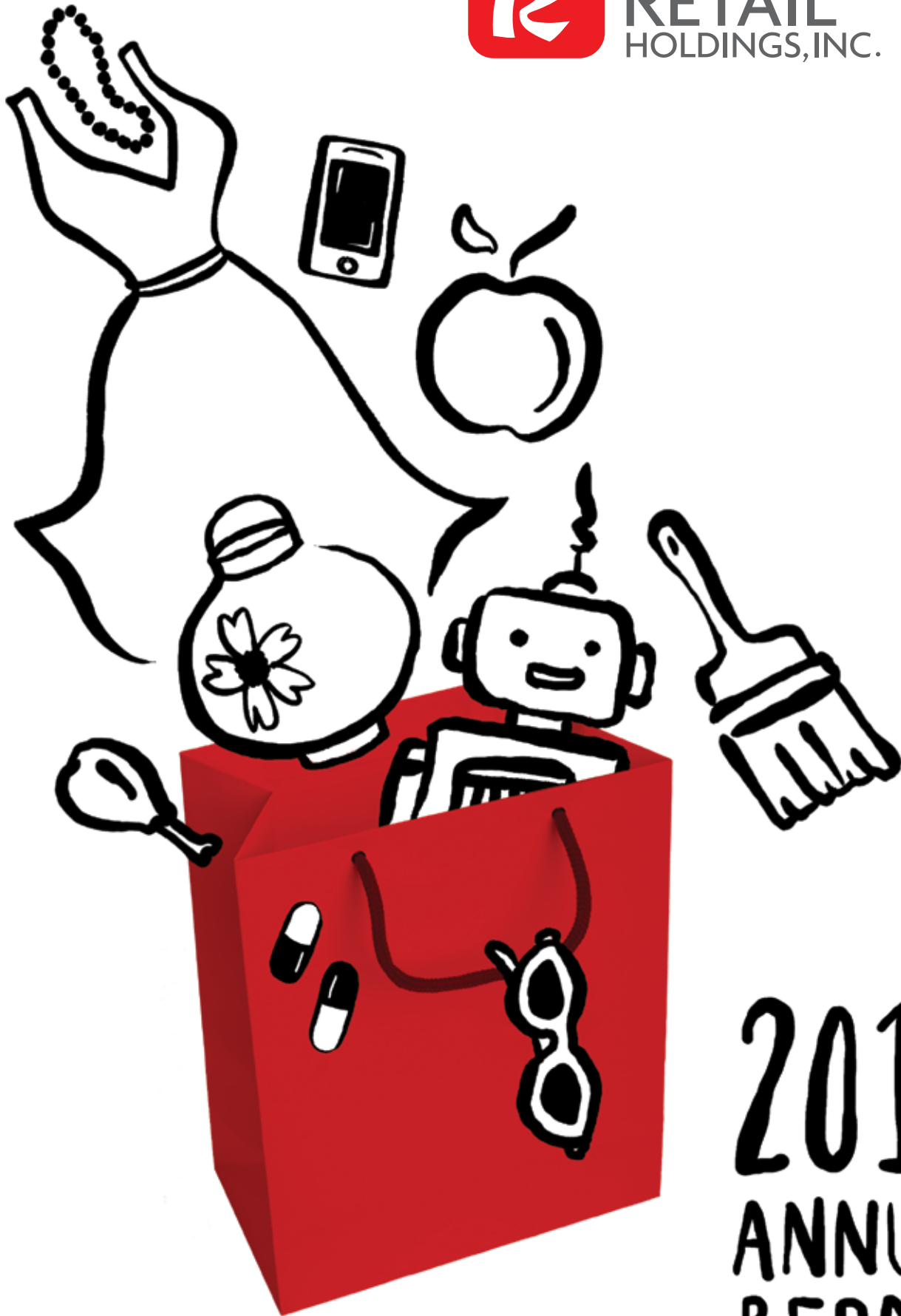




ROBINSONS
RETAIL
HOLDINGS, INC.



2014
ANNUAL
REPORT



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FINANCIAL HIGHLIGHTS

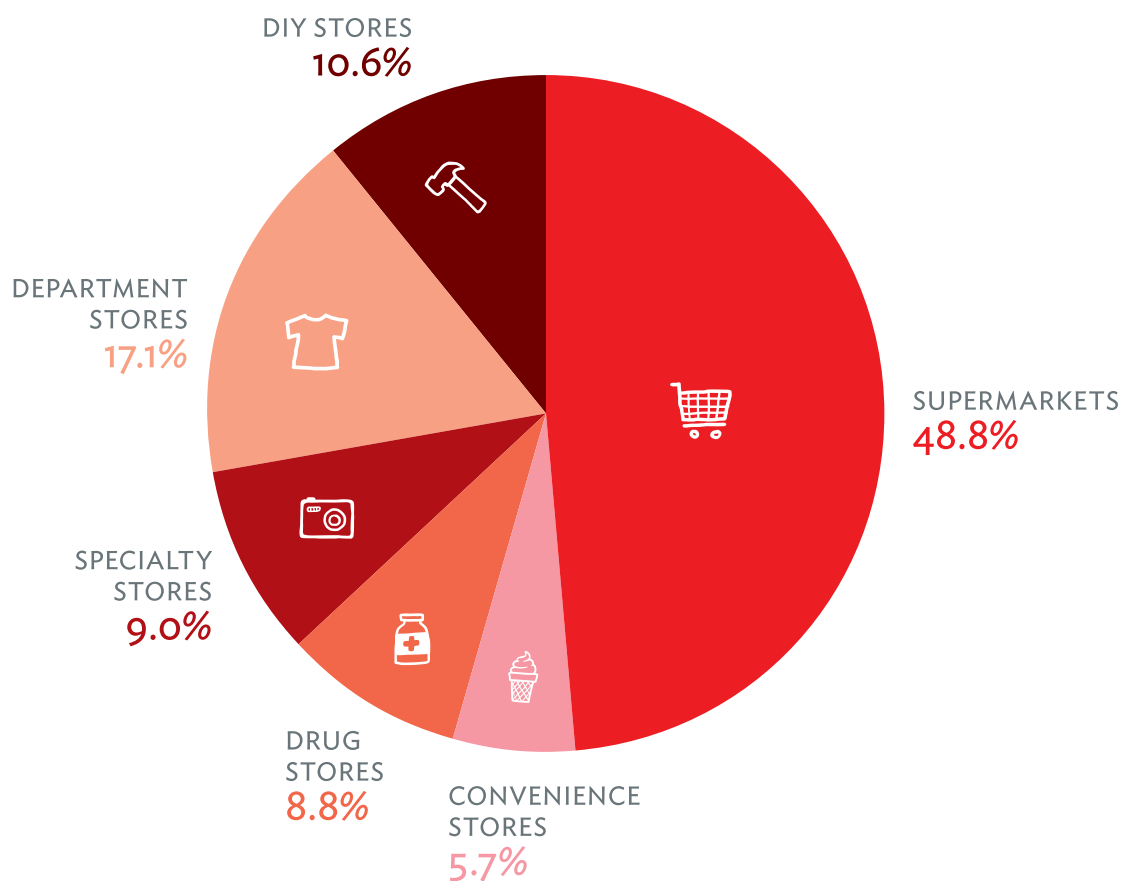
FOR THE YEAR (IN PHP MILLIONS)	2013	2014	2014 VS 2013 VARIANCE	
			AMOUNT	%
Net Sales	67,254	80,401	13,147	19.5
Gross Profit	14,312	17,429	3,117	21.8
EBIT	4,063	4,487	424	10.4
EBITDA	5,063	5,768	705	13.9
Net Income	3,117	3,933	816	26.2
Net Income Attributable to Equity Holders of the Parent Company	2,745	3,561	816	29.7

AT YEAR-END (IN PHP MILLIONS)	2013	2014	2014 VS 2013 VARIANCE	
			AMOUNT	%
Total Assets	52,351	57,494	5,143	9.8
Total Liabilities	14,368	16,258	1,890	13.2
Total Stockholders' Equity	37,982	41,236	3,254	8.6

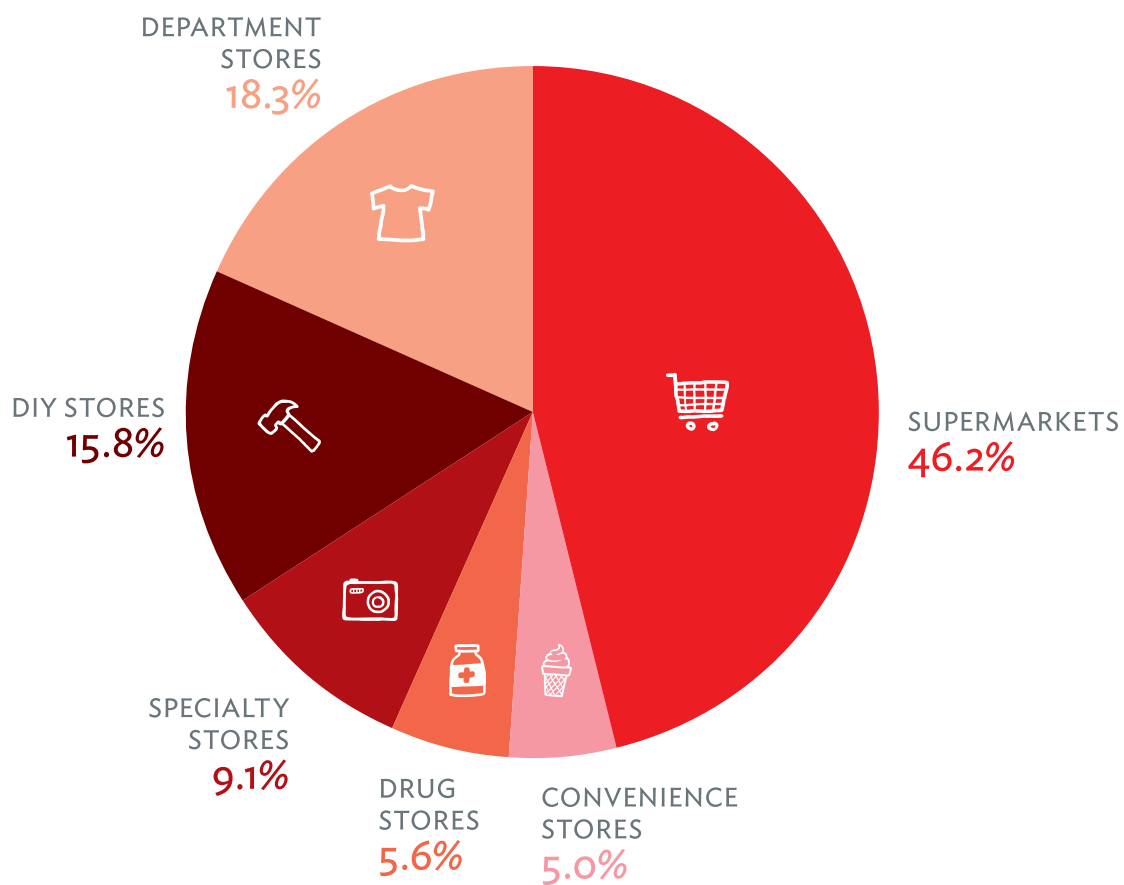
PER SHARE (BASED ON OUTSTANDING NUMBER OF SHARES)

(PHP)	2013	2014	AMOUNT	%
Basic Earnings	3.79	2.60	-1.19	-31.4%
Book Value	27.81	29.77	1.96	7.0%

SALES CONTRIBUTION 2014



EBITDA CONTRIBUTION 2014



CORPORATE INFORMATION

Robinsons Retail Holdings, Inc. (PSE Code: RRHI) is the second largest multi-format retailer in the Philippines, operating a wide spectrum of formats and brands – supermarket, department store, hardware and home improvement, convenience store, drugstore, consumer electronics and appliances store, international fashion specialty and beauty brands, toy store, and one-price concept store. Robinsons' brands transcend all market profiles, from broad to high-end markets, upholding value and quality within the top malls and locations in the country.

