



Thriving through generations

2019 Sustainability Report



JG SUMMIT
HOLDINGS, INC.

This Sustainability Report is interactive 



About the Cover

This inaugural report is a manifestation of JG Summit's new purpose, a result of a transformative journey that we have taken to align our purpose with the lives of our stakeholders. The symbols in the tree represent our material areas in sustainability while the hands represent the passing of stewardship to the next generation of leadership that is steadfast in creating better choices and shared success for all our stakeholders.

About the Report 102-1

This is the first Sustainability Report of JG Summit Holdings, Inc. which presents its financial and non-financial highlights including our economic, environmental, and social performance.

Reporting Standard 102-54

This report has been prepared in accordance with the GRI Standards: Core option. In the process, we have successfully completed the GRI Materiality Disclosures services, which confirms that the GRI content index (pages 110-113) is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

Reporting Period 102-50,102-52

In this Sustainability Report, all of the quantitative data cover the calendar year from January 1 to December 31, 2019, unless otherwise stated.

Reporting Scope 102-46

This report covers JG Summit Holdings, Inc. (JGSHI) including its five strategic business units:

Universal Robina Corporation

- Branded Consumer Foods (BCF)
 - » Philippines
 - » International
- Agro-industrial and Commodities (AIC)
 - » Sugar and Renewables (SURE)
 - » Flour Division
 - » Agro-industrial Group (AIG)

Cebu Air, Inc.

- Cebgo, Inc.

Robinsons Land Corporation

- Robinsons Malls
- Robinsons Hotels and Resorts

- Robinsons Offices
- Robinsons Residential
- Robinsons Industrial and Integrated Developments

Robinsons Bank Corporation

- Legazpi Savings Bank, Inc.

JG Summit Petrochemicals Group

- JG Summit Olefins Corporation
- JG Summit Petrochemical Corporation

Data from these groups for the calendar year 2019 are consolidated where they are applicable and available. Specifically, URC's disclosure in the economic section covers all URC; disclosure in the environment section covers BCF and Flour under the Consumer Foods group; disclosure in the social section includes all URC.

Unless otherwise stated, data collection has been limited, and so the boundaries are specified per disclosure.

Contact Information 102-53

For inquiries regarding the contents of this report, you may contact:

Renato T. Salud

Senior Vice President
Corporate Affairs and Sustainability

Michael P. Liwanag

Senior Vice President
Investor Relations and Chief of Staff

Trunkline: (02) 8633-7631

Email: JGSHISustainability@jgsummit.com.ph

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“This purpose captures the company’s reason for being and the role we play in the lives of our stakeholders.”



James Go
Chairman

Lance Gokongwei
President and CEO

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To our dear stakeholders,

We are pleased to present our inaugural sustainability report, built in partnership with you. This report is the culmination of a long, transformative process of building a sustainability plan that will enable us to thrive in the ever-evolving competitive landscape, mitigate environmental and economic risks to the company, and create long-term growth that will drive nation building.

In 2016, the various business units have worked to institutionalize sustainability measures and benchmark performance against global standards. Universal Robina Corporation (URC) blazed the trail with the publication of its inaugural sustainability report in 2018. This was followed by Robinsons Land (RLC) and Cebu Pacific (CEB) when they released their own sustainability reports in 2019. Following their lead, Robinsons Bank (RBank) and JG Summit Petrochemicals Group (JGSPG) identified their material sustainability measures based on economic, environmental, and social issues relevant to their industry and stakeholders.

These initiatives emerged during a period of transformation for JG Summit in the past few years. Key governance and organizational changes shifted greater decision-making and accountability to the Strategic Business

Units (SBUs), enabling top executives to focus on group-wide strategies, including the sustainability agenda. As part of our transformative journey, we begin to anchor our strategic directions from our new purpose: *an unrelenting commitment to provide our customers with better choices, creating shared success with our stakeholders*. This purpose captures the company’s reason for being and the role we play in the lives of our stakeholders. With this longer-term and broader view of our stakeholder commitment, we establish the foundation that will enable the Gokongwei Group to achieve our three- to five-year goals where sustainability will be one of our main enablers in achieving our ambition. This means that as we grow, perform, and maintain accountability in our operations, we also ensure that our stakeholders continue to have equal opportunities to thrive in the future.

Message to Stakeholders

Our Key Focus Areas

In this report, we present the Gokongwei Group Sustainability Framework consisting of five key areas that represent topics most material to our businesses and stakeholders: *Shared Success*, *Climate Action*, *Resource Efficiency and Circularity*, *Better Choices*, and *Employee Engagement and Development*.

Our contributions and relevance to society are centered on these pillars, which are aligned with the United Nations' Sustainable Development Goals, our shared roadmap to the future. For each pillar, we identified baseline metrics that will help us measure our performance. We started our baselining for JG Summit in 2019, enabling us to manage our impacts and optimize our contribution to the sustainable development of our country.

As stated in our renewed purpose, we are wholly committed to creating *Shared Success*. Backed by a well-diversified portfolio, we continue to bring long-term value to our stakeholders through the economic opportunities that our business activities provide. For instance, RBank's wide range of financial options has been enabling Filipinos to grow their businesses, through flexible loan products to low-income individuals and micro, small, and medium enterprises. World-class olefin and polymer products from JGSPG serve a wide range of essential industries in the domestic market, while CEB drives tourism and revenue to a growing number of provincial destinations. Through these types of strategic positions, JG Summit is able to contribute significantly to national progress. In turn, our value generation has improved this year, and we are able to share 93 percent of it with you, our stakeholders.

In our key area of *Climate Action*, we acknowledge the relationship between the environment and our businesses. Just as our practices impact the natural environment, climate change increases the risks on infrastructure and supply chains that our businesses rely on. On this end, we work on managing our energy consumption and reducing our greenhouse gas emissions through measures like CEB's transition to more fuel-efficient aircraft and RLC and URC's renewable energy investments to replace our dependence on grid electricity.

Finite resources constitute another environmental issue that we address through *Resource Efficiency and Circularity*. In this key area, we identify effective ways to optimize our use of materials. URC spearheads the company's circular practices by repurposing disposed materials and reusing them in operations and packaging, while the various business units practice and encourage responsible waste management through national campaigns and community programs. By maximizing the value of the materials per use, we not only lessen the waste we generate but also reduce company costs in the long run.

While mitigating risks such as natural disasters and supply shortages are crucial to the operations of JG Summit, we believe that our sustained success

ultimately depends on our consistent delivery of high-quality products and services. We are committed to providing *Better Choices* to all Filipinos and improving their quality of life. For instance, URC is renovating their product portfolio to increase the proportion of products that will conform to its Wellness Criteria. This will provide better-for-you options based on the changing consumer behavior towards wellness. RBank focuses on financial inclusion through Simplé Savings Account, digital banking, and national expansion, while RLC, CEB, and JGSPG utilize close feedback tracking to achieve greater customer satisfaction and adapt to their ever-changing needs.

Finally, we put measures in place to protect, engage, and develop the backbone of the company: the employees. Different systems are in place for employee welfare in the SBUs, depending on the nature of the industry, from JGSPG and CEB's strict safety protocols to leadership development at the JG Institute for Leadership and Enterprise Development (JG-ILED). As our workforce is essential in the design, quality, and innovation of our products and services, the company fosters a safe and inclusive workplace with ample opportunities for career growth, as part of the key area of *Employee Engagement and Development*.

Message to Stakeholders

Looking Ahead

While 2019 has generally been a good year for us, we understand that 2020 may be a different story in the wake of a global pandemic. For JG Summit, our immediate response involved ensuring continuity of the public’s access to basic needs and essential services. Businesses turn their efforts to public safety and support for our front liners and the people directly affected, including our employees who brave the challenges to continue providing essential services.

However, we understand that the COVID-19 pandemic is an event with far-reaching impacts. It is shaping the way we view the world and build our future. Therefore, it is imperative that while we address short-term needs and the crisis’ effects to the company and Filipino public, we must also act with the long-term picture in mind. More than ever, this pandemic has emphasized the need for us to focus on resilience and adaptability. Ultimately, it is our responsibility to balance our needs today without sacrificing the future—this is the essence of sustainability.

Our 2019 baseline provides us with valuable insights to help us find new and more sustainable ways of operating that are adapted to the current business landscape. These include establishing greater focus

“Our 2019 baseline provides us with valuable insights to help us find new and more sustainable ways of operating that are adapted to the current business landscape.”

on risk management and business continuity, and adopting best-in-class standards in climate action, such as the Task Force on Climate-related Financial Disclosures (TCFD). We will continue to push synergies across our ecosystem to find opportunities such as circularity.

With this report, we are proud to mark a turning point in our sustainability journey. Our ongoing transformation will ensure that sustainability is integrated as part of the core strategy of our business units. We look forward to building on the knowledge of this inaugural sustainability report and continuing to partner with you, our stakeholders, as we achieve our long-term ambition of sustained and shared success.

James Go
Chairman

Lance Gokongwei
President and CEO

About the Company

Our New Purpose, Values, and Ambition

Throughout our history over the past 65 years, JG Summit marked many milestones that shaped us into one of the largest conglomerates in the country. Now, we are poised to scale even greater heights as JG Summit embarked on a transformation journey to align the Group's ambition and the roles of the strategic business units with the lives of its stakeholders.

It was a long, reflective process leading to key organizational changes that became the backbone for our overall strategy for sustainability and long-term growth. Arising out of this process are our renewed Purpose, Values, and Ambition, articulating what we want to achieve as a company.

Moving forward, our unrelenting drive and commitment will empower us to create shared success with stakeholders, making more milestones together on this journey of sustainability. By constantly learning and adapting, measuring and managing, innovating and transforming, we build a better company for a better tomorrow.

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Our Purpose

JG Summit has an unrelenting commitment to provide our customer with better choices, creating shared success with our stakeholders.

Our Core Values

Entrepreneurial Mindset

We strive for growth with a resilient, passionate, and agile mindset with focus on living out our purpose to provide our customers with better choices.

Stewardship

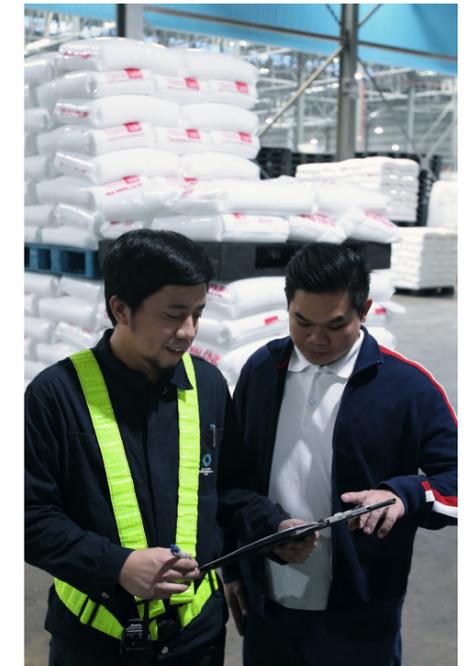
We are fully responsible for the resources entrusted to us, be they financial, environmental, and people. We make sure that they are managed well and cared for, all with sustainability at the forefront.

Integrity

We will act with honor in all our undertakings and with all our stakeholders, upholding the principle of always doing the right thing because it is the right thing to do, even when no one else is watching.

Our Ambition

By 2024, JG Summit will solidify its position among the largest conglomerates in the Philippines.



About the Company

102-2, 102-45

In 1957, John Gokongwei Jr. established Universal Corn Products, Inc., a cornstarch plant in Pasig and the modest beginning of what is now one of the largest and most diversified Filipino conglomerates. Currently, we are engaged primarily in businesses that serve a growing middle class with rising disposable incomes in the Philippines, Southeast Asia, and Oceania.

Managing Our Portfolio

STRENGTHEN

Drive full potential of our core business, and become the market leader in their respective sectors



Our largest subsidiary, **Universal Robina Corporation**, is one of the fastest growing snack-food and beverage companies in the ASEAN region, serving well-loved quality products with great value for money.



JG Summit Petrochemicals Group is the country's first and only integrated petrochemical manufacturing operation, from naphtha cracking to polymer operations; poised to serve the requirements of the local manufacturing sector.



Robinsons Land Corporation is a leading mixed-use property developer that offers a network of modern commercial centers, office buildings, hotels, residential condominiums, and housing project subdivisions.



Cebu Air, Inc. is the Philippines' first budget airline and its largest domestic airline carrier with a growing international network throughout Asia, Australia, and the Middle East; serving more than 18 million Filipino workers, tourists, and business travelers with affordable and reliable air transportation.

About the Company

Managing Our Portfolio

LEVERAGE

Enable the core and growth businesses through synergistic new plays



In partnership with



Our ecosystem plays are emerging investments that can capitalize on the JGS ecosystem and thus help augment growth or improve efficiencies, and capture value within the group. We will leverage on the synergies available within our extensive network of businesses through our forays into adjacent sectors such as infrastructure, technology, and logistics. Currently, these investments include **Luzon International Premiere Airport Development Corporation (LIPAD)**, **JG Digital Equity Ventures, Inc. (JGDEV)**, **Data Analytics Ventures, Inc. (DAVI)** and **DHL Summit Solutions, Inc. (DSSI)**.

GROW

Invest in and accelerate new verticals with potential to become core in the next five years



Robinsons Bank Corporation is a growing commercial bank positioned for growth as it serves the growing number of suppliers, tenants, distributors, business partners, and employees of the entire JG Summit and Robinsons Retail Group.

MAXIMIZE

Maximize the value of our core investments



In addition to businesses that are majority owned and managed by **JG Summit**, we also have significant minority positions in the Philippines' largest telecoms company **Philippine Long Distance Telephone Co. (PLDT)**, the Philippines' largest electricity distributor **Manila Electric Company (Meralco)**, one of the Philippines' leading power producers **Global Business Power Corporation (GBP)**, and one of Singapore's leading property developers **United Industrial Corporation (UIC)**.

OUR AFFILIATES



Our place in Philippine business is founded on a strong portfolio of market leaders, a solid financial position, a formidable management team, and a steadfast commitment to deliver long-term growth to our stakeholders, create sustainable value in communities, and lead the country to global competitiveness.

Board and Management 102-18



James L. Go
Chairman



Lance Y. Gokongwei
Director, President and CEO



Antonio L. Go
Independent Director



Cirilo P. Noel
Director



Johnson Robert G. Go, Jr.
Director



Jose T. Pardo
Independent Director



Lily G. Ngochua
Director



Patrick Henry C. Go
Director



Renato T. De Guzman
Independent Director



Robina Gokongwei Pe
Director

Executive and Corporate Center Heads 102-20

The Corporate Center Units' (CCU) primary purpose is to be an enabler to the holding company and to the SBUs for the achievement of our ambitions. Following the five-year roadmaps for JG Summit and its subsidiaries, we have evolved the corporate center organization design in line with JG Summit's enterprise transformation. Below are the current executive officers of JG Summit including their respective roles in the corporate center.

James L. Go	Chairman
Lance Y. Gokongwei	President and Chief Executive Officer
Michael P. Liwanag	Senior Vice President, Investor Relations and Chief of Staff
Bach Johann M. Sebastian	Senior Vice President, Strategic Investment
Nicasio L. Lim	Senior Vice President, Corporate Human Resources
Maria Celia H. Fernandez-Estavillo	Senior Vice President, General Counsel and Corporate Secretary
Renato T. Salud	Senior Vice President, Corporate Affairs and Sustainability
Aldrich T. Javellana	Senior Vice President and Treasurer
Francisco M. Del Mundo	Senior Vice President, Chief Financial Officer and Compliance Officer
Lisa Y. Gokongwei-Cheng	Senior Vice President, Digital Transformation and Corporate Services
Alan D. Surposa	Senior Vice President and Chief Procurement Officer
Emmanuel de Pano	Vice President, Corporate Internal Audit († October 31, 2020)
Rya Raissa S. Agustin	Officer-in-Charge, Corporate Internal Audit (effective November 1, 2020)
Carlos G. Santos	Vice President, Corporate Services and Chief Information Officer
Andre Ria B Buzeta-Acero	Assistant Corporate Secretary
Ian Pajantoy	Data Protection Officer

Strategic Business Unit Heads

Irwin C. Lee	President and Chief Executive Officer, Universal Robina Corporation
Frederick D. Go	President and Chief Executive Officer, Robinsons Land Corporation
Michael B. Szucs	Chief Executive Adviser, Cebu Air, Inc.
Patrick Henry C. Go	President and Chief Executive Officer, JG Summit Petrochemicals Group
Elfren Antonio S. Sarte	President and Chief Executive Officer, Robinsons Bank Corporation

Corporate Governance

JGSHI crafted its governance policies and principles on the premise of shareholder value maximization, long-term growth, and effective risk management. Through consistent review and evaluation of its governance structures, JGSHI safeguards the integrity of the company's decisions and actions that determine the equitable flow of wealth and protection of the interests of its shareholders and other stakeholders.

The Company adheres to the principles and practices of good corporate governance, as embodied in its Revised Corporate Governance Manual, Code of Business Conduct, related regulatory circulars and best practices recommendations.

Anti-Corruption Programs and Practices 102-17, 102-25

Anti-corruption policies and procedures were established to uphold the commitment of JGSHI to transparency, accountability, and fairness. These policies are integrated into employee engagement programs to foster collaboration and synergy across all business units.

As leaders, the Board champions the culture of integrity through adopting the anti-corruption practices in their function. All employees are then trained in the policies and later on are provided with regular reminders and are required to comply with the

Annual Self-Disclosure Activity. The company also has a whistleblower framework that allows individuals to communicate concerns of unethical practices directly to an independent unit.

JGSHI continues to evaluate the effectiveness of these policies and to develop platforms where updates can be cascaded internally. The full list of anti-corruption programs and procedures can be seen in the Code of Business Conduct and other Corporate Governance related Company Policies.

- **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 where 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 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 discourages the acceptance of gifts. However, gifts like advertising novelties maybe given or accepted

during the Christmas season. There is no restriction in the value of the gift accepted. However, accepted gifts with estimated value over PHP 2,000.00 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 and 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 has been made to the SEC and PSE by the Company's authorized officers.
- **Use of Company Funds, Assets, and Information**—Employees are required to safeguard the 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 employee benefits.
- **Disciplinary Action**—Violation of any provision of the Code of Business Conduct may result in disciplinary action, including dismissal and

reimbursement for any loss to the Company that result from the employee's action. This does not preclude the Company's right for legal action or referral to the appropriate government authorities.

- **Whistleblowing**—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 (CICOM). Reports or disclosures can be made in writing or by email. All information received in connection with the reports or disclosures shall be treated with strict confidentiality and shall not be disclosed to any person without prior consent of CICOM. The Company commits to protect those who report in good faith from retaliation, harassment, and even informal pressures.
- **Conflict Resolution**—The Conflicts of Interest Committee (CICOM) submits recommendations on courses of action to be taken on conflict of interest situations. The decision is made by the Executive Committee.
- **Bribes**—The employees must never directly nor indirectly solicit, accept, or offer bribes. If any person offers a bribe (like money, sponsored personal trips, commissions, use of the person's facilities and connections, and the like), in any form, it must be reported immediately to the Supervisor, Department Head, or a Representative of Human Resources.

Corporate Governance

Board and Management Functions

As the main decision maker of the company, the Board and senior management positions of JGSHI are held with the highest levels of integrity. As such, all policies related to ensuring equitable economic flow are embedded in their functions.

Consistent with the Revised Corporate Governance Manual and pursuant to the recommendations provided in the Code of Corporate Governance for Publicly Listed Companies (PLCs), the Company strengthened the following policies to reinforce the governance framework of the Company.

Board Diversity Policy

A diverse Board provides the company a wealth of insights that inform the company's strategic objectives and its implementation. As such, a Policy was established to achieve Board membership diversity. The Company recognizes the benefits of having a diverse Board, and its increasing value in maintaining sound corporate governance, achieving strategic objectives, realizing sustainable growth, and ensuring balanced development. This Policy established the approach to realize diversity of Board membership on an on-going basis.

Board Nomination and Election Policy

The competence of the Board is manifested in their ability to uphold the company's good governance principles and make sound decisions that represent the best interests of the Company's stakeholders. As such,

JGSHI ensures the institution of a proper nomination and election process to maintain a qualified set of Board members.

Succession Planning and Remuneration Policy

Leadership continuity planning is vital to ensure the Company's sustained growth and steady operations especially during events of unexpected occurrences requiring replacement of senior management level positions. Therefore, JGSHI regularly identifies talents and competency requirements for critical roles and key positions, develops required competency through planned programs and learning initiatives, and nominates suitable candidates for the Board's approval to fill the vacancies that arise from time to time.

Material-related Party Transactions Policy

The Company shall conduct all Material-related Party Transactions (MRPT) on an arm's-length basis, on fair and reasonable terms and conditions no less favorable than any such terms available to unrelated third parties under the same or similar circumstances.

The purpose of this policy is to protect the Company from conflict of interest by instituting the proper review, approval, and reporting of transactions which may be entered into between or among the Company or any of its subsidiaries, associates, affiliates, joint venture, directors, and officers.

Directors, Officers, Stockholders, and Related Interests (DOSRI) Policy

The dealings of the Company with any of its Directors, Officers, Stockholders, and Related Interests (DOSRI) and Related Parties shall be in the regular course of business and upon terms not less favorable to the Company than those offered to others. Related-party Transactions (RPTs) are generally allowed, provided they are done on an arm's-length basis.

Insider Trading Policy

The Company shall abide with the provisions of law set forth in the Securities Regulation Code and implemented policies and procedures to prevent the unauthorized disclosure or misuse of material, non-public information in securities trading to preserve the reputation and integrity of the Company.

Milestones: Thriving Through Generations

● JGSHI ● URC ● CEB ● RLC ● JGSPG ● RBank



GOKONGWEI
BROTHERS
FOUNDATION



1993

- **JG Summit (JGSHI)** began its first year of operations as a publicly listed company.
- **Digital Telecommunications Philippines, Inc. (Digitel)** was acquired.
- **Hunt-URC** joint venture was formed.