Robinsons Retail invests heavily on advanced management information systems which enables the company to be efficient in its operations in terms of inventory and financial management, business analytics and supplier collaboration, as well as customer relationship management. It also has a strong supply chain with distribution centers for all formats, ensuring stocks are delivered on-time to its network of more than 1,300 stores nationwide as of end 2014.

In 2013, Robinsons Retail launched the Robinsons Rewards card, a loyalty program which allows cardholders to earn and redeem points across all Robinsons business formats (except for Ministop convenience store and South Star Drug which are being lined-up for roll-out). With more than 700,000 members as of end 2014, Robinsons Rewards aims to further increase foot traffic and drive customer loyalty. To support the loyalty program, a Customer Analytics solution was put in place last May 2014. This business intelligence tool provides the facility to better understand the profile of customers, their purchase habits, and influence buying behavior through targeted promotions.

In the day-to-day operations of its retail stores, the group endeavors to offer a complete shopping experience to its customers by having clean and well-lit shopping areas with a broad range of categorized and easily accessible products and ensuring that polite and friendly employees are readily available to assist them. Moreover, the group is always on the look out to offer customers with new formats that will complement its existing formats.



VISION

To strengthen our foothold
as a leading and trusted
multi-format retailer
in the Philippines.

MISSION

Provide exceptional quality
products at competitive prices
and excellent service to our
customers







Offer meaningful business
opportunities to our
stakeholders

Establish strong nationwide
presence

Provide a professionally-
managed work environment



TIMELINE

1980	1985	1994	2000	2004	2006
 Robinsons Department Store	 Robinsons Supermarket	HANDYMAN 	 Robinsons Appliances	DOROTHY PERKINS	 WAREHOUSE
			 TOPMAN TOPSHOP		

2007

True Value®



2009

DAISO
JAPAN

2011

Miss Selfridge

2012

southstar drug®

manson drug
Tunay Al Mura Ang Gamot!

2013



RIVER ISLAND

G2000

Shana

2014



ROBINSONS
SELECTIONS



SHISEIDO

benefit
SAN FRANCISCO

BURTON
MENSWEAR
L O N D O N

AWARDS

ROBINSONS RETAIL

2014 Bronze Award for Robinsons Retail Group – Retail Asia Pacific Top 500 [16]

ROBINSONS SUPERMARKET

Chairman's Award for the Highest Sales Growth for 2014 by Unilever Philippines [14]

ROBINSONS DEPARTMENT STORE

2014 Outstanding Filipino Retailers, Full-line Department Store Category by the Philippine Retailers Association [8]

Grand Prize Winner of Smart's Golden Circle Rewards Program for 2014 [1]

2014 Top Key Account with Highest Percentage Increase in SMART Activation versus Year Ago (Modern Trade Channel) [6]

Highest Growth Year on Year for Auto Load Max from Globe for 2014 [3]

HANDYMAN DO IT BEST

2014 Outstanding Filipino Retailers, Hall of Fame Home Improvement Center Category by the Philippine Retailers Association [9]

2014 Purchase Award by Do it Best Corporation [5]

2013 Outstanding Filipino Retailers, Home Improvement Center Category by the Philippine Retailers Association [10]

TRUE VALUE

2014 Best Hardware Store in Town from True Value USA [2]

1 Million Dollars Club from True Value International for 2014 [4]

2014 Outstanding Filipino Retailers, Foreign Brand Retailer Home Improvement Center Category by the Philippine Retailers Association [11]

2013 Finalist, Foreign Brand Retailer Category Killer, Outstanding Filipino Retailers by the Philippine Retailers Association [17]

ROBINSONS APPLIANCES

2013 Elite 100 from Sharp Philippines [15]

TOYS "R" US

2013 Finalist, Foreign Brand Retailer Category Killer, Outstanding Filipino Retailers by the Philippine Retailers Association [13]

TOPMAN

2014 Outstanding Filipino Retailers, Foreign Brand Retailer, Fashion Apparel – Small Category by the Philippine Retailers Association [12]

DOROTHY PERKINS

2013 Outstanding Filipino Retailers, Foreign Brand Retailer, Fashion Apparel – Medium Category by the Philippine Retailers Association [7]



1



2



3



4



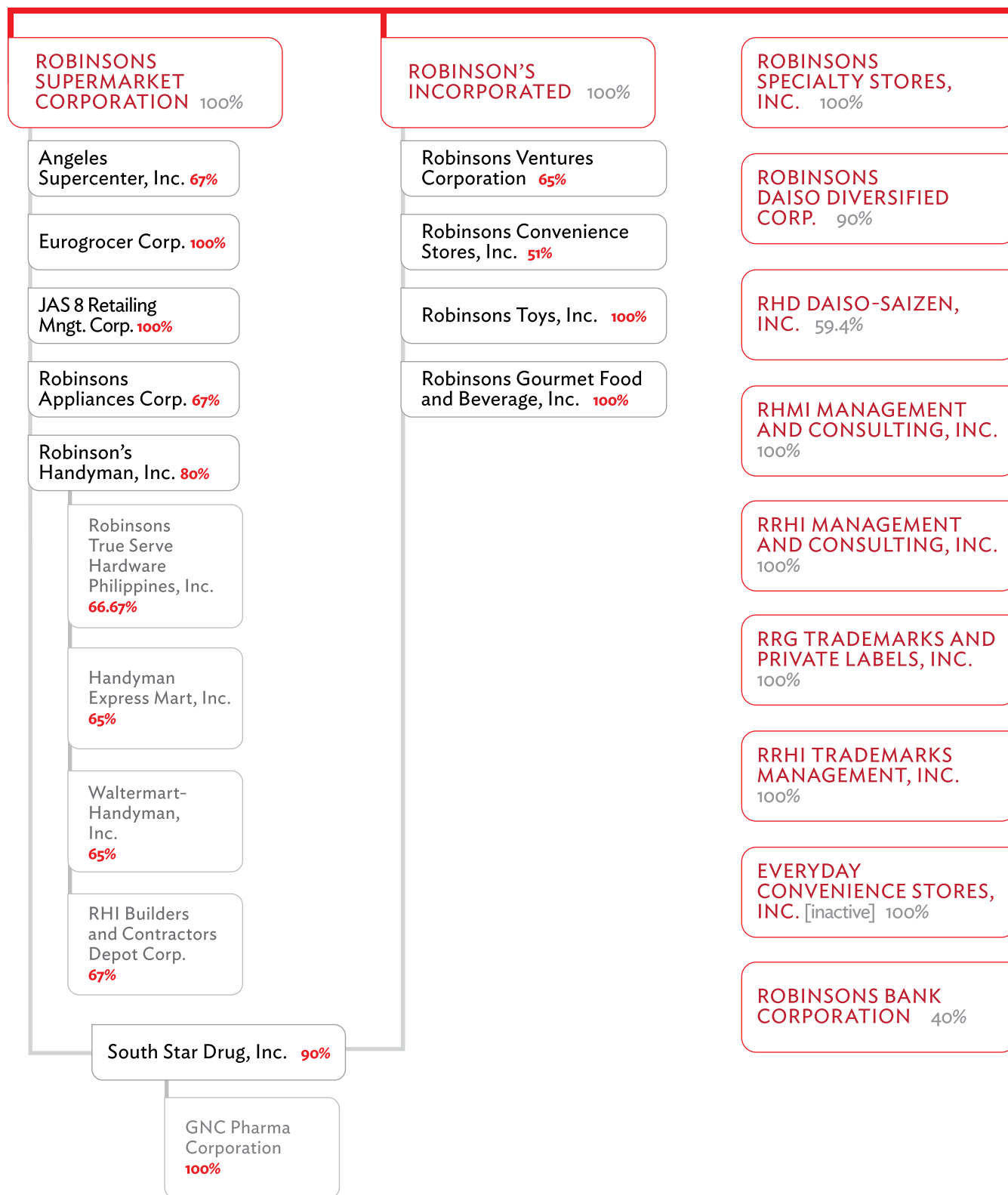
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6



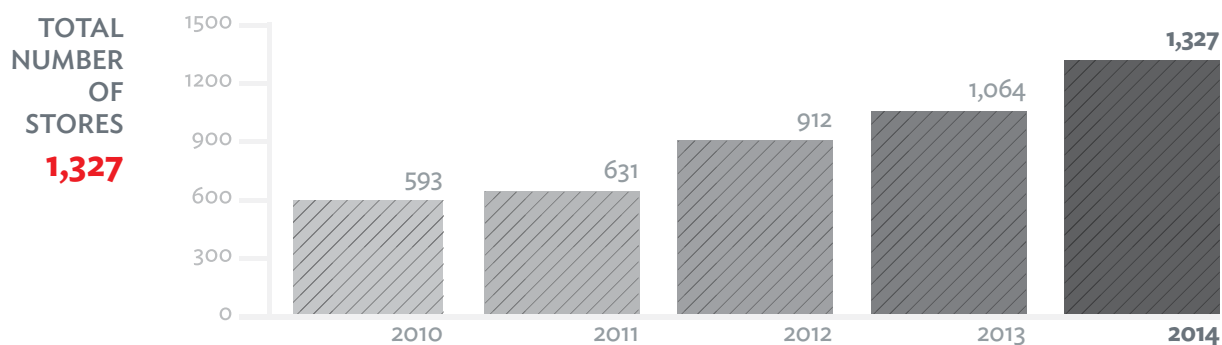
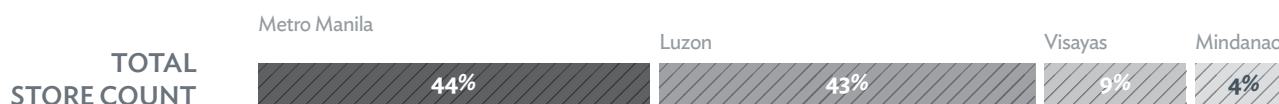
ORGANIZATIONAL STRUCTURE as of December 31, 2014