1994

- **JG Summit Petrochemical Corporation (JGSPC)** was incorporated and was awarded pioneer status by the Philippine Board of Investments as the country's first and only polyethylene and polypropylene manufacturer.
- **Universal Robina Corporation (URC)** became a publicly listed company.

1996

- **Cebu Air, Inc. (CEB)** was incorporated and started commercial operations under the brand Cebu Pacific.

1997

- **Robinsons Savings Bank (RSB)** was established amid the backdrop of the Asian Financial Crisis.
- **JGSHI** broke ground on the PHP 150-million Gokongwei Brothers Foundation (GBF) Technical Training Center.

1998

- Commercial operations of **JGSPC's** polymer plants commenced.

1999

- **JGSHI** acquired a 23% stake in Singapore-based United Industrial Corporation, Ltd.

Milestones: Thriving Through Generations



JG SUMMIT HOLDINGS, INC.

2001

- **Digitel** established Sun Cellular to provide wireless telecommunications services.

2005

- **CEB** shifted to a low-cost carrier strategy and pioneered the no-frills approach that made travelling affordable.

2008

- **JG Summit Olefins Corporation (JGSOC)** was incorporated.

2010

- **Robinsons Bank (RBank)** became a commercial bank after acquiring 60% of The Royal Bank of Scotland - Philippines.
- **CEB** became a publicly listed company.

2011

- **JGSHI** sold its stake in Digitel to PLDT, Inc. in exchange for USD600mn cash and 8% stake in PLDT.

2012

- **RBank** acquired Legazpi Savings Bank.

2013

- **JGSHI** acquired 27.1% stake in MER for PHP 72 billion.

Milestones: Thriving Through Generations



2014

- **URC** completed the acquisition of 100% of New Zealand's Griffin's Food Limited.
- **CEB** acquired 100% of Tiger Air Philippines.
- **JGSPG** became the only fully integrated petrochemical complex in the country after JGSOC completed its naphtha cracker plant.

2016

- **JGSHI** acquired 30% of Global Business Power Corporation.
- **URC** acquired 100% of Snack Brands Australia and completed its acquisition of Balayan Sugar Mill.
- **URC** entered into joint venture agreements with Calbee, Inc. and Danone Asia Holding Pte Ltd.
- **Robinsons Land Corporation (RLC)** created its Infrastructure and Integrated Development Division.

2017

- **JGSHI** raised its stake in MER by 2.44% to 29.6%.
- **URC** and Hong Kong's Vitasoy Group established a joint venture.
- **GBF** celebrated its 25th anniversary.

2018

- Mr. Lance Y. Gokongwei officially assumed the role as JG Summit's President and CEO.
- **JGSHI** marked its 25th year as a listed company in the Philippine Stock Exchange.
- **URC** obtained full control of Calbee-URC and Hunt-URC.
- **URC** released its first-ever Sustainability Report.

Milestones: Thriving Through Generations

Milestones in 2019



JAN

- **JGSHI** launched data services firm Data Analytics Ventures, Inc. (DAVI) with subsidiaries CEB and RLC, and affiliate Robinsons Retail Holdings, Inc. (RRHI) to build a digital lifestyle rewards program and create a robust data infrastructure and analytics business to support the group's vision of becoming a leading digital conglomerate in the Philippines.
- **URC** commercially launched two new variants of Great Taste White, White Caramel, and White Crema, as well as relaunched the original Great Taste White.
- **CEB** launched Juan Effect in Siargao, working with the local government to mitigate the environmental impact of the province's ever-increasing tourist arrivals.

FEB

- **CEB** became the very first airline to open satellite check-in services for flights at Resorts World Manila Newport Mall, making the check-in process faster and more convenient for passengers.
- A consortium including JGSHI, Filinvest Development Corporation, Philippine Airport Ground Support Solutions Inc., and Changi Airports Philippines (I) Pte. Ltd. established Luzon International Premiere Airport Development Corporation (LIPAD), a special-purpose entity for the operations and maintenance of Clark International Airport.

MAR

- **CEB** launches its 37th destination in Marinduque, giving travelers a chance to enjoy an hour-long flight from Manila to the heart-shaped island, in contrast to the eight-hour trip it takes by land and sea. The airline also launched a new route with direct flights between Cebu and Shanghai, China.
- **RBank** partnered with Japan-based JCB International Co., Ltd. for JCB's merchant-acquiring and card-issuing business in the Philippines.
- **RLC** sold 100% of the residential condominium units in Phase 1 of its Chengdu Ban Bian Jie project in China.
- **URC** celebrated the 25th anniversary of its PSE listing. The company's Sugar and Renewables subsidiary SONEDCO also opened a new sugar mill to bring its total milling capacity to 40,000 tons of sugar a day.

Milestones: Thriving Through Generations



APR

- **URC-Branded Consumer Foods Group** launched the Sales Force Automation app for faster and more accurate transactions between sari-sari store owners and URC distributors.
- **JGSHI** began a series of strategic planning sessions to update its purpose and core values, and to determine the five-year ambition, goals, and strategies of the conglomerate and its businesses.
- **URC** announced its long-term sustainability targets in line with the United Nations Sustainability Goals, specifically Natural Resources (energy and water), People (employees and communities), and Products.

MAY

- **JGSHI** launched Digital Equity Ventures (DEV), the group's own venture investment arm for Southeast Asian digital startups, whose technologies are applicable and connected to the JGSHI ecosystem.

JUN

- **RBank** introduced IPONsurance, an interest-earning savings account with free life insurance coverage. RBank also launched the GO! Salary Loan Online Channel, which gives employees of accredited companies access to online application to a multipurpose personal loan facility.
- First batch of pilots from the **Cebu Pacific** Cadet Pilot Program graduated from Flight Training Adelaide.

JUL

- **CEB-UNICEF** Change for Good initiative raised a total of USD 1 million from passenger and staff donations as part of an initiative to help the health and nutrition of Filipino children.
- **URC's** Agro-Industrial Group companion animal product line earned its second Brand of the Year award at the Animalis Edition of the World Branding Awards in Vienna, Austria.
- **RLC** opened the new Robinsons Galleria South in San Pedro, Laguna.

Milestones: Thriving Through Generations



AUG

- **RLC** was recognized at the BCI Asia Awards 2019 as one of the Top 10 Developers in the Philippines.
- **CEB** launched its first ATR 72-500 plane for cargo use, making it the only Philippine carrier with this kind of cargo capability.
- **LIPAD Corporation** officially took over the operations, maintenance, and management of the Clark International Airport.
- **RBank** issued a PHP 5-billion, two-year Corporate Bond at 5.125% interest rate. The company was also recognized as the fastest growing commercial bank in the Philippines by the Global Business Outlook Awards.
- **CEB** earned two merit awards at the 17th Philippine Quill Awards for its programs Enabling Filipino's dreams to take flight and Juan Effect: Inspiring a generation of environmentally responsible Filipino travelers, under the category of Communication Management: Corporate Social Responsibility.

SEP

- **JGSHI** was named as part of Forbes Asia's Best Over a Billion, a list of 200 of the best-run companies in the Asia-Pacific region with revenues of at least USD 1 billion.
- **RLC's** first township Bridgetowne, which straddles Quezon City and Pasig City, opens a 200-meter bridge connecting the two cities to help alleviate traffic in the metro.
- **RLC** clinched the top spot for the Best Strategic CSR (Philippines) in the 9th Annual Corporate Institutional Investor Poll by Alpha Southeast Asia Magazine. The company also ranked third in two other categories, Best Senior Management Investor Relations Support, and Strongest Adherence to Corporate Governance.
- **RLC** opened Summit Hotel Greenhills, the sixth property under the Summit Hotels brand.

OCT

- **JGSPG** started its two-month complex-wide shut down for turnaround maintenance, expansion project tie-ins, and reliability improvement initiatives.
- **RLC** partnered with Shang Properties to launch Aurelia Residences that is set to redefine urban luxury living.
- **RBank** and **RRHI** introduced the new Robinsons Cashback Card, which allows cardholders to earn rebates of up to 3% for various retail purchases.
- **CEB** signed a Purchase Agreement with Airbus SAS for the acquisition of sixteen A330-900 aircraft to support its efforts in fleet modernization and route expansions.

Milestones: Thriving Through Generations



NOV

- **CEB** became the first airline to offer direct flights between Puerto Princesa and Hong Kong, boosting international capacity to Palawan by 43% in Q4.
- **RLC's** Lingkod Pinoy Center opened new satellite offices in Quezon City, allowing the city's residents to conduct government transactions more conveniently.
- **CEB** launched the new Clark-Guangzhou route, becoming the first Philippine airline to link the two cities
- **URC Vietnam** was named as one of the Top 100 Sustainable Businesses in Vietnam by the Vietnam Business Council for Sustainable Development in collaboration with the Vietnam Chamber of Commerce and Industry. In addition, URC's flour division partnered with the Department of Education to expand the reach of its innovative learning enhancement program, Flourish Pilipinas.
- **RBank** issued another Corporate Bond amounting to PHP 5 billion at 4.30% interest rate. RBank's Simplé Savings® was also hailed as the Best Financial Inclusion Program at the 3rd Bank Marketing Awards.

DEC

- **CEB** is named as the most improved airline of the year by AirlineRatings.com, a global airline safety and product rating review website.
- **CEB** formally joined the International Air Transportation Association, the trade association for the global industry.
- **JGSHI** and DHL Supply Chain formed joint venture company DHL Supply Chain to provide the best-in-class solutions for transport and distribution needs of Philippine-based and international businesses in the country.
- **URC** and Intersnack, a leader in the savory snacks market across Europe, completed Intersnack's acquisition of a 40% stake in URC Oceania through a mix of cash and shares in the Australia-based Yarra Valley Snacks.

Our Contributions to the SDGs



► For URC, 85% of their snack products and 86% of their beverage products pass one point in URC’s Wellness Criteria.



► URC helped around 163 undernourished children against malnutrition through SAGANA Sustansya program and 155 (or 95%) of them have shown overall health improvement. JGSPG also held a five-month feeding program for 108 daycare students and preschoolers of the Simlong Child Development Center.

► JGSPG also held a five-month feeding program for 108 daycare students and preschoolers of the Simlong Child Development Center.

► CEB transports perishable agriculture products and supports transport of humanitarian aid during natural disasters. CEB also partnered with UNICEF for Change for Good Program, which was able raise PHP 15.9 million to support the basic needs and nourishment for a child’s first 1,000 days of life.



► Cooperatives from Bukidnon, Mountain Province, and Davao were assisted through URC’s Sustainable Potato Farming. The Miarayon farmer beneficiaries were able to harvest around 250,000 metric tons of table potatoes from more than 5,000 seeds per hectare received from URC.



► JGSPG invested more than PHP 1 million to provide its host community with medical missions for 600 individuals, emergency aid training for 30 people, donation of two container vans, and other community assistance.



► URC and JGSPG’s Occupational Health and Safety Management System under OHSAS 18001:2007 contributes to a unified system of quality, safety, and environmental management objectives that help prevent any mortalities from hazardous chemicals and environmental contamination.