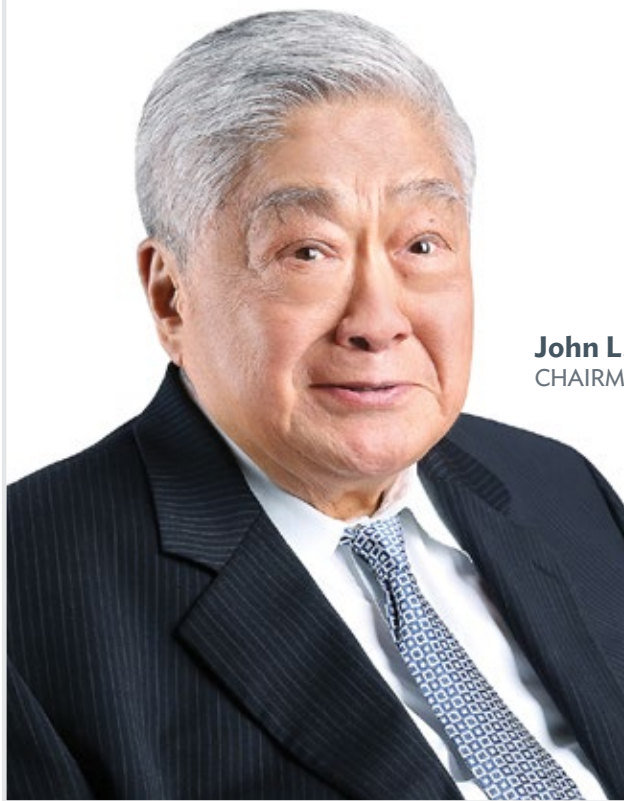


STORE NETWORK



	Supermarkets	Department Stores	DIY Stores	Convenience Stores	Drug Stores	Specialty Stores	TOTAL
METRO MANILA	36	13	50	281	68	130	578
LUZON	51	18	64	153	221	64	571
VISAYAS	14	6	34	16	23	28	121
MINDANAO	10	5	13		8	21	57





John L. Gokongwei, Jr.
CHAIRMAN AND CHIEF EXECUTIVE OFFICER

CHAIRMAN AND PRESIDENT'S MESSAGE



Robina Y. Gokongwei-Pe
PRESIDENT AND CHIEF OPERATING OFFICER

DEAR SHAREHOLDERS:

A solid Philippine economy in 2014 was the springboard to a successful year for Robinsons Retail Holdings, Inc. Registering full-year gross domestic product (GDP) growth of 6.1%, the Philippines closed 2014 as the second fastest growing economy in Asia, next to China. The 6.1% GDP growth rate could have been higher if not for the weak public spending and the Manila port congestion issue which peaked in 2Q and 3Q of 2014. Nonetheless, various international credit rating agencies upgraded their credit ratings on the Philippines to investment grade status, reaffirming the country's strong economic fundamentals.

The two most notable economic growth drivers are the booming information technology and business process outsourcing (IT-BPO) industry and the continuous inflow of remittances from Filipinos living and working overseas. Breaching the 1 million mark in terms of employees, the IT-BPO industry sustained double-digit growth in revenues to about US\$18.4 billion at end 2014. The IT-BPO sector is on track to meet its road map targets of employing 1.3 million people and posting revenues of US\$25.0 billion by 2016. Likewise, personal remittances from overseas Filipino workers hit a new record high, reaching US\$27.0 billion in 2014.

Overall, these indicators tell us that the Philippine macroeconomic environment remains favorable to the consumer and retail sector, allowing companies like ours to attain a higher trajectory of growth. The economy reflects a good consumption story where the Filipino middle class is rapidly broadening and disposable income and consumption levels are significantly increasing.

Record Year in Earnings

Our company capitalized on the upbeat private consumption performance of the country. All of our business segments delivered robust sales performance, making it another financially strong year for Robinsons Retail.

In 2014, Robinsons Retail proudly posted a record high Php3.93 billion (+26.2% yoy) in net income and Php3.56 billion (+29.7% yoy) in net income attributable to parent company. Consolidated net sales topped the Php80 billion mark, as it grew by high teens to Php80.40 billion (+19.5% yoy), primarily due to new store openings. Bulk of our sales (at 63.3%) came from non-discretionary retailing (supermarkets, convenience stores and drug stores) with the balance attributed to discretionary retailing (department stores, DIY stores and specialty stores). Notwithstanding the stiffer competition, same store sales growth was robust at 3.6%, an increase of 100 basis points (bps) from last year.

As we benefit from increasing scale and as we offer additional value-added services to our suppliers, blended gross margin improved by 40bps to 21.7% of sales. However, the past year was not without its challenges. In the middle of the year, heavy congestion at the Port of Manila disrupted the operations of most companies in the country, including ours. Despite that hurdle and as the operations normalized during the last quarter of the year, full-year earnings before interest, taxes, depreciation and amortization (EBITDA) managed to expand by 13.9% to Php5.77 billion.

Milestones in Store Rollout

We stand by our commitment to continue to strengthen our foothold across all our formats through strategic and aggressive expansion, particularly in Visayas and Mindanao.

In our 34 years of retail history, 2014 saw the most number of stores that our company has opened in a span of a year. We opened 263 stores across all formats, adding 132,000 square meters of new retail space nationwide. This brought our year-end store network to a total of 1,327 stores with gross floor area expanding by high teens to approximately 888,000 square meters.

For our supermarkets, Robinsons Supermarket marked a milestone with the opening of Robinsons Selections, its first premium supermarket and its 100th branch in Bonifacio Global City (BGC), Taguig.

Ministop, our fastest growing retail format in terms of store count, also hit the 400-store milestone in Trion Towers, a premier Robinsons Land residential condominium development in BGC. Our convenience store business expanded its Visayas footprint beyond Cebu, with its entry into Iloilo City.

Likewise, South Star Drug, whose branches are mostly situated in areas in Luzon, entered Mindanao for the first time in over 75 years. South Star Drug breached its 300-store mark last year and this rapid expansion is largely due to the successful integration of South Star Drug into Robinsons Retail in 2012.

Bold Ventures

Building on our multi-format business model, our group furthered its expansion into new retail businesses in 2014. Robinsons Supermarket, which remains to be our largest format, has



segmented its business by introducing two new brands: *Robinsons Easymart* and *Robinsons Selections*. *Robinsons Easymart* is a minimart-type store that is situated within densely populated residential communities. Given the worsening traffic conditions in these areas, our aim is to provide convenience to our customers by bringing the goods closer to their homes. In 2014, we were able to open eight *Robinsons Easymart* stores. Likewise, *Robinsons Supermarket* launched its first premium supermarket called *Robinsons Selections* in Bonifacio Global City. This high-end supermarket offers healthy food-to-go section, gourmet deli aisle and more imported merchandise, targeting a niche market of discriminating consumers. On top of that, *Robinsons Retail* has developed community malls branded as *Robinsons Townville* where *Robinsons Supermarket* serves as main anchor. Ranging in size from 5,000 square meters to 10,000 square meters, around 60% to 70% of the leasable space in *Robinsons Townville* is occupied by various *Robinsons Retail* formats with the

balance leased out to quick service restaurants and a few other establishments to complete the shopping experience of our customers.

Our DIY business also grew significantly in 2014, riding on the sustained residential construction boom in the country. From just mall-based DIY shops, operated by Handyman Do it Best, and lifestyle home improvement centers under True Value, we entered into the big box format through the acquisition of A.M. Builders' Depot. This new sub-format caters mainly to home builders and contractors. Bullish on the growth prospects of the DIY business moving forward, *Robinsons Retail* increased its stake in *Robinson's Handyman, Inc.* by 55% to 80% last year.

Robinsons Retail has evolved into the second-largest multi-format retailer that it is today because we understand that the needs and preferences of our customers are constantly changing. In May 2013, we launched our loyalty card called *Robinsons Rewards Card*. This group-wide loyalty



program is supported by a customer analytics tool that was implemented last year. Now that we have reached a critical mass of cardholders with more than 700,000 members as of end 2014 and growing, the loyalty system allows us to better understand the profile of our shoppers and their purchasing habits. In turn, we are able to actively tailor our retail businesses to meet the demands and expectations of our customers.

Positive Outlook in 2015

We are optimistic about the future of modern retailing in the Philippines and in the Philippine economy, in general. 2015 marks the year when the Philippines will be entering the demographic window. We expect a larger consumer-driven market to emerge as a result of this demographic shift. During this period, a larger mass of young, employable and productive citizens will account for majority of the population, which we expect to drive the country towards dynamic economic growth and development in the years to come.

Consumption spending will remain buoyant as we realize better employment opportunities, sustained growth in the BPO sector and steady inflow of overseas Filipino remittances. We also anticipate the positive impact of declining oil prices and pre-election spending to substantially kick in this year. A good portion of our target market which owns automobiles can immediately feel the savings as a result of cheaper gasoline prices which we expect to translate to increased consumption. Further growth will come from election-related spending in view of the upcoming national elections in May 2016.

In terms of modern retail, the Philippines is still vastly underpenetrated. There is an abundant stream of unexplored areas to enter and plenty of opportunities for market consolidation. The quest for more retail space will continue for our company. To date, the various formats of Robinsons Retail are present in 84 out of 144 cities in the country. As we maintain our strong position as a leading multi-format retailer in the Philippines,



we are confident that Robinsons Retail is in the forefront of bagging new strategic locations and, opportunistically, attracting players for acquisitions.