Our Contributions to the SDGs



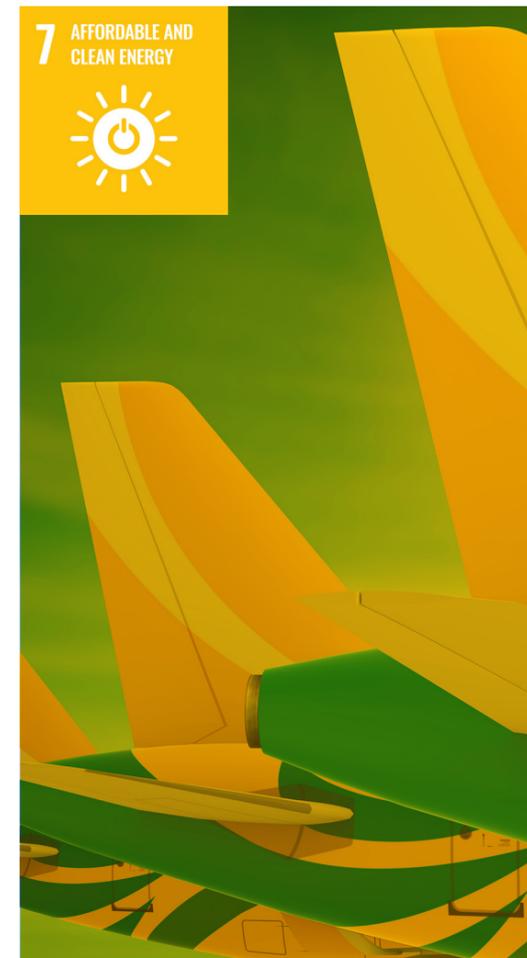
- ▶ JGSHI's employees participated in a total of 656,182 training hours with an average of 31.65 hours per employee, showing the Group's commitment to developing the talent of its workforce.
- ▶ URC's Flourish Pilipinas distributed Multimedia Toolkits to 11 public schools in Manila and Davao. URC also held two-day baking demonstrations for 200 DepEd-affiliated teachers nationwide.
- ▶ CEB provides continuous learning opportunities for its workforce. Under the Cadet Pilot Program, CEB has supported 129 scholars to fulfill their dream of becoming licensed commercial pilots through a study-now-pay-later scheme. In 2019, 24 cadet pilots graduated and 12 were absorbed into the Cebu Pacific corps of aviators.



- ▶ More than 50 public schools were supported through Brigada Eskwela and Gusto ko Mag- aral Programs of URC, RLC, JGSPG, and CEB.



- ▶ RLC maintains a 50:50 ratio of men to women in leadership positions, and seven out of 11 employees within the company are women. This is driven by RLC's policies that foster gender equality in the workplace.



- ▶ URC improved water use efficiency by reducing their water use ratio to -11% which is equivalent to 5.7 m³ per metric ton of products. This performance was driven by initiatives to recycle wastewater effluents.



- ▶ RLC has installed a total of 21 solar projects with 22-MW capacity.

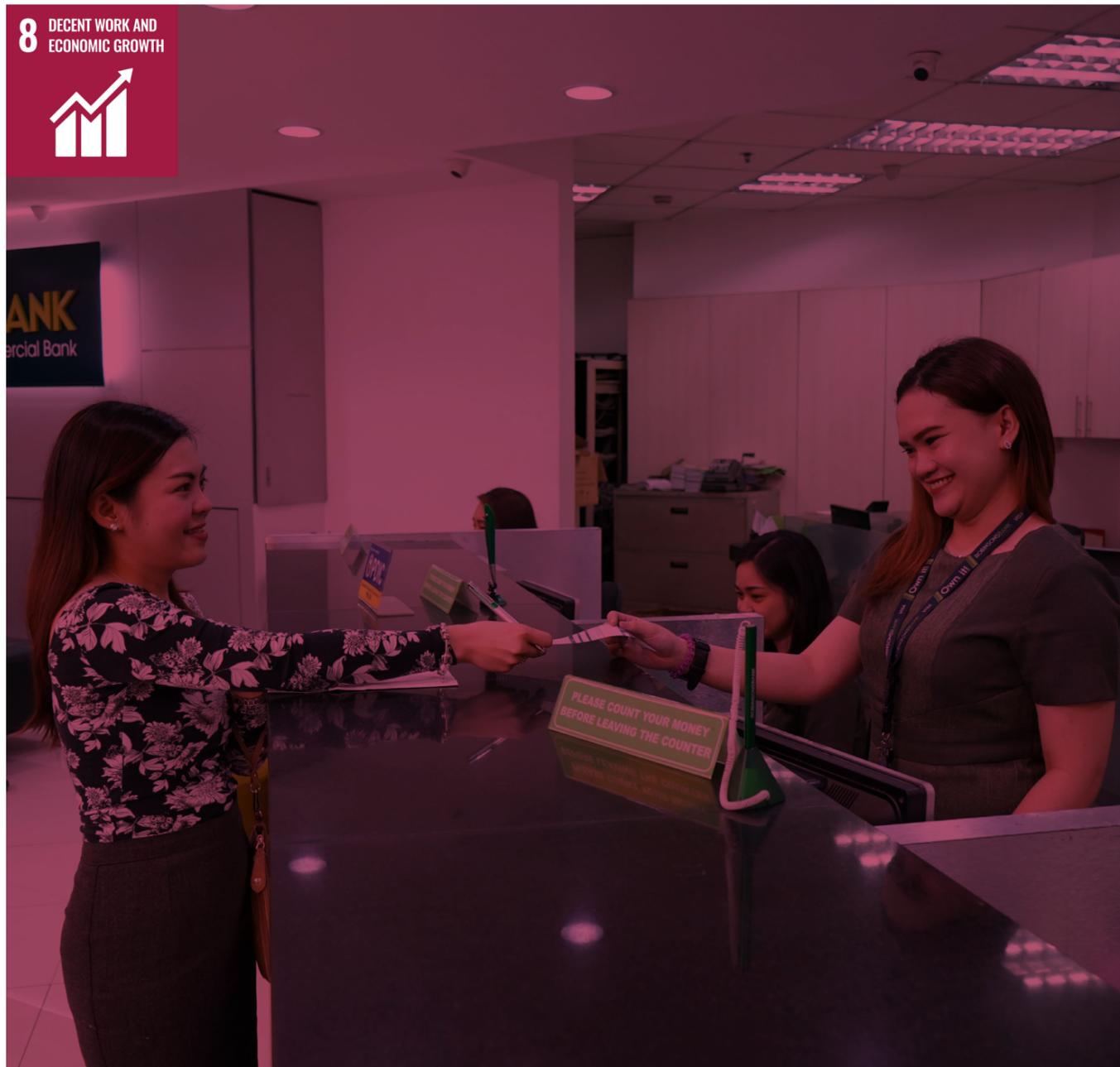


- ▶ In the next five years, CEB transitions to modern, fuel-efficient aircraft such as the Airbus New Engine Option (NEO), a variant that is 15-20% more efficient than the generation it replaces. Through this fleet modernization and its existing fuel efficiency management, CEB improved fuel burn efficiency on a per passenger basis by 5%.



- ▶ To date, RLC has invested a total of PHP 1.7 billion in solar power installations.

Our Contributions to the SDGs



TARGET 8-3

PROMOTE POLICIES TO SUPPORT JOB CREATION AND GROWING ENTERPRISES

► For 2019, Robinsons Bank released PHP 6 billion worth of loans to MSME entrepreneurs. Their subsidiary, Legazpi Savings Bank, released PHP 766 million worth of loans in 2019 out of which PHP 326 million went to small farm and business owners.

TARGET 8-5

FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY

► With 52 Robinsons Malls, 23 office buildings, 20 hotels and resorts, 77 residential buildings, and 39 Robinsons Homes properties, RLC supports businesses across the country.

TARGET 8-8

PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS

► JGSPG accumulated 3,463,258 safe man-hours in 2019 and a total accumulated 11,101,028 man-hours (or 1,318 days) without a lost-time accident since 2016.

TARGET 8-9

PROMOTE BENEFICIAL AND SUSTAINABLE TOURISM

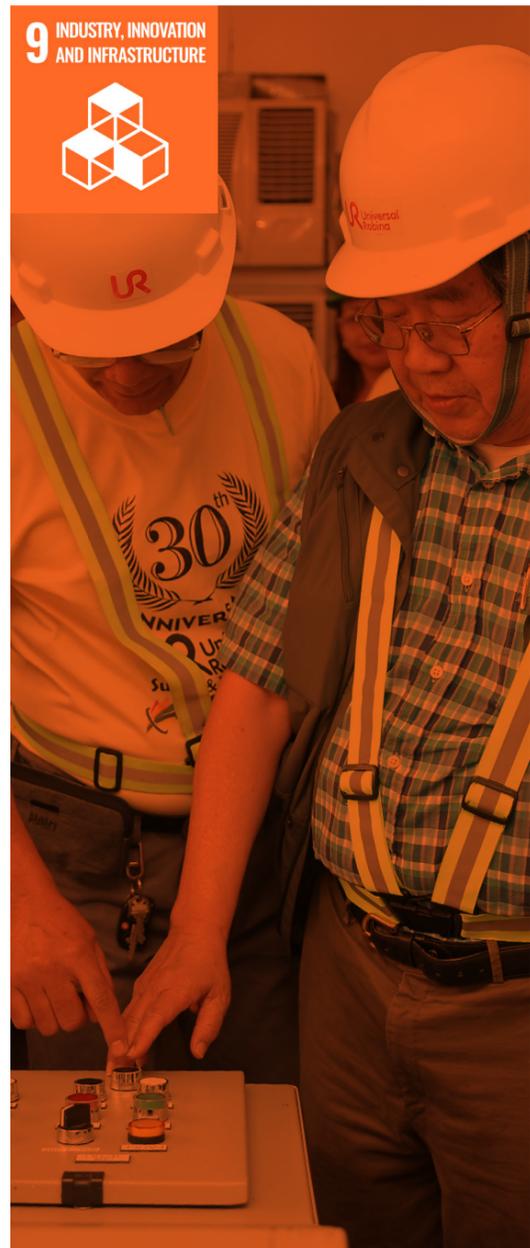
► CEB provides affordable fares across its expansive network of 113 routes in 38 domestic and 27 international destinations. In 2019, CEB transported over 22.5 million passengers and 210 million kg of cargo. CEB has also partnered with the local government units of key destinations for its Juan Effect program, a campaign geared towards educating tourists about reducing the environmental impact of their activities.

TARGET 8-10

UNIVERSAL ACCESS TO BANKING, INSURANCE AND FINANCIAL SERVICES

► Robinsons Bank has on boarded thousands of new-to-bank clients from Over-the-Counter applications and online applications with their Simplé Savings® Account, promoting financial inclusion for all.

Our Contributions to the SDGs



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

TARGET 9-2

PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION

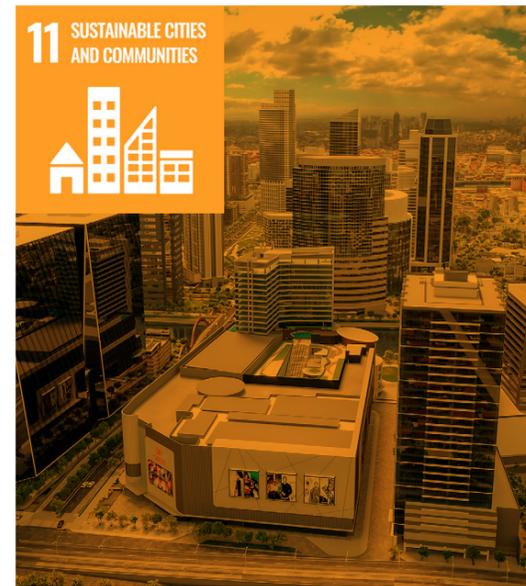
▶ 906,601 metric tons of world-class petrochemical products sold in 2019. These serve as essential raw materials for the manufacturing sectors, 60% of which was sold locally and 40% was exported overseas.

TARGET 9-4

UPGRADE ALL INDUSTRIES AND INFRASTRUCTURES FOR SUSTAINABILITY

▶ URC's first biomass-fired power cogeneration plant, which is being operated in its SONEDCO plant in Negros Occidental, is fueled by a waste product in sugarcane milling called bagasse. It is able to generate 46 megawatts of power for the company and the national grid.

▶ JGSPG's Quality Management System under ISO 9001:2015 and Environmental Management System under ISO 14001:2015 contribute to a workplace environment with unified environmental management objectives that promote resource-use efficiency.



11 SUSTAINABLE CITIES AND COMMUNITIES

TARGET 11-2

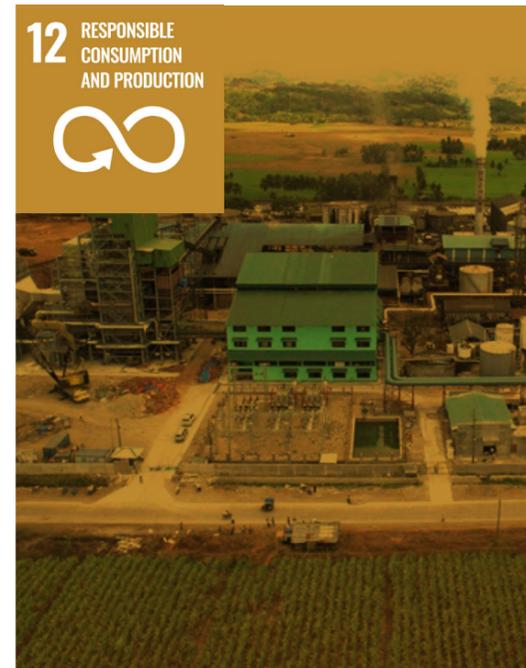
AFFORDABLE AND SUSTAINABLE TRANSPORT SYSTEMS

▶ RLC has allotted 58,257 square meters of floor area in 21 Robinsons Malls as terminal areas and loading bays for public utility vehicles such Point-to-Point buses, UV Express Service vans, electric and regular jeepneys, and tricycles.

TARGET 11-A

STRONG NATIONAL AND REGIONAL DEVELOPMENT PLANNING

▶ RLC's 30.6 hectares of Bridgetowne township strengthens national and regional development plans.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

TARGET 12-2

SUSTAINABLE MANAGEMENT AND USE OF NATURAL RESOURCES

▶ Using bagasse, sugar byproducts of sugarcane milling, instead of the usual coal, URC's Southern Negros Development Corporation (SONEDCO) plant in Kabankalan, Negros Occidental generates 46 MW of power for its operational use and for the national grid. Also, URC repurposed 7,242 tons of used coffee grounds and spent tea leaves as fuel for boilers.

TARGET 12-4

RESPONSIBLE MANAGEMENT OF CHEMICALS AND WASTE

▶ EVALENE® products are compliant with the European Parliament and Council Directive 94/62/EC on Packaging & Packaging Waste standards for heavy metals, compliant with Restriction of Hazardous Substances (RoHS) Directive 2011/65/EU, and compliant with the Overall Migration Test for Plastic Food Contacting Materials/Articles as per Commission Regulation EU 10/2011.

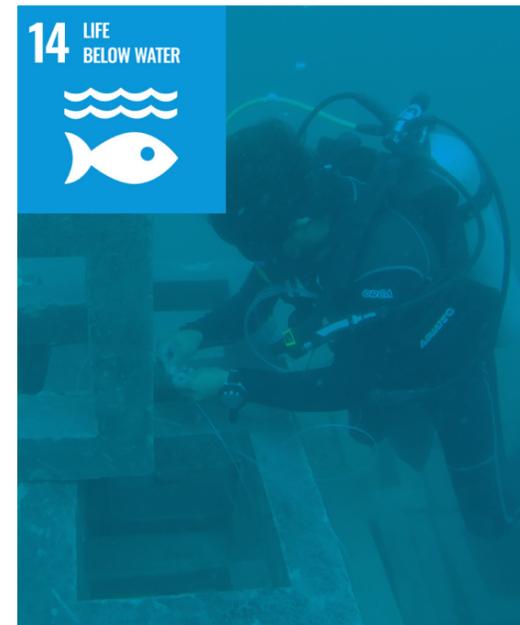
Our Contributions to the SDGs



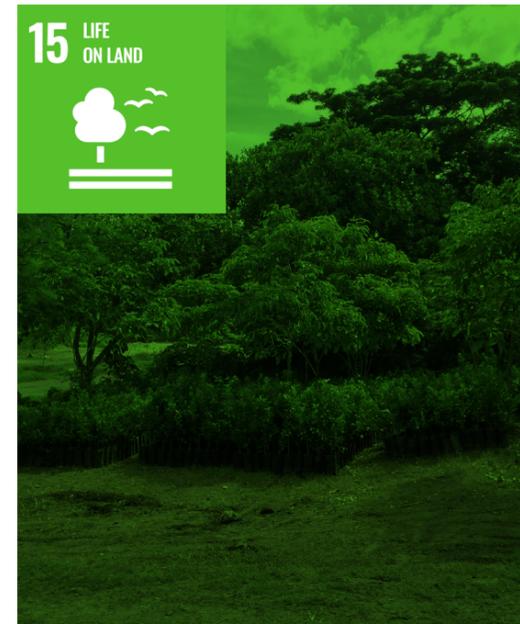
- ▶ CEB invested in a real-time weather forecasting system which enables the airline to prevent flying in hazardous conditions, including extreme weather risks. In 2019, 835 flights were diverted, delayed, or cancelled due to inclement weather, reducing the risk for more than 100,000 passengers.
- ▶ JGSPG maintains a Biodiversity Center in Brgy. Pinamucan Ibaba, Batangas City, to house fruit-bearing trees and seedlings for use in its One Million Trees Program. About 320,000 trees have been planted since 2016.



- ▶ Through fleet modernization and optimization of flight operations, CEB's GHG emissions per passenger kilometer decreased by 5.6%. CEB is also a participant in the International Civil Aviation Organization (ICAO)-led initiative called Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), a global carbon emissions offsetting scheme for international flights.
- ▶ URC established the LEAN manufacturing program to drive efficiency programs across all aspects of their operations' resource use, most especially for energy. On its first year, URC have reduced their energy use ratio (EUR) and its consequent greenhouse gas emissions by 6%, equivalent to 3.65 gigajoules/ton compared to the previous year.



- ▶ JGSPG maintains a 312.5 sq.m. artificial reef along the coast of Batangas Bay. As of January 2019, this has been home to over 14 commercially important fish with species richness of 38 species per 20 square meters and biomass of 13.9 kilos per square meters.
- ▶ URC, RLC, and JGSPG removed a combined total of 2.05 tons of waste during their participation in the International Coastal Cleanup.



- ▶ JGSPG's Para sa Atong Cagban Bobon project aims to conserve and protect Wetland No. 8, a 1.8-hectare marshland in Boracay Island that houses 39 tree species and 20 animal species. This was done in collaboration with DENR-BMB.

ESG Scorecard

In 2019, JGSHI started baselining its performance around the economic, environmental, and social aspects.

ECONOMIC



PHP 303.9 B
Value Generated



PHP 281.1 B
Value Distributed



PHP 22.8 B
Value Retained

SOCIAL



22,361
Employee Headcount



1.36:1
Male to Female Ratio



31.65
Average Training Hours per Employee

ENVIRONMENTAL



39,011,696 GJ
Energy consumption



28,996 GJ
Total own-generated renewable



2,979,600 tons CO₂e
Total GHG emissions (Equity approach)



111.98 GJ/million PHP
Energy intensity per revenue



9.09 t CO₂e/million PHP
GHG intensity per revenue



14,557,195 m³
Water withdrawal



5,930,174 m³
Water consumption



3,491,765 m³
Water discharge

The Foundations of JGSHI Sustainability

At JG Summit Holdings, Inc. (JGSHI), sustainability means widening its business perspective to include economic, social, and environmental contexts and impacts. With considerations of the changing industry landscape and other external factors, sustainability has become a pertinent aspect of how the company will continuously adapt and act on its purpose of creating shared success and delivering better choices.

Our Reporting Process

102-19, 102-21, 102-27, 102-29, 102-32, 102-42

Since transitioning to a more sustainable company has become a priority for JGSHI the company, through its Corporate Affairs Group, has taken the beginning critical steps in building the foundations of its sustainability journey.

1

Introduction to Sustainability.

Understanding sustainability and its context is a prerequisite to embarking on the sustainability reporting process. As a concept that involves interdisciplinarity, knowing how it applies to different aspects of the business is important. Through the GRI Standards Training and Materiality Courses held in 2018, more than 50 representatives from the subsidiaries were able to gain knowledge on sustainability and its business implications.

2

Identifying Sustainability Issues.

The series of training also helped the publicly listed companies (PLCs) in the Group who have previously released their maiden sustainability reports in 2018 (URC) and 2019 (RLC and CEB) review their material topics. Other business units (RBank and JGSPG) were then equipped with skills needed to identify the relevant sustainability issues to their industry, company and stakeholders.

3

Stakeholder Engagement.

To validate their material topics, PLCs who have published sustainability reports had a formal consultation with stakeholders. For the rest of the subsidiaries, a Sustainability Leads Committee was created in 2019 to better understand the needs and concerns of their stakeholders. Representatives from business units, who comprise this committee, shared best practices and championed sustainability within their respective units.

4

Planning and Prioritization.

JGSHI organized a CEO Summit in the same year where each business unit created a five-year business strategy integrating sustainability. By the end of 2019, sustainability topics and critical stakeholder concerns seen across the board were elevated to top management for review. Priority areas were then set for the whole Group.

5

Data Collection and Review.

With the finalization of material topics, JGSHI started obtaining baseline sustainability performance data for the calendar year 2019. Management approaches were also gathered to capture better visibility on the company's current progress on sustainability. The GRI Reporting Standards and the SEC Guidelines were closely followed in the process.