We also look forward to our first Costa Coffee shop, the largest coffee shop brand in the United Kingdom, to serve great tasting coffee in the Philippines. This is our first foray into full quick service restaurant and we are expecting the first store to open within 2015.

We have allotted a total of Php6 billion on capital expenditures in 2015 to fund our continued organic expansion across all formats nationwide. This is projected to expand our nationwide footprint to close to 1,600 stores by year-end 2015.

Acknowledgments

We want to extend our gratitude to our suppliers, concessionaires, franchisees, service providers, lessors and other business partners for supporting us in our day-to-day operations. We would also like to thank our customers and

shareholders for your patronage in our retail business and confidence in the company. Lastly, we want to recognize our valued employees for their commitment and hard work all through these years.

We would like to ask for your unrelenting support as we endeavor to make it another successful year for Robinsons Retail.

Happy shopping!

John L. Gokongwei, Jr.
CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Robina Y. Gokongwei-Pe
PRESIDENT AND CHIEF OPERATING OFFICER



MANAGEMENT'S DISCUSSION AND ANALYSIS



On our second year as a publicly-listed corporation at the Philippine Stock Exchange, Robinsons Retail Holdings, Inc. continued to register robust growth of 29.7% in net income (attributable to equity holders of the parent company) from Php2.74 billion to Php3.56 billion in 2014, at the back of higher operating profit, as well as higher interest income from cash and liquid marketable securities. Net earnings expanded on the back of increased sales and the improvement in gross margins.

Consolidated net sales hit Php80.40 billion in 2014, growing by 19.5% from Php67.25 billion last year, arising from the sales boost from the 263 new stores added this year, the full year sales contribution from the 152 stores added in 2013 and the strong same stores sales growth (SSSG) of 3.6%, which was higher than the 2-3% consolidated SSSG target for 2014 and the 2.6% SSSG posted in 2013.

Gross profit improved by 21.8% from Php14.31 billion to Php17.43 billion in 2014, with gross margin expanding by 40 basis points (bps) to 21.7%, as our Company continued to benefit from increasing scale and the offering of value-added services to our trade partners. Operating income increased by 10.4% to Php4.49 billion while Earnings before interest, taxes, depreciation and amortization (EBITDA) grew by 13.9% to Php5.77 billion, despite the increase in operating expenses. Operating expenses increased by 24.3% as 2014 was an unprecedented year of store expansion (both organic as well as acquisitions), coupled with the unforeseen effects of the port congestion which increased freight costs.

Robinsons Retail ended 2014 with 1,327 stores, or an addition of 263 new stores, and a 17.5% increase in gross floor area to 888,000 square meters. In terms of geographic location, 578 stores are in Metro Manila, 571 in Luzon, 121 in Visayas and 57 in Mindanao. Corresponding to our thrust of expanding outside Metro Manila where modern retail trade penetration is still low, we have increased our store network in Visayas and Mindanao from only 8% in 2012 to around 13% in 2014. In terms of gross floor area, from only 19% of total floor space in 2012, Visayas and Mindanao now account for about 24% of total floor space. Most of our acquisitions in 2014 have been outside Metro Manila as well: the 18-store big box hardware format A.M. Builders' Depot is strong in Visayas while the seven-store Chavez Pharmacy is strong in Batangas, Luzon, on top of the three-store Jaynith's Supermart with two stores located in Luzon.

Robinsons Retail's balance sheet continues to be strong with cash, cash equivalents and liquid marketable securities of Php29.54 billion as of end 2014 with borrowings of only Php112 million. Current

ratio is at 1.6X with consolidated assets growing by 9.8% to Php57.49 billion in 2014.

Supermarket Segment

Robinsons Supermarket (RSC) is Robinsons Retail's largest business segment, accounting for 48.8% of consolidated net sales and 46.2% of consolidated EBITDA in 2014.

RSC successfully launched two new subformats in 2014: the minimart *Robinsons Easymart* located in residential areas to cater to the need for convenience and accessibility of food and non-food items and the premium *Robinsons Selections* to cater to the upscale and discerning customers with its offering of imported and gourmet products.

Net sales expanded by 20.6% to Php39.20 billion as RSC increased its store network by 20 stores to end 2014 with 111 stores. Despite intense competition, SSSG was very strong at 3.3% compared to 1.0% in 2013, on the back of high service levels. Gross profit increased by 21.9% to Php7.36 billion while gross margin improved by 20bps to 18.8% from higher supplier support. EBITDA grew by 19.0% to Php2.66 billion in 2014 while EBITDA margin was slightly lower by 10bps to 6.8% due to the higher fixed cost from new stores that are still in the ramp-up stage.

Department Stores Segment

Robinsons Department Store (RDS) is the second-largest business segment, accounting for 17.1% of consolidated net sales and 18.3% of consolidated EBITDA in 2014.

RDS registered strong sales growth of 15.7% to Php13.74 billion in 2014, as it focused on the children's, home and accessories categories which exhibited solid sales performance. SSSG was likewise sturdy at 5.1%, a marked improvement from the flat SSSG in 2013. RDS added four new stores in 2014, ending with 42 stores.

Gross profit improved by 15.7% to Php3.61 billion while gross margin expanded by 10bps on the back of more supplier support. EBITDA increased by 7.0% to Php1.06 billion.

DIY Stores Segment

In addition to the mall-based DIY stores, we added the stand-alone big box format A.M. Builders' Depot to our DIY portfolio in 2014. The DIY segment accounted for 10.6% of consolidated net sales and a larger 15.8% of consolidated EBITDA in 2014.

The DIY segment posted a 20.1% acceleration in sales to Php8.52 billion in 2014 as it continued

to benefit from the ongoing residential construction boom with high SSSG of 7.2% and the expansion in store network by 35 stores, including the acquisition of the 18-store A.M. Builders' Depot. As of end 2014, the DIY segment had 161 stores.

Gross profit improved by 20.4% to Php2.64 billion with gross margin expanding by 10bps to 31.0% while EBITDA grew by 18.2% to Php911 million in 2014.

Convenience Stores Segment

Ministop, our convenience store format, accounted for 5.7% of consolidated net sales and 5.0% of consolidated EBITDA in 2014.

Ministop's system wide sales grew by 6.7% in 2014 to Php6.71 billion while merchandise sales expanded by a higher 9.7% to Php4.62 billion as Ministop added 64 net new stores for the year. SSSG dipped by 2.6% in 2014 due to lower cigarette sales as the government implemented a significant increase in sin taxes in 2013 which led to trade loading. The sales of cigarettes have now normalized and for the fourth quarter of 2014, SSSG was already flattish at -0.4%.

As of end 2014, total store network was at 450 stores with Ministop expanding its reach outside Metro Manila by adding stores in Iloilo on top of existing Cebu stores and in Bicol, Southern Luzon.

Gross profit and royalty income improved by 9.9% to Php1.60 billion in 2014, which translate to 34.7% of sales same as in 2013. EBITDA, on the other hand, declined by 17.7% to Php289 million in 2014 primarily due to the negative SSSG.

Drug Stores Segment

The drug stores segment is a relatively new business for us as we acquired 90% of the business through our subsidiaries in 2012. It accounted for 8.8% of consolidated net sales and 5.6% of consolidated EBITDA in 2014.

Net sales increased by 12.3% to Php7.06 billion in 2014, enhanced by the unprecedented 81 new stores opened for the year. SSSG was flat at 1.0%, coming from a high base in 2013 arising from donations for the victims of Typhoon Haiyan and local elections spending.

As of end 2014, the store network of the drug stores segment reached 320 stores, which includes the brands *South Star Drug* and *Manson Drug* as well as the newly-acquired Chavez Pharmacy chain.

Gross profit lifted by 11.4% to Php1.13 billion while gross margin slightly declined by 10bps to 16.0% as suppliers gave lesser support in 2014. Operating expenses as a percentage of sales was higher for 2014

with the significant number of new stores opened and sales still on the ramping up stage, resulting in a decline in EBITDA margin to 4.5% from 5.1% in 2013.

Specialty Stores Segment

The specialty stores segment, which is comprised of five formats: Robinsons Appliances (consumer electronics and appliances), Toys "R" Us (toys and juvenile products), Daiso Japan (one-price point), international fashion specialty (with brands such as *Topshop*, *Topman* and *Dorothy Perkins*) and beauty (*Shiseido* and *Benefit*), accounted for 9.0% of consolidated net sales and 9.1% of consolidated EBITDA in 2014.

Net sales advanced by 35.7% to Php7.89 billion in 2014 primarily due to the sales contribution from new stores and the robust SSSG of 6.4%. Of the total net sales of the segment, 49% came from Robinsons Appliances, 27% from Toys "R" Us, 17% from international fashion specialty and beauty, and the balance from Daiso Japan.

The specialty stores segment ended 2014 with 243 stores, adding 59 new stores for the year.

Gross profit swelled by 41.9% to Php2.25 billion while gross margin jumped by 130bps to 28.5% in 2014, primarily due to enhanced margins of Robinsons Appliances from additional supplier support arising from its increasing scale. In terms of EBITDA of the specialty stores segment, it grew by 34.5% in 2014 but EBITDA margin was flat at 6.8% as a result of the weak performance of international fashion specialty stores.

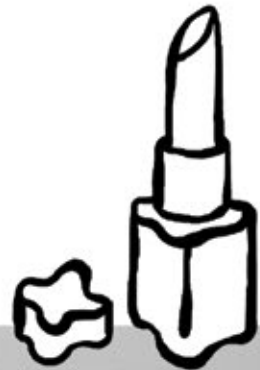
All told, 2014 was a banner year for Robinsons Retail with store additions in one year, net sales and profitability at a record high.

For 2015, we will continue our aggressive expansion program by increasing store footprint across all our formats. We will remain on the lookout for opportunities to further expand our businesses in existing and complementary formats, such as our entry into the coffee shop business through Costa Coffee this year. To jumpstart the entry into e-commerce which holds a lot of potential, our Group has started offering products through a third party service provider for Robinsons Appliances. Robinsons Retail will remain focused on delivering growth in sales, margins and income while retaining our market position as a leading multi-format retailer in the Philippines.

We would like to thank our partners and stakeholders for their support and look forward to maintaining a mutually-beneficial relationship.



DISCUSSION PER SEGMENT





Robinsons Supermarket opened its first store in 1985 in Robinsons Place-Cebu City. Today, Robinsons Supermarket is the second largest supermarket chain in the Philippines, with 111 stores as of end December 2014. The stores are located in all Robinsons Malls and other major shopping centers nationwide. Its branches are spread across the regions, serving key cities as well as populated areas in both rural and urban centers.