The information and insight gained by the company in its reporting journey will be used to improve its monitoring of non-financial performance and setting of more deliberate targets based on the material topics. Potential areas for synergy will also be reviewed within the conglomerate's system allowing impacts to be better measured and managed throughout the Group.

The Foundations of JGSHI Sustainability

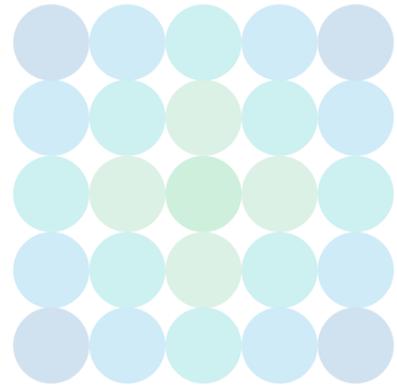
Stakeholder Engagement 413-1

In order to have a complete overview of the sustainability issues relevant to the business, JGSHI has conducted targeted discussions with its stakeholders where we gathered information on their opinions and concerns regarding our business. The feedback collected from our stakeholders, who are composed of individuals or groups that can either affect or be affected by our decisions, enable us to further improve our service, policies, and strategies.

Stakeholders 102-40	Material Concerns 102-44	Modes of Engagement 102-43	Response 102-44
Investors and shareholders	<ul style="list-style-type: none"> • Financial growth and profitability • Ethical standard for governance and business conduct • Commitment to social and environmental responsibility 	<ul style="list-style-type: none"> • Result briefings through Quarterly and Annual Reports • Annual stockholder meetings • Disclosures to the Philippine Stock Exchange and other pertinent agencies • Meetings with investors 	<ul style="list-style-type: none"> • Continuous development of business strategy to improve financial and operational performance • Compliance with laws and regulations • Adherence to good governance principles • Incorporation of sustainability to business strategy
Strategic Business Units (SBUs) and other Business Partners	<ul style="list-style-type: none"> • Financial viability • Operational efficiency 	<ul style="list-style-type: none"> • Conferences • Dialogue with business partners • Periodic release of reports 	<ul style="list-style-type: none"> • Continuous improvement of corporate strategy to increase financial and operational performance
Customers of SBUs	<ul style="list-style-type: none"> • Product quality • Health and safety • Marketing and labelling • Data Privacy 	<ul style="list-style-type: none"> • Open communication channels • Customer Satisfaction Survey 	<ul style="list-style-type: none"> • Quality assurance for products and services of each SBU • Implementation of environmental, safety, and quality standards and assurance systems • Proper marketing and labelling for product content, usage and service inclusions • Enhanced JGSHI-wide information security system to prevent any data leak and security breach

The Foundations of JGSHI Sustainability

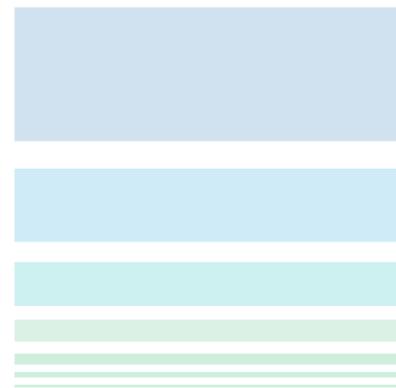
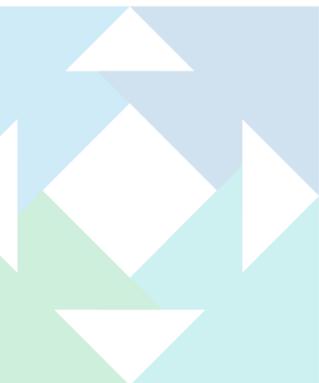
Stakeholders 102-40	Material Concerns 102-44	Modes of Engagement 102-43	Response 102-44
Employees	<ul style="list-style-type: none"> • Compensation and benefits • Continuous learning • Career development and stability • Occupational health and safety • Voicing concerns and opinions 	<ul style="list-style-type: none"> • Town hall meetings • Open dialogues • Employee engagement through volunteer programs 	<ul style="list-style-type: none"> • Provision of competitive salaries, benefits, and John Gokongwei Institute for Leadership and Enterprise Development (JG-ILED) trainings through formal sessions and e-trainings • Adherence to good labor practices and workplace standards • Setting of town hall meetings and other group sessions as platforms for employee communication • Establishment of Collective Bargaining Agreement
Suppliers and service providers	<ul style="list-style-type: none"> • Lasting business commitments • Complying to sustainable policies of JGSHI • Timely payment 	<ul style="list-style-type: none"> • Vendor audits • Open line communication 	<ul style="list-style-type: none"> • Execution of purchasing ethics, strategic purchasing, and supplier relationship management • Strict implementation of Supplier Accreditation Policy • Practice of due diligence in processing liabilities
Regulators and government bodies	<ul style="list-style-type: none"> • Legal compliance with laws and regulations • Business sector-government partnership in social and environmental responsibility 	<ul style="list-style-type: none"> • Annual Reports • Statement of compliance • Licenses to operate • Corporate social responsibility programs 	<ul style="list-style-type: none"> • Compliance with laws and regulations • Implementation of initiatives to support government programs (Lingkod Pinoy Centers, Bridgetowne, and tree planting)
Communities	<ul style="list-style-type: none"> • Community development and engagement • Responsible environmental management 	<ul style="list-style-type: none"> • Corporate social responsibility programs 	<ul style="list-style-type: none"> • Continuous design and development of products and services to support underserved communities • Compliance with environmental standards



The Gokongwei Group Sustainability Framework

102-46, 102-47, 103-1

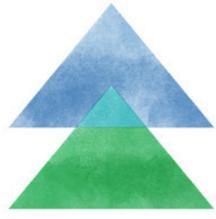
Championing the sustainability agenda within the Gokongwei Group, JGSHI created the Gokongwei Group Sustainability Framework to serve as the company's proposition in the years to come as it thrives with greater sustainability through future generations. It consists of five pillars capturing the company's sustainability priority areas.



Thriving through Generations



SHARED SUCCESS



Growing with Our Partners

In its 30 years of doing business, JG Summit Holdings, Inc. (JGSHI) has consistently provided people with better choices and created strategic partnerships for growth. In doing so, the company has earned the trust and loyalty of its stakeholders and cemented its leadership position in several industries including air transportation, snack foods and beverage, mixed-use property development, petrochemicals, and banking.

Leveraging on this well-diversified portfolio, JGSHI was also able to expand its market beyond the Philippines to other countries in the Asia-Pacific Region (Southeast Asia, China, Macau, Hong Kong, Taiwan, Korea, Japan, Guam, UAE, Australia). The success of JGSHI is anchored on creating value for and with its stakeholders. As the company continues to thrive in the years to come, JGSHI's economic contributions will remain to prioritize the interests of its stakeholders and the development of the nation.



1

Economic Flows to Society

We cascade our direct economic contribution through the economic flows from our business to our stakeholders.

2

The Economic Outcomes of Our Business

We provide indirect economic contribution through provisions of accessible, relevant, and high-quality products and services, including financial options offerings, increased land and air travel access, and creation of products and services to generate economic activities.



3

The Social Impacts of Our Community Investments

Beyond the company's operations, we work on improving the quality of life of the communities by investing in their education, financial literacy, sustainable livelihood, and wellbeing.



31 At 58,788 transactions daily, RLC's *Lingkod Pinoy* Centers located in Robinsons Malls make government transactions more convenient for Filipinos.

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- 36 Air Travel as Catalyst for Economic Growth
- 36 Growing with Retail Partners
- 37 Education and Nutrition for Children and the Youth
- 40 Financial Literacy and Livelihoods for the Underserved
- 42 Enhancements to Community Wellbeing

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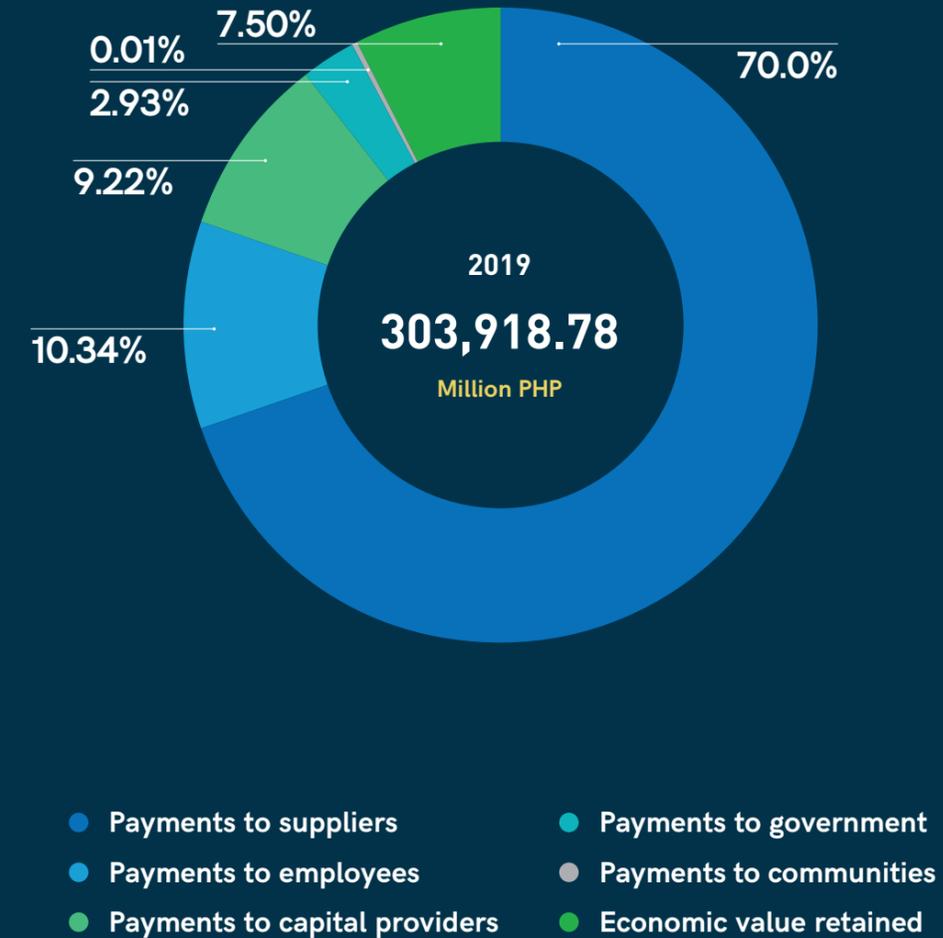
Economic Flows to Society

102-7, 201-1

JGSHI generated PHP 304 billion from its revenues and other sources of income in 2019. This revenue and income were mainly driven by the consistent growth of the company's strategic business units (SBUs). Of this total, PHP 289 billion was gained from the activities of its subsidiaries while the rest were from JGSHI's other investments and supplementary businesses.

For 2019, 92.5% of our revenue and income was distributed back to our closest stakeholders, namely, our suppliers, employees, capital providers, taxes to the government, as well as investments to the community. The remaining 7.50% was retained by the company as investment for further business growth.