Robinsons Supermarket is also the first major supermarket chain to focus on health and wellness. To celebrate this commitment, the group launched the *I Love Wellness* campaign. Robinsons Supermarket is serious in

its responsibility in imparting wellness everyday and in every way possible.

Taking this pledge by heart, Robinsons Supermarket guides customers as to their food and grocery choices through the *Shop Smart Tag*. This is a four-colored tagging system, which helps shoppers choose products wisely. The green tag represents products that have met the Food and Nutrition Research Institute (FNRI)'s Codex Standard of Nutrition Classification. The Health and Wellness section further highlights these healthy finds. Here, products are arranged according to: Choices for a Healthy Heart, Bone Builders, Weight Management, Kids Nutrition and Guilt-Free and Sugar-Free choices.

In 2014, Robinsons Supermarket relaunched its *Shop Smart* campaign at Robinsons Magnolia with FNRI representatives and special guests Team Kramer.

Robinsons Supermarket expanded its customer reach in 2014 by launching new formats targeted to different customer needs: Robinsons Selections and Robinsons Easymart.





Robinsons Easymart is a minimart with an area of 250-500 square meters located in populated residential areas to give shoppers ease of immediate shopping for food and non-food merchandise. It also offers value-added services like bills payment, telco loading station and a pharmacy. Robinsons Easymart stores, totalling eight, are located in Tarlac, Angeles, Pampanga, Parañaque and Quezon City. A trip to Robinsons Easymart is time-saving, hassle-free and light on the pocket.

ROBINSONS SELECTIONS

To reach the new emerging middle-class with higher disposable income, Robinsons Supermarket launched Robinsons Selections in Eight Forbes Town Road in Burgos Circle. It is a modern grocery store aimed to give discerning shoppers a new grocery experience through its modern design, cool ambience and wider assortment of healthy and imported gourmet products. It also prides itself in offering healthy and delicious meals at its Food-to-Go section. The store is also time-relevant as it is a Wi-Fi hotspot. Approximately 35% of its total merchandise are imported.

HIGHLIGHTS

Acquired three Jaynith's stores in January 2014

Relaunched four EZ Marts to Robinsons Easymart in Tarlac in August 2014. EZ Supermarket Metrotown and Tanedo branches were converted to Robinsons Supermarket

Opened its 100th store and 1st premium supermarket, Robinsons Selections, at Eight Forbes, Burgos Circle in October 2014

Recently won Unilever's Chairman Award for Highest Sales Growth in 2014. Robinsons Supermarket has been getting this award consistently for the past three years

Opened a total of 20 stores, including the acquisition of Jaynith's



Justiniano S. Gadia
GENERAL MANAGER



Robinsons Department Store

On its 35th year, Robinsons Department Store (RDS) was awarded the 2014 Best Full Line Department Store in the 18th Outstanding Filipino Retailers and Shopping Centers of the Year Awards in February 2015. From its first store in Robinsons Place Manila in 1980, RDS now has a total of 42 stores after opening four new stores in 2014. RDS Roxas and Santiago both opened in February 2014, while RDS Antipolo and Las Pinas commenced their store operations in October. This brings the combined store footprint to 284,000 square meters.



Remaining steadfast to its promise of giving customers more to love, RDS continuously strengthens its product offerings through collaboration with its vendors. RDS reinforces its key categories, Ladies' Fashion and Home departments while developing its Men's Fashion and Children's departments, to ensure that it provides everything that today's woman needs for herself, her family and her home.

HIGHLIGHTS

Awarded the 2014 Outstanding Filipino Retailers, Full-line Department Store Category by the Philippine Retailers Association

Opened first store in the Cagayan Valley Region in February 2014 with the opening of RDS Santiago

Opened a total of four stores





Robinsons Business Center started on June 1, 2010. Today, it is present in all Robinsons Department Store branches as an added service to customers. Robinsons Business Center accepts Utilities and Credit Card Payments and payments for online bookings of Cebu Pacific, Air Asia and Philippine Airlines. Also available are Foreign Exchange, Telco prepaid products and Robinsons Gift Certificates. It is also an accredited Remittance Pay-out partner of I-Remit and Metrobank. Tickets for shows are also available in selected branches.

HIGHLIGHTS

Grand Prize Winner of Smart's Golden Circle Rewards Program for 2014

Awarded Highest Growth Year on Year for Auto Load Max from Globe for 2014

2014 Top Key Account with Highest Percentage Increase in SMART Activation versus Year Ago (Modern Trade Channel)



Johnson T. Go
GENERAL MANAGER

DIY

The Do-It-Yourself (DIY) segment is comprised of three formats: Handyman Do it Best, True Value and the recently-acquired big box hardware A.M. Builders' Depot. As of end 2014, there were 161 DIY stores.

HANDYMAN



Established in July 1994 in partnership with Herco Trading Inc., Handyman was one of the first retailers to introduce the convenience of hardware shopping in malls. In 2001, Handyman became a member of one of the biggest hardware cooperatives in the USA, Do it Best Corporation, enabling the company to provide Filipino customers with thousands of affordable and high-quality imported

products. Today, Handyman is the second-largest mall based DIY in the Philippines.

Handyman offers an exceptional shopping experience for its customers through an exciting range of automotive, electrical, hardware tools, lawn and garden, plumbing, and storage and organization products that are highlighted in unique promotions and sale events.

With over 20 years in the business, Handyman became one of the country's trusted hardware and home improvement stores with a total of 120 stores nationwide as of end December 2014.





HIGHLIGHTS

2014 Outstanding Filipino Retailers-
Hall of Fame, Home Improvement
Center Category by the Philippine
Retailers Association

2014 Purchase Award by Do it Best
Corporation, in recognition of being
third in International Total Purchases

Opened a total of 12 stores



Stanley C. Co
GENERAL MANAGER

True Value®

True Value is a lifestyle home improvement center that carries an extensive assortment of imported and local brands of high-quality, hardware and houseware items. True Value's retail concept of a lifestyle home center goes beyond the conventional do-it-yourself store set-up to a family-friendly retail space that highlights its product mix offer - a unique range of products that are well-organized by merchandise departments.

It is a member of True Value Company, which is organized as a cooperative and is one of USA's largest independent retailer-owned hardware cooperatives. True Value's first store opened in 1995. In 2007, Robinsons Retail Holdings, Inc., through a subsidiary, entered into an agreement with Amon Trading Corporation for the acquisition of 66.67% interest of the company. As of end 2014, True Value has 12 stores in Metro Manila and five stores in key provincial cities.

As the first retail hardware outlet to incorporate lifestyle shopping, True Value offers extensive retail space to its customers, redefining 'one-stop' shopping to genuine convenience and offering better store layout, product segregations, brand highlights, interactive selling, promotions and most sought-after sale events.

HIGHLIGHTS

Awarded 1 Million Dollars Club from True Value International for 2014, the only international member to receive the award

2014 Outstanding Filipino Retailers, Foreign Brand Retailer Home Improvement Center Category by the Philippine Retailers Association

2014 Best Hardware Store in Town from True Value Company in the USA

Opened four new stores





Established in 1998, A.M. Builders' Depot has grown to become one of the leading hardware and home improvement depots in the Visayas, aiming to provide every Filipino home builder quality merchandise and exceptional service. In 2014, Robinsons Retail Holdings, Inc., through a subsidiary, acquired 67% interest of the A.M. Builders' Depot business.



A.M. Builders' Depot offers a wide assortment of construction and hardware products categorized from tiles, bathroom packages, building materials, roofing, paints, and electrical products.

As of end December 2014, A.M. Builders' Depot had 18 stores with a combined store area of 36,000 square meters.





Ministop is one of the leading convenience store chains in Japan with presence in other Asian countries like Korea, China, Vietnam and Indonesia. Robinsons Retail Holdings, Inc., through a subsidiary, partnered with Ministop Co. Ltd. and Mitsubishi Corporation as the country franchisee of Ministop in the Philippines. The first Ministop store was opened in the year 2000 and as of end 2014, Ministop had a strong network of 450 stores nationwide. It is the second largest convenience store chain in the country.

Ministop's in-store kitchen facility continues to produce an expanding variety of hot and fresh ready to eat

meals 24/7 while introducing new and up-to-date products for grocery items. It will continue to offer products that aim to meet the growing demand of Filipino consumers for convenience shopping.

Ministop has an extensive footprint of stores in Metro Manila and Luzon with recent ventures in the Bicol region. To complement its presence in Cebu which is in the Visayas region, Ministop also entered Iloilo with two new stores. It also aims to reach other provinces in Luzon and expand in the Visayas and Mindanao regions through Dumaguete, Roxas, Cagayan de Oro and Davao.





HIGHLIGHTS

Uncle John's chicken continues to be a bestseller with 6.8 million pieces sold in 2014

Store network in the Visayas expanded beyond Cebu with the entry into Iloilo City

Store expansion in South Luzon also reached the Bicol region with stores in Naga City

Opened a total of 64 stores



Roena P. Sarte
GENERAL MANAGER

southstar drug



South Star Drug is the third-largest retail drugstore chain in the Philippines. It is also the longest-operating Philippine retailer of prescription and over-the-counter medicines with 78 years in operation. In 2012, Robinsons Retail Holdings, Inc., through its subsidiaries, acquired 90% of South Star Drug, and since then has managed the chain together with the Dy family. Over the years, South Star Drug has evolved from a traditional pharmacy into a full-service pharmacy, offering a wide array of nutritional supplements, food, beverage and personal care products.

Anchored to its mission of providing convenient access to quality healthcare, South Star Drug offers a full range of health, wellness, beauty and convenience products in 320 locations (as of end 2014) nationwide. The company aims to reach more towns and cities as it focuses its expansion in the provinces of Visayas and Mindanao to deliver more quality products to its shelves so that Filipino families can live better, healthier and happier.