ECONOMIC VALUE DISTRIBUTION



2

The Economic Outcomes of Our Business 102-6, 203-1, 203-2

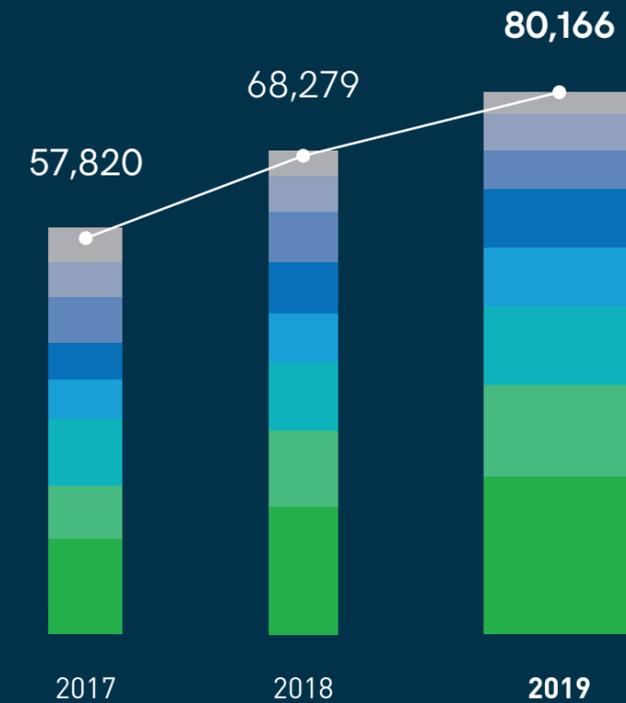
Beyond enabling our stakeholders to increase their economic inputs through financial flows, JGSHI also contributes to the economy by providing accessible, relevant, and high-quality products and services. The company offers financial options that have assisted markets and individuals in need, increased access to land and air travel that has further allowed connectivity and flow of economy, and job opportunities in local communities. With its wide range of products across industries and of areas covered in operations, JGSHI encourages overall economic progress.



Contributing to National Development through Finance

In Robinsons Bank, we support the country's growing sectors through financing. Similarly, we support the industries with sustainable activities. In 2019, RBank recorded credit exposures to multiple sectors, with Real Estate taking the largest share. The bank foresees growth in financing the Education sector, where loan size grew tenfold to PHP 1.0 billion in 2019 from PHP 105 million in 2018.

ROBINSONS BANK CREDIT EXPOSURE
IN MILLION PHP



- Financial and insurance activities
- Personal consumption
- Transportation and storage
- Wholesale and retail trade
- Manufacturing
- Others at <5% Share
- Electricity, gas, steam and air conditioning supply
- Real estate activities



Uplifting Micro, Small, and Medium Enterprises

In addition to providing financing to the large corporations, RBank also supports entrepreneurs of Micro, Small, and Medium enterprises (MSMEs). These account for 99.6% of the total establishments in the Philippines, employ over 63% of the working population, and contribute about 35% to the Philippine Gross Domestic Product (GDP). MSMEs significantly play a key role in the economy. RBank has this sector covered by offering loan products designed specifically to cater their needs. In 2019, RBank released more than PHP 6.0 billion worth of loans to MSME entrepreneurs, an improvement of 34% from 2018's PHP 4.5 billion. The bank's loan balances from MSMEs rose 37% to PHP 5.2 billion in 2019 from last year's PHP 3.8 billion level.

Legazpi Savings Bank (Legazpi Savings), a wholly owned subsidiary of Robinsons Bank, provides financial aid to micro enterprises, particularly in the food and agriculture sectors. Legazpi Savings has been providing financial services in the Bicol Region for nearly five decades and in 2016, it took the opportunity to span its countryside reach to CALABARZON (Region IV-A). Now, Legazpi Savings can provide more affordable credit facilities to a wider network. Legazpi Savings' loan releases increased 18% year-on-year to PHP 766 million. In 2019, Legazpi Savings released loans amounting to PHP 326 million to almost 5,500 small farm and business owners.

ROBINSONS BANK TOTAL LOAN RELEASES TO MSMEs

IN MILLION PHP



MSME LOAN BALANCE

IN MILLION PHP



LEGAZPI SAVINGS BANK LOANS FOR SMALL FARMS AND SMALL BUSINESSES

IN MILLION PHP



RB

Promoting Financial Inclusion

While financing large corporates and SMEs contributes largely to the economy, RBank also recognizes the gap in the financial services requirements of the low-income segment of society. Consequently, the bank developed a wide array of competitive and flexible products and services to offer to clients in this segment.

Robinsons Bank's Go!Motorsiklo Loan is a product that allows a borrower to finance a two- or three-wheeled motor vehicle, either for personal or for business uses. The bank has partnered with accredited motorcycle dealers to expand market reach and provide financing services access to the unserved and the underserved segments of the society.

To reach our target clients, we actively participate in various road shows and activities of motorcycle manufacturers, such as TODA Caravan, Tambayan, Mall Invasion, and conventions. By bringing the motorcycle financing services to the field, Robinsons Bank provides financial services that are tailored to meet our customers' needs.

In 2019, our motorcycle loan portfolio jumped by 35%, extending PHP 3.8 billion to more than 45,000 clients. Two percent of these motorcycle loans were used for livelihood.

In Legazpi Savings, we offer loans to teachers to help them alleviate their financial needs, especially in sending their children to school. As of end-2019, Legazpi Savings has served more than 7,000 teachers in the Bicol and CALABARZON regions. In the last three years, total loan releases intended for educational purposes amounted to PHP 271 million.



Robinsons Bank brings financial products like their Go!Motorsiklo Loans to the field to further understand the needs of their customers.

VALUE OF MOTORCYCLE AND MICROFINANCE LOANS
IN MILLION PHP



- Value of microfinance loans
- Value of motorcycle loans



Producing Materials for Philippine Industries

Innovation is at the heart of JG Summit Petrochemicals Group (JGSPG). A quarter (26%) of its PE and PP product portfolio, marketed and sold under the brand name EVALENE®, was launched within the last two years. Included in this slate of new products are materials in support of the water industry (HDPE PE 80 pipe grade), the institutional liquid packaging sector (HDPE blow molding grade for 10 - 50 L containers for condiments, cooking oil and household and industrial chemicals), and the packaging industry—both for the rigid and flexibles segments.

With availability of locally produced, world-class quality resin from JGSPG, an average of 330,000 metric tons of otherwise imported materials are made available from 2017 to 2019 to the domestic plastics supply chain. This serves a wide array of essential sectors,

including agriculture and aquaculture, food, beverage and water, transportation and logistics, chemicals, retail, and households. With its olefin and polymers products, JGSPG contributed about 7% to chemicals, rubber, and plastics sector of the country’s manufacturing GDP in 2019.

EVALENE® grades are the preferred benchmarks in the domestic market and are also being exported to many destinations around the world. EVALENE®’s geographical reach spans across five continents, with shipments to 44 ports in 29 countries. Likewise, the bulk chemical products produced by the company, such as ethylene, propylene, pygas, and mixed C4, are exported to various countries within the Northeast and Southeast Asian regions.



Building Economic Growth Centers 102-7

By providing strategic venues for companies to operate in, Robinsons Land Corporation (RLC) helps support sector growth and generate economic activity. As of 2019, RLC has built 52 Robinsons Malls, 23 office buildings, 20 hotels and resorts, 77 residential buildings, and 39 Robinsons Homes properties across the Philippines.

RLC has also recently inaugurated Bridgetowne, its first township in Metro Manila. This 30.6-hectare township includes a four-lane 200-meter bridge connecting Quezon City and Pasig City, which is expected to alleviate traffic in the area. Bridgetowne’s self-contained environment will feature residential and commercial spaces, condominiums, shopping centers, a five-star hotel, a one-hectare park, school, hospital, and a transport terminal. A 60-meter steel statue named *Victor* will also be built next to the bridge by 2020 and compete as the tallest lighting projection art installation in the world.

Facilitating Access to Public Services

Since 2011, the Lingkod Pinoy Centers located in Robinsons Malls nationwide have served as a one-stop shop where Filipinos can conveniently access essential government services. These centers process an average of 58,788 transactions daily, reflecting their necessity for many. Currently, RLC hosts 19 government agencies and offices at no cost, thus saving the state an estimated amount of PHP 15.80 million per month.

Easing Mobility through Transport Hubs

RLC’s presence in several communities makes for a convenient and secure transportation hub for commuters. Twenty-one Robinsons Malls nationwide designate terminal areas and loading bays for public utility vehicles such as Point-to-Point buses, UV Express Service vans, jeepneys, and tricycles. These terminals occupy a total of 58,257 square meters of Robinsons Malls’ floor area.





Air Travel as Catalyst for Economic Growth

Cebu Air, Inc. (CEB) expands its network of air travel through a demand-driven approach, where it opens routes to and from locations that used to be inaccessible. In doing so, CEB encourages more economic activities in these areas, such as tourism and trade.

In April 2019, CEB began operating direct flights between Manila and Marinduque. With the opening of this route, CEB provides a travel option that cuts a previous travel time of eight to 11 hours via ferry or land to only an hour. CEB also pioneered the first commercial international service in Palawan with two new routes: Coron (Busuanga) - Cebu and Puerto Princesa - Hong Kong. Meanwhile, CEB's Clark hub has also begun servicing routes going to Bacolod, Iloilo, and Tokyo (Narita), Japan in the same year. This direct route to Japan's capital is a first for the Clark hub. China was identified as a particular area of growth by the company as well. Because of this, CEB has commenced operations for the Manila - Shenzhen, Cebu - Shanghai, and Clark - Guangzhou routes.

CEB is also the largest cargo carrier in the Philippines, providing competitive, fast, flexible, and straightforward air cargo services to individual shippers and cargo agents. CEB Cargo utilizes Cebu Pacific's modern aircraft fleet. In 2019, CEB Cargo transported 210.1 million kg of cargo to their local and international destinations.

With the goal of continuously helping boost economic growth through connectivity and e-commerce, CEB conducts regular reviews of its route network and ensures optimal coverage of all areas of service.



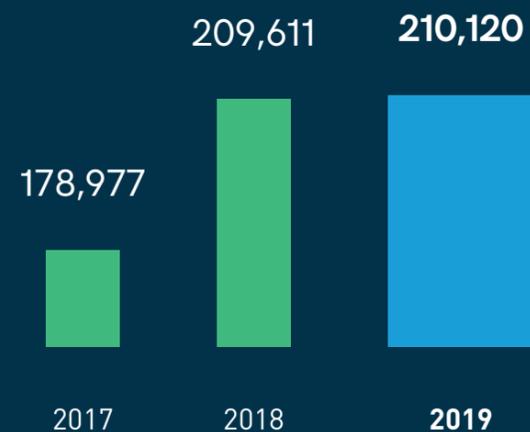
Growing with Retail Partners

URC continues to support growth of retail partners and sari-sari stores by doubling its direct distribution across the Philippines in 2019. The company invested in Business Development Programs which are implemented throughout the year to drive growth and engagement with all of our customers.