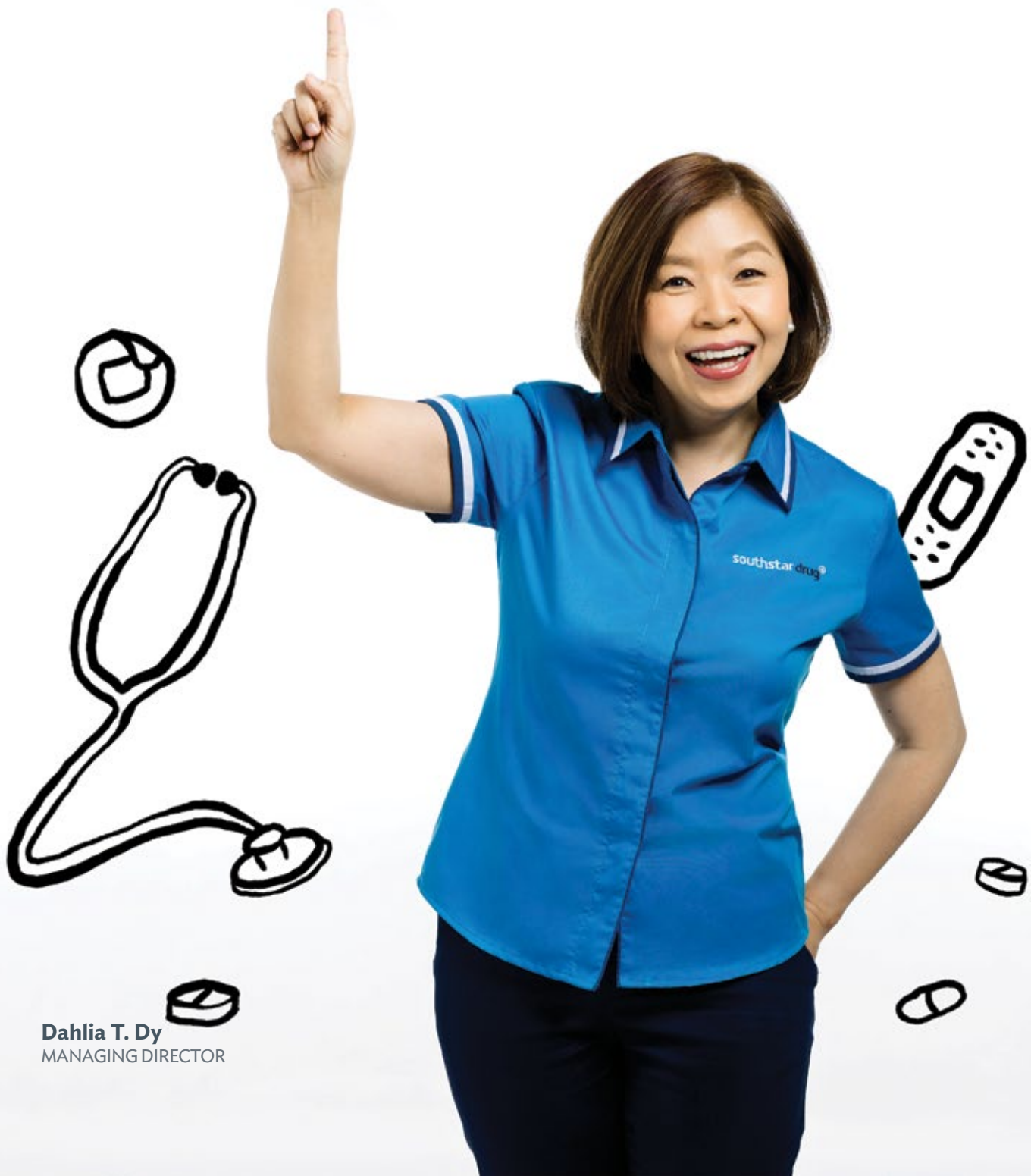


HIGHLIGHTS

Acquired the seven-store Chavez Pharmacy chain, a major local player in the province of Batangas, in May 2014

Unveiled a new logo in July 2014, introducing a modern and exciting look

Opened an unprecedented 81 stores in 2014



Dahlia T. Dy
MANAGING DIRECTOR

SPECIALTY STORES

Robinsons Retail Holdings, Inc.'s Specialty Stores segment is comprised of five formats: consumer electronics and appliances retail under Robinsons Appliances, toys and juvenile products retail under Toys "R" Us, one-price point retail under Daiso Japan and international fashion specialty and beauty brands. As of end 2014, there were a total of 243 specialty stores.



From its first store in 2000 at the heart of Cebu City, Robinsons Appliances now operates 74 stores nationwide (as of end 2014), including Sony Centre and Samsung Store at Robinsons Magnolia and Sony Gadgets Store at Robinsons Place Lipa. Robinsons Appliances also expanded its market reach by partnering with A.M. Builders' Depot in creating an appliance section at A.M. Builders' Tanza Iloilo and Reclamation Bacolod branches.



Robinsons Appliances offers an extensive range of products in consumer electronics and home and appliances categories. While it continues to evolve its merchandise mix, bringing up-to-date products to the Philippine market, it also caters to specific regional consumer needs and demographics. Over the years, it has also improved its store format for a more pleasurable and convenient shopping experience.



HIGHLIGHT

Opened 19 new stores nationwide



Hope Y. Gokongwei-Tang
GENERAL MANAGER



Toys “R” Us is the world’s leading dedicated toy store and juvenile products retailer, offering a differentiated shopping experience through its family of brands (*Source: Toys “R” Us Inc. website*). The Philippine country franchise of the U.S.-based specialty toy chain was awarded to Robinsons Toys, Inc. in 2006 and was officially launched in the Philippines with its first stand-alone store in Robinsons Galleria.

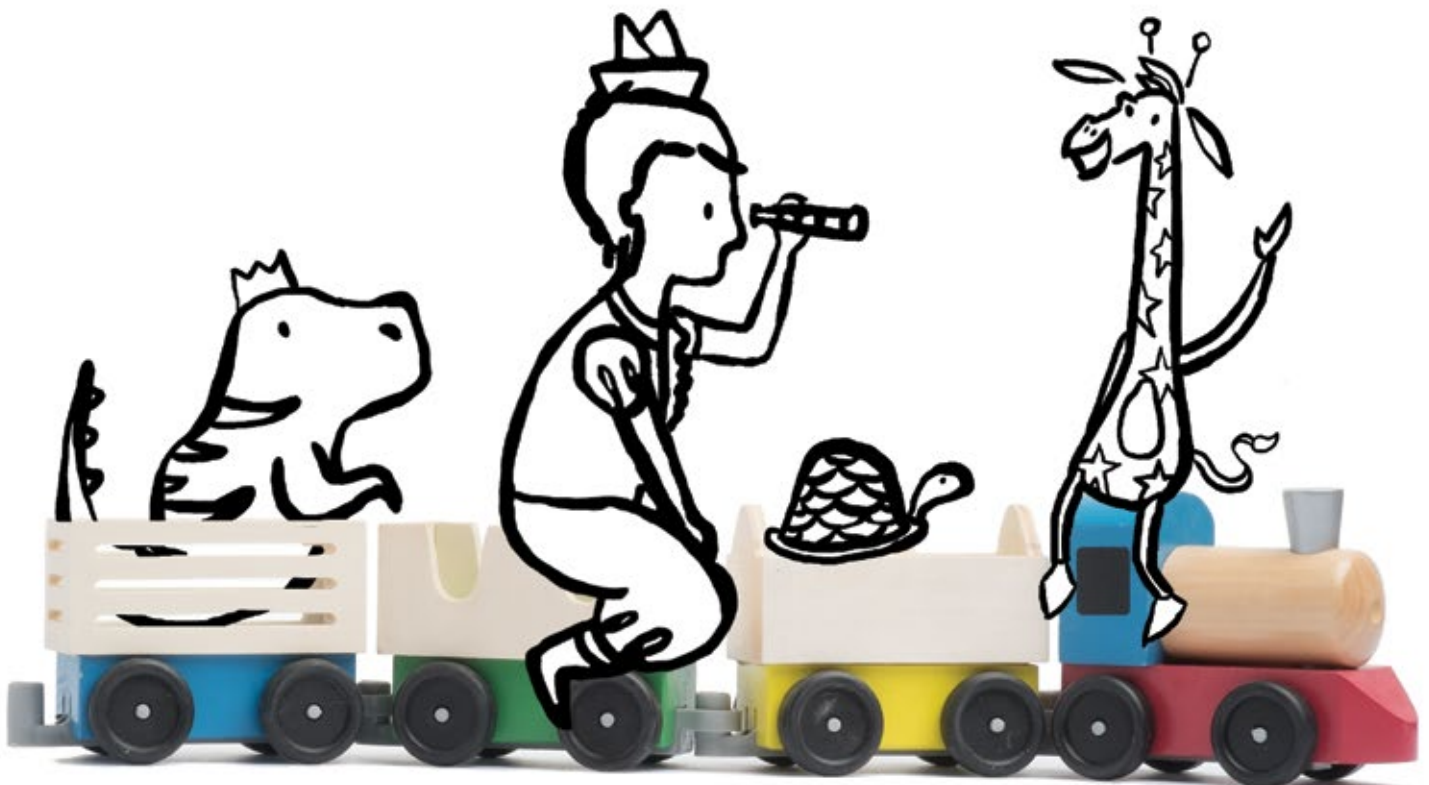
As of end 2014, there are 23 Toys “R” Us stand-alone stores and 40 Toys “R” Us Toybox outlets found inside Robinsons Department store.

Offering Filipinos a unique shopping experience supported by excellent customer service, a well-planned marketing program and a strong portfolio of brands that include its own line of private brands and exclusive merchandise are what set Toys “R” Us apart from competition.

Toys “R” Us is cognizant of the role toys play in the holistic growth of every

child. Thus, it continues to offer the right products that not only bring joy to kids but also toys that can nurture a child’s basic skills from mental ability to physical growth development in a fun way. All these product assortments are found in exciting toy zones that make Toys “R” Us a go-to-store for toy lovers of all ages.

The company is also committed to serving its communities as a caring and reputable neighbour through programs dedicated to kids’ learning and safety.





HIGHLIGHTS

The highly popular loom bands trended at the top of the toy list the entire year with over 78,000 loom band kits and over 400,000 packs of rubber band refills sold across all Toys "R" Us and Toybox stores.

Opened five stand-alone stores and four Toybox stores



Celina N. Chua
GENERAL MANAGER

FASHION

Robinsons Retail Holdings, Inc.'s Robinsons Specialty Stores, Inc. –International Fashion Specialty Division (RSSI-Fashion Division) is the exclusive country franchisee and/or distributor of Topshop, Topman, Dorothy Perkins, Burton Menswear, Miss Selfridge, Warehouse and River Island of the United Kingdom, Shana of Spain and G2000 of Hong Kong. It is committed to bringing the most loved international fashion brands that cater to the stylish individual. With a strong brand management team, RSSI-Fashion Division has expanded to 60 stores with over 13,000 square meters of prime retail space.

TOPSHOP

DOROTHY PERKINS

WAREHOUSE

RIVER ISLAND

Shana

TOPMAN

BURTON
MENSWEAR
L O N D O N

Miss Selfridge

G2000



HIGHLIGHTS

Topman was awarded the 2014 Outstanding Filipino Retailers, Foreign Brand Retailer, Fashion Apparel – Small Category by the Philippine Retailers Association

Added seven stores, including the launch of the first Burton Menswear London store



Maria Carmina Pia G. Quizon
GENERAL MANAGER

BEAUTY

SHISEIDO
benefit
SAN FRANCISCO

In December 2013, Robinsons Retail Holdings, Inc. acquired through its subsidiary, Robinsons Specialty Stores, Inc. (RSSI), the assets of Beauty Skininnovations Retail, Inc., which paved the way for the creation of a new division, RSSI-Beauty Division. The acquisition of the operations of eight Shiseido stores and two Benefit stores includes the right to sell Shiseido and Benefit cosmetics under the distribution agreement with Luxasia, Inc. and L Beauty Luxury.

RSSI-Beauty Division presents a vast selection of cosmetics and skin care products and is not limited to only selling products but also offers added services in which customers will appreciate the products even more— from RX facials from Shiseido to brow and facial waxing from Benefit. The pride of RSSI-Beauty Division is giving the customers a grand shopping



experience and world class customer service from well-trained beauty consultants and make-up artists of both brands. Since operating the stores in March 2014, RSSI-Beauty Division added three Shiseido stores and one Benefit store in Alabang Town Center, Muntinlupa City which is currently the largest boutique in Southeast Asia. By the end of 2014, RSSI-Beauty Division operated 11 Shiseido stand-alone stores and three Benefit boutiques or a total of 14 stores.



Maria Victoria Y. Marchadesch
GENERAL MANAGER

DAISO JAPAN

Robinsons Retail Holdings Inc., through a subsidiary, signed an agreement with Daiso Industries Co., Ltd. of Japan in 2009 allowing it to sell authentic Daiso Japan merchandise and operate legitimate Daiso Japan store concept in the Philippines. Daiso Japan's first store opened in April 2009 at Robinsons Galleria. As of end 2014, it had 32 stores all over the country and is continuously expanding to reach even more Filipinos.

The company offers a wide range of unique products - from home and kitchen ornaments, office knick-knacks, and beauty essentials to curious merchandise that are both practical and collectible. It makes sure that the items in store are grounded by three pillars, mainly, variety, quality and uniqueness and strives to offer these at affordable prices starting at Php88.





HIGHLIGHTS

Introduction of two new price points
– from only Php88, introduced
Php188 and Php288

Opened 11 stores



Katherine Michelle Q. Yu
GENERAL MANAGER

LOYALTY PROGRAM





HIGHLIGHTS

Ended the year with more than 700,000 members.

Launch of the Robinsons Rewards mobile application in August. Through this app, members can view promos and discounts, search store locations and check points balance and expiry date.

Robinsons Rewards Card (RRC) is the loyalty card of Robinsons Retail Holdings, Inc. (Robinsons Retail) where customers earn points for purchases made in Robinsons Retail stores. The card leverages on the group's diverse retail formats, allowing it to tap into different demographics. Shoppers benefit by pooling rewards from the different Robinsons Retail stores, while the retail formats, in turn, will gain from increased foot traffic and continued patronage of the customers, further strengthening the Robinsons Retail brand.

Launched in May 2013, the Robinsons Rewards loyalty program ended 2014 with more than 700,000 members. RRC is already accepted in most of Robinsons Retail formats except for Ministop and South Star Drug. Outside of the Retail group, tie-up promotions have already been started paving the way for other merchant partners to allow acceptance of the RRC.

In support of Robinsons Retail's group-wide loyalty program, a customer analytics solution was implemented in May 2014 to better understand its members. This has allowed Robinsons Retail to understand the profile of customers and their shopping habits and provide a basis in coming up with targeted promotions using the appropriate channels to effectively communicate with the members.

CORPORATE SOCIAL RESPONSIBILITY

Robinsons Retail Holdings, Inc. holds an annual *One Love A Day* reach out program where each business unit sponsors a charity of its choice. The employees then engage in activities with the less fortunate during the Christmas season.



Robinsons Supermarket and partners celebrated Wellness learning with World Vision kids at Robinsons Supermarket Otis during the annual Wellness Caravan.



Robinsons Department Store celebrated with the kids of Right Start Foundation at a Christmas Party at the foundation's center in West Crame, San Juan where the children received school lunch, school supply kits and trolley bags as gifts.



Handyman, in partnership with Philippine Animal Welfare Society (PAWS), brought therapy dogs to White Cross' Children's Home in San Juan, a home for abandoned children, to bring early Christmas entertainment to kids through the experience of playing with dogs.



True Value employees pose after they painted the walls of Manuel Roxas High School in Paco, Manila using True Value Paints that are lead-free and environmentally safe during "Servathon 2014", a service marathon organized by Hands On Manila.



Ministop's mascots, such as Topper, entertained the kids of Riversprings School, a partner institution of Jesus Loves the Little Children Foundation, Inc. which provides formal and informal education to the children of Barangay Pinagbuhatan, Pasig during an afternoon of fun and games.



Employees of Toys "R" Us organized a special day of giving for the children of Lingap Pangkabataan Creative Learning Center in Cubao, Quezon City. Toys "R" Us officers presented the cash and toy donations to Lingap Pangkabataan Executive Director, Norman Agustin.



Robinsons Appliances sponsored the kids of Cancer Warriors Foundation, Inc., which is focused on helping cancer-stricken children, especially the poor and disadvantaged, to a magical treat, games and rides at Tom's World, Robinsons Galleria.



Representatives from Cribs Foundation Inc. (CRIBS), a home for abandoned children, accepts the donations from the Daiso Japan team which spent time playing with the toddlers and teens of CRIBS.

BOARD OF DIRECTORS



John L. Gokongwei, Jr.
CHAIRMAN AND CHIEF EXECUTIVE OFFICER



James L. Go
VICE CHAIRMAN AND
DEPUTY CHIEF EXECUTIVE OFFICER



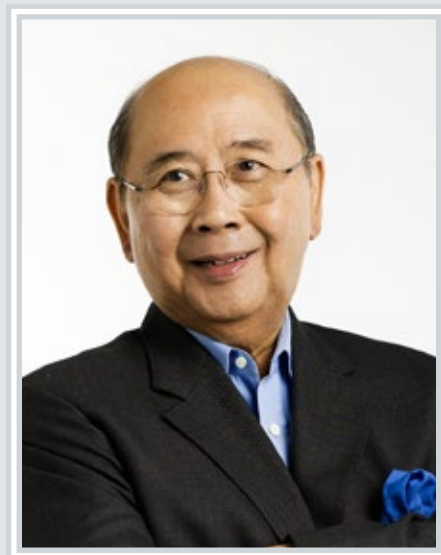
Lance Y. Gokongwei
VICE CHAIRMAN AND DIRECTOR



Robina Y. Gokongwei-Pe
PRESIDENT AND CHIEF OPERATING OFFICER



Hope Y. Gokongwei-Tang
DIRECTOR



Roberto R. Romulo
INDEPENDENT DIRECTOR



Lisa Y. Gokongwei-Cheng
DIRECTOR



Antonio L. Go
INDEPENDENT DIRECTOR



Faith Y. Gokongwei-Lim
DIRECTOR

SENIOR MANAGEMENT

Robina Y. Gokongwei-Pe

PRESIDENT AND CHIEF OPERATING OFFICER

Bach Johann M. Sebastian

SENIOR VICE PRESIDENT AND CHIEF STRATEGY OFFICER

Diosdado Felix A. Zapata III

VICE PRESIDENT AND CHIEF FINANCIAL OFFICER

Atty. Rosalinda F. Rivera

CORPORATE SECRETARY

Atty. Gilbert S. Millado, Jr.

ASSISTANT CORPORATE SECRETARY AND GENERAL COUNSEL

Katheryn T. Lim

ASSISTANT VICE PRESIDENT AND TREASURER

Justiniano S. Gadia

GENERAL MANAGER

ROBINSONS SUPERMARKET

Johnson T. Go

GENERAL MANAGER

ROBINSONS DEPARTMENT STORE

Wilfred T. Co

VICE CHAIRMAN

HANDYMAN DO IT BEST, TRUE VALUE, A.M. BUILDERS' DEPOT

Stanley C. Co

GENERAL MANAGER

HANDYMAN DO IT BEST, TRUE VALUE, A.M. BUILDERS' DEPOT

Roena P. Sarte

GENERAL MANAGER

MINISTOP

Faith Y. Gokongwei-Lim

VICE PRESIDENT - MERCHANDISING

MINISTOP

Hope Y. Gokongwei-Tang

GENERAL MANAGER

ROBINSONS APPLIANCES

Maria Carmina Pia G. Quizon

GENERAL MANAGER

ROBINSONS SPECIALTY STORES, INC.

FASHION DIVISION

Maria Victoria Y. Marchadesch

GENERAL MANAGER

ROBINSONS SPECIALTY STORES, INC.

BEAUTY DIVISION

Celina N. Chua

GENERAL MANAGER

TOYS "R" US

Katherine Michelle Q. Yu

GENERAL MANAGER

DAISO JAPAN

Dahlia T. Dy

MANAGING DIRECTOR

SOUTH STAR DRUG

Manuel T. Dy

VICE PRESIDENT

SOUTH STAR DRUG

Paz Regina A. Salgado

HEAD OF ROBINSONS DEPARTMENT STORE

BUSINESS CENTER

Thelma Teresa Roxas-Jacob

HEAD OF CUSTOMER RELATIONSHIP MANAGEMENT

Corinne P. Milagan

GENERAL MANAGER

COSTA COFFEE

Mark O. Tansiongkun

VICE PRESIDENT

PROCUREMENT AND ADMINISTRATION

Ma. Luisa Guidote-Vargas

VICE PRESIDENT

HUMAN RESOURCES

Mariano C. Joaquin, Jr.

VICE PRESIDENT

BUSINESS DEVELOPMENT

Gina Roa-Dipaling

VICE PRESIDENT

CORPORATE PLANNING AND INVESTOR RELATIONS OFFICER

CORPORATE GOVERNANCE

Robinsons Retail Holdings, Incorporated (RRHI) is a publicly listed company in the Philippines and as such, is covered by the rules and regulations of the Philippine Securities and Exchange Commission (SEC) and the Philippine Stock Exchange (PSE). RRHI adheres to corporate governance standards.

BOARD

The Board has adopted the Revised Corporate Governance Manual in July 2014 for the Company in accordance with SEC Memorandum Circular No. 9 Series of 2014. The Manual elaborates on the governance roles and responsibilities of the Board and its Directors. The Board ensures that all material information about the Company is disclosed to the public in a timely manner. The Board likewise is strongly committed to respect and promote the rights of stockholders in accordance with the Revised Corporate Governance Manual, the Company's Articles of Incorporation, and By-Laws.

Composition

- The Board is composed of nine directors (six executive directors, one non-executive director, and two independent directors) with varied backgrounds and work experience
- None of the independent directors own more than 2% of the Company's capital stock
- One person assumes the role of Chairman of the Board and CEO. The roles and responsibilities of the Chairman of the Board of Directors and CEO are defined in the By-Laws and Revised Corporate Governance Manual to ensure that the Board gets independent views and perspectives.

Attendance of Directors

January 1 to December 2014

Date of Election: June 25, 2014

Number of meetings during the year: 7

Name	Position	Attended	%
John L. Gokongwei, Jr.	Chairman	7	100
James L. Go	Vice Chairman	7	100
Lance Y. Gokongwei	Vice Chairman	7	100
Robina Y. Gokongwei-Pe	Member	7	100
Lisa Y. Gokongwei-Cheng	Member	7	100
Faith Y. Gokongwei-Lim	Member	7	100
Hope Y. Gokongwei-Tang	Member	6	86
Antonio L. Go	Independent	7	100
Roberto R. Romulo	Independent	7	100

Role

A Director's Office is one of trust and confidence. A Director should act in the best interest of the Company in a manner characterized by transparency, accountability, and fairness. He should also exercise leadership, prudence, and integrity in directing the Company towards sustained progress.

A Director should observe the following norms of conduct:

- Conduct fair business transactions with the Company, and ensure that his personal interest does not conflict with the interests of the Company.
- Devote the time and attention necessary to properly and effectively perform his duties and responsibilities.
- Act judiciously.
- Exercise independent judgment.
- Have a working knowledge of the statutory and regulatory requirements that affect the Company, including its Articles of Incorporation and By-Laws, the rules and regulations of the Commission and, where applicable, the requirements of relevant regulatory agencies.
- Observe confidentiality.
- Have a working knowledge of the Company's control systems.

CODE OF BUSINESS CONDUCT AND ETHICS

Conflict of Interest

The Company's Code of Business Conduct and Conflicts of Interest Policy require employees to make a conscious effort to avoid conflict of interest situations; that his judgment and discretion is 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 that 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 that they are involved in.

Receipt of Gifts from Third Parties

The Company allows the acceptance of gifts only during the Christmas Season. There is no restriction in the value of the gifts accepted. However, accepted gifts with estimated value over Php2,000 must be disclosed to the Conflicts of Interest Committee.

Compliance with Laws & 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 disclosure to the 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's Human Resources Unit ensures compliance with employment and labor laws and policies.

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 results from the employee's action. If appropriate, a violation may result in legal action against the employee or referral to the appropriate government authorities.

Whistle Blower

Any employee may discuss or disclose in writing any concern on potential violation of the Code of Business Conduct with the Conflicts of Interest Committee.

Conflict Resolution

The Conflicts of Interest Committee submits recommendations on courses of action to be taken on conflicts of interest situations. Decision is done by the Executive Committee.

RISK MANAGEMENT

The Company aims to create a systematic, disciplined approach to evaluate and improve the effectiveness of risk management. For that purpose, an Internal Audit Committee is formed to examine and evaluate whether the Company's risk management, controls, and processes, as designed by Management, are adequate, efficient, and functioning.

Audit Committee (AC)

The Audit Committee reviews the effectiveness of risk management systems employed by the Company.

The AC shall assist the Group's BOD in its fiduciary responsibility for the over-all effectiveness of risk management systems, and both the internal and external audit functions of the Group. Furthermore, it is also the AC's purpose to lead in the general evaluation and to provide assistance in the continuous improvements of risk management, control and governance processes.

The AC aims to ensure that:

- financial reports comply with established internal policies and procedures, pertinent accounting and auditing standards and other regulatory requirements;
- risks are properly identified, evaluated and managed, specifically in the areas of managing credit, market, liquidity, operational, legal and other risks, and crisis management;
- audit activities of internal and external auditors are done based on plan, and deviations are explained through the performance of direct interface functions with the internal and external auditors; and
- the Group's BOD is properly assisted in the development of policies that would enhance the risk management and control systems.

Moreover, the Chief Executive Officer and Chief Audit Executive executes annually a written attestation that a sound internal audit, control and compliance system is in place and working effectively. The attestation is presented by the Chief Audit Executive during the Audit Committee meeting.

Enterprise Risk Management Group (ERMG)

The ERMG was created to be primarily responsible for the execution of the enterprise risk management framework.

The ERMG's main concerns include:

- recommending risk policies, strategies, principles, framework and limits;
- managing fundamental risk issues and monitoring of relevant risk decisions;
- providing support to management in implementing the risk policies and strategies; and developing a risk awareness program.

ERM Framework

The Group's BOD is also responsible for establishing and maintaining a sound risk management framework and is accountable for risks taken by the Group. The Group's BOD also shares the responsibility with the ERMG in promoting the risk awareness program enterprise-wide.

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 to determine how risks are viewed and addressed by management. This is presented during the strategic planning, annual budgeting and mid-year performance reviews of the business unit.
2. **Objective Setting** - the Group's BOD mandates the Group's 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 which are aligned with the Group's goals.
3. **Risk Assessment** - the identified risks are analyzed relative to the probability and severity of potential loss which serves as a basis for determining how the risks should be managed. The risks are further assessed as to which risks are controllable and uncontrollable, risks that require management's attention, and risks which may materially weaken the Group's earnings and capital.
4. **Risk Response** - the Group's BOD, through the oversight role of the ERMG, approves the Group's

responses to mitigate risks, either to avoid, self-insure, reduce, transfer or share risk.

5. **Control Activities** - policies and procedures are established and approved by the Group's BOD and implemented to ensure that the risk responses are effectively carried out enterprise-wide.
6. **Information and Communication** - relevant risk management information are identified, captured and communicated in form and substance that enable all personnel to perform their risk management roles.
7. **Monitoring** - the ERMG, Internal Audit Group, Compliance Office and Business Assessment Team constantly monitor the management of risks through risk limits, audit reviews, compliance checks, revalidation of risk strategies and performance reviews.

Risk Management Support Groups

The Group's BOD created the following departments within the Group to support the risk management activities of the Group and the other business units:

1. **Corporate Security and Safety Board (CSSB)** - under the supervision of ERMG, the CSSB administers enterprise-wide policies affecting physical security of assets exposed to various forms of risks.
2. **Corporate Supplier Accreditation Team (CORPSAT)** - under the supervision of ERMG, the CORPSAT administers enterprise-wide procurement policies to ensure availability of supplies and services of high quality and standards to all business units.
3. **Process Risk Management Department (PRMD)** - the PRMD is responsible for the formulation of enterprise-wide policies and procedures.
4. **Corporate Planning (CORPLAN)** - the CORPLAN is responsible for the administration of strategic planning, budgeting and performance review processes of the business units.
5. **Corporate Insurance Department (CID)** - the CID is responsible for the administration of the insurance program of business units concerning property, public liability, business interruption, money and fidelity, and employer compensation insurances, as well as in the procurement of performance bonds.

Compliance Officer

The Compliance Officer assists the BOD in complying with the principles of good corporate governance.

He shall be responsible for monitoring actual compliance with the provisions and requirements of the Corporate Governance Manual and other requirements on good corporate governance, identifying and monitoring control compliance risks, determining violations, and recommending penalties on such infringements for further review and approval of the BOD, among others.

ROLE OF STAKEHOLDERS

Customers' welfare

The Company has Customer Relations Policy and procedures to ensure that customers' welfare are protected and questions addressed.

Supplier/Contractor Selection

We have Supplier Accreditation Policy to ensure that the Company's suppliers and contractors are qualified to meet its commitments to the Company.

Environment and Community interaction

The Company complies with government mandated policies on the environment. It also focuses on uplifting the socio-economic condition of the country via partnerships with various organizations such as World Vision, Habitat for Humanity, and other charitable institutions.

Employees

Performance-enhancing mechanisms for employee participation

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

The Company continuously provides learning and development opportunities for its employees. The Retail Academy, through its Curriculum on Core Excellence (CORE), regularly offers various courses and training programs relevant to retail operations to enhance the skills of store personnel and head office staff and managers. Another avenue is through the John Gokongwei Institute for Leadership and Enterprise Development or what is commonly known as JG-ILED. JG-ILED is the leadership 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.

DISCLOSURE AND TRANSPARENCY

Ownership Structure* (AS OF DECEMBER 31, 2014)

Shareholder	Number of Shares	%	Beneficial Owner
JE Holdings, Inc.	484,749,997	35.00	Same as record owner
PCD Nominee Corporation (Non- Filipino)	392,636,933	28.35	PCD Participants & their clients
Lance Y. Gokongwei	126,727,500	9.15	Same as record owner
Robina Y. Gokongwei-Pe	105,952,500	7.65	Same as record owner

*HOLDING 5% OR MORE

External Auditor's fee

SyCip, Gorres, Velayo & Co.: Php5,092,691

Company Website

RRHI updates the public with its operational and financial results through timely disclosures filed with the SEC and PSE. These information are available on the company's website: www.robinsonsetailholdings.com.ph

FINANCIAL STATEMENTS



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DIRECTORY

HEAD OFFICE

Robinsons Retail Holdings, Inc.
110 E. Rodriguez Jr. Avenue, Bagumbayan,
Quezon City, Philippines
T: (632) 635-0751 to 64

COMPANY WEBSITE

www.robinsonsretailholdings.com.ph

INVESTOR RELATIONS

Gina Roa-Dipaling
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GENERAL COUNSEL

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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 AND DIVIDEND PAYING AGENT

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

A woman with short brown hair, smiling, holding a red Robinsons REWARDS card. The card displays the Robinsons logo, the word 'REWARDS' in a stylized font, and the card number 1234567890123456. Various colorful icons representing different rewards (like a shopping bag, a camera, a game controller, a washing machine, a wrench, a fork and knife, a shopping bag, a game controller, a washing machine, a wrench, a fork and knife) are floating around the card. The background is white with a pattern of light gray circles. A red and yellow curved banner is at the bottom.

A world
of rewards
in your hand

Shop using
Rewards points

Get exclusive
discounts and perks