CARGO TRANSPORTED BY CEB

IN MILLION KG



3

The Social Impacts of Our Community Investments

102-12, 203-1, 203-2, 413-1

Shared success extends beyond the company’s operational activities and to the communities where we operate. At JGSHI, local communities are regarded as valued stakeholders of the business and partners for nation-building. As such, the company supports programs on education, financial literacy, and sustainable livelihood which are vital foundations to improving the quality of life in underdeveloped communities.

Education and Nutrition for Children and the Youth

At the core of the company’s engagement with communities are programs that are especially catered for the general wellbeing of children and the youth. As part of the vulnerable sector, children are to be protected, nourished, and given their specific needs, such as proper education and nutrition. JGSHI invests in these areas as part of its commitment to social responsibility.



Employees from RLC volunteer under the program "RLove" which organizes different social welfare and advocacy projects through philanthropy and partnerships.

Enabling Better Schooling Conditions

Education is essential in the growth and development of children, but their ability and motivation to learn may be hindered by the lack of proper facilities and programs in some schools. URC, RLC, JGSPG, and CEB aim to help address these challenges and improve the conditions of inadequately equipped public schools in order to make them more conducive for learning.

RLC

Similarly, RLC’s corporate social responsibility (CSR) initiative, RLove, has benefitted 54 public schools in 24 different provinces and cities across the Philippines through improvement of classrooms and common areas. This included classrooms repainting, furniture repair, and donations of audio-visual equipment and information. The initiative was participated by RLC employees who were able to render 5,000 hours of volunteer work in 2019 through collecting donations and organizing drives for Brigada Eskwela.

JGSPG

Anchored on the same advocacy on the general welfare of students, JGSPG hosts annual Christmas outreach programs for public elementary students and teachers in its host barangays, which currently include barangays Simlong, Pinamucan Ibaba, and Pinamucan Proper in Batangas City. In May and June 2019, JGSPG joined the DepEd in its Brigada Eskwela and Balik Eskwela programs, where over 1,824 students received school supplies prior to the opening of classes. JGSPG has been conducting and participating in these programs for two decades. To promote nutrition, the company also held a five-month feeding program for 108 daycare students and preschoolers of the Simlong Child Development Center from January to May 2019. In addition, JGSPG considers the importance of safety and security of students. It provided a Fire Safety and Awareness Training attended by 750 students held last March 2019, and a Traffic Safety and Awareness training held in September 2019 attended by 500 students. JGSPG implements these as part of its Abot Kamay CSR program, which began as outreach programs in the late 1990's and evolved to encompass programs focused on education, environment and community development.

CEB

Meanwhile, CEB, in coordination with Teach for the Philippines' Lakbay Aral, brought 70 students from Numencia Central Elementary School onboard one of their planes at Sayak Airport for a quick exposure trip. Fifteen CEB employees also participated in the ABS Lingkod Kapamilya Gusto Ko Mag-Aral Program where they helped arrange 2,600 packs of school supplies. Additionally, CEB partnered with Give A Textbook (GAT) Foundation, ABS CBN, the Australian Embassy, and the Autism Society of the Philippines (ASP) to assist in shipping 1,200 book donations for the benefit of Bantay Bata Children's village and ASP Laguna.



JGSPG hosts regular outreach programs for its host barangays. In September 2019, JGSPG held a Traffic Safety and Awareness training for 500 students from Simlong Child Development Center.



CEB brought onboard 70 students from Numencia Central Elementary School for a quick exposure trip.

URC

Boosting the Nutritional Status of Students

In support of URC's commitment to Zero Hunger, the SAGANA Sustansya program was launched to help eradicate child malnutrition and hidden hunger among public school students. In 2019, 163 students from Del Rosario Elementary School in Pampanga benefitted from SAGANA Sustansya. After the four-month program, 95% of the students improved their overall nutritional status. The program's success was attributed to the use of food fortification technology and engagement with the community. Aside from the provision of nutritious food, part of the SAGANA Sustansya plan also includes training the school and community members to prepare meals for the students.

CEB

Fundraising for the Children of UNICEF

CEB is the first airline partner of the United Nations Children's Fund (UNICEF) for Change for Good in Southeast Asia and is the only partner in the Philippines. As part of its commitment to the cause, CEB helps raise funds for the UNICEF 8th Country Program for Children (CPC 8) lifesaving care program, helping support the basic needs and nourishment for a child's first 1,000 days of life. The program aims to address health, nutrition, water, sanitation and hygiene, early stimulation and responsive care, child protection social services, and related concerns affecting pregnant women and children 0 to 23 months, old anchored on fulfilling the right of a child to life, survival, and full development potential. For the program's fourth anniversary in 2019, CEB was able to collect and donate PHP 15.9 million. The company's campaign videos also encouraged donations through Points For Good (PFG). As a result, CEB was able to raise an additional PHP 805,929.52 for UNICEF.



URC held a 4-month feeding program for 163 students from Del Rosario Elementary School in Pampanga under their SAGANA Sustansya program.





Employee volunteers from RBank teach students the importance of budgeting and saving. RBank's CSR program on financial literacy, RBank Creates Value, is a 3-year roadmap designed to equip families with money management skills.

Financial Literacy and Livelihoods for the Underserved

Financial literacy and livelihood are necessary instruments for a household to improve its ability to sustainably secure its basic needs. As a company in a unique position to help provide both, JGSHI has ventured into programs that aim to open opportunities for the underserved through capacity building, inclusive banking, and education.



Financial Literacy for the Whole Family

RBank institutionalized its corporate social responsibility (CSR) program called RBank Creates Value in 2017. This three-year roadmap is designed to teach families financial literacy through partnering with schools and engaging students and their parents. Each family was guided on money management skills, and we taught them how each peso has a potential to grow and create more value in their lives.

In its first year, RBank volunteers organized an animated storytelling session to teach Grade 3 students the importance of persevering and saving. After this, the students were challenged to save and were given piggy banks to use. In 2018, the same students were taught new lessons on money management, specifically the difference between needs and wants. RBank then assisted the students in opening their first bank accounts using their last years' savings,

and then added an additional PHP 2,000 to the accounts of students who were able to save more than the others. While the student activities were ongoing, their mothers were also given livelihood skills training. For its final year, the program taught the students how to properly budget and allocate their money. Livelihood skills training sessions were concurrently conducted for the students' fathers. Premium Bikes were presented as a sub-agent program where the fathers can earn through referrals and offered registration assistance for Grab's delivery services to motorcycle owners.

By the end of RBank Creates Value, 912 beneficiaries from 20 schools nationwide were taught financial literacy with the help of 17 CSR Teams represented by 209 RBank volunteers. The program completes the circle as the bank's business depends on the money management skills of the communities it operates in.



URC helps improve farmers' productivity, yield, and income through their Sustainable Potato Farming initiative.



URC partnered with DepEd to launch Flourish Pilipinas, a project to elevate the country's baking industry by enhancing the skills of bakers and would-be bakers.

URC

Building the Capacity of Local Farmers

Through the Sustainable Potato Farming initiative, URC builds the capacity of our local farmers. Complementing the High Value Crops Development Program (HVCDP) of the Department of Agriculture (DA), URC gives free table potato seeds of the granola variety imported from Prince Edward Island in Canada to farmers from different areas. Since the program's inception in November 2018, the farmers have already seen improvements in productivity, yield, and income.

For the initiative's beneficiaries, Miarayon farmers from Bukidnon were able to harvest around 250,000 metric tons of table potatoes. In the Cordillera region, farmers reported harvesting an average of 20 metric tons.

Meanwhile, those from Bansalan, Davao Del Sur were identified to experience an increase in yield from half a kilo to 2.5 kilo per seed since their participation in the program. Other cooperatives under the program are based in Bukidnon, Benguet, Mountain Province, and Davao.

With a long-term objective of helping them produce their own seeds and become self-sustaining, these farmers are also provided with training, research, and development by the DA, where they learn how to create their own seed banks and support themselves. URC aims to reach more farming communities in the next four years.

Honing the Skills of Future Bakers and Chefs

Flourish Pilipinas is a project undertaken by URC in partnership with the DepEd to inspire public senior high school students who aspire to be successful bread bakers and pastry chefs and provide them with technical support. To complement the program, URC created the Flourish Pilipinas Multimedia Toolkit on Bread and Pastry Production, which includes instructions, videos, tips, and facts necessary to help students develop the proper baking and pastry-making techniques. URC turned over the 21-Video Tool Kit to 11 public schools in Manila and Davao. Additionally, URC donated 288 sacks equivalent to a one-year supply of flour for Senior High School Students taking up the Technical Vocational Course in Baking and Pastry Production.

To take the project even further, the URC Flour and Pasta division launched the Baker John Academy in April 2019 to provide a world-class venue for young Filipino talent in bread and pastry making. To celebrate its opening, URC simultaneously sponsored a baking competition where students from partner schools got to participate and showcase the skills they learned under the program. As part of the project, URC also held two-day baking demonstrations for 200 DepEd-affiliated teachers nationwide.



JGSPG held a back-to-back medical mission for barangays Simlong and Pinamucan Ibaba that benefitted 600 residents overall.

Enhancements to Community Wellbeing

The commitment of JGSHI to service goes past our business model; it also comes in the form of philanthropy. JGSHI extends our resources and efforts to help ensure the wellbeing of underdeveloped communities, particularly around our areas of operation. This way, we gain the trust of these communities who eventually become our partners in promoting development where needed.



Addressing Basic Community Needs

Through its Abot Kamay program, JGSPG intends to contribute to improving the living conditions of our surrounding communities and supplementing the resources our host barangays need.

In February 2019, JGSPG organized a back-to-back medical mission for barangays Simlong and Pinamucan Ibaba, where 600 residents received free consultation and medicines, and basic laboratory services such as blood tests, urinalysis, and X-rays. In March 2019, coinciding with the observance of World Water Day, JGSPG donated a new motor pump, pipes, and other accessories to Brgy. Pinamucan Ibaba to ensure water security in the community and the continuous operation of their Rural Waterworks and Sanitation Association.

In partnership with the Philippine Red Cross, JGSPG also organized an Emergency First Aid Training Course also for barangays Simlong, Pinamucan Ibaba, and Pinamucan Proper in September 2019. The eight-hour training session, which was attended by 30 residents, focused on basic first aid, precautionary measures, and common life-saving lessons. Furthermore, JGSPG provided Barangay Pinamucan Ibaba with container vans to be used as a temporary office and clinic, personal computers for the barangay hall, and maintenance repair service for their community ambulance.

JGS
PG

Building Artificial Reefs 304-3

Besides their community building efforts, JGSPG has also been helping maintain a marine biodiversity project along the Barangay Simlong coast in Batangas Bay for the past 17 years. The project was built to enhance the immediate shallow water coastal habitat in this area by providing a stable environment for coral settlement and growth.

To date, JGSPG has deployed a total of 683 artificial reef blocks that cover an area of 312.5 square meters. According to the monitoring survey of the faunal communities conducted in January 2019 by the Batangas Coastal Resources Management Foundation (BCRMF), there have been positive changes in diversity in the area. Fish species richness and biomass were found to be at 38 species per 20 square meters and 13.9 kg per 20 square meters, respectively. Among the fish with highest biomass contributions is fusilier, a commercial or target species. The survey was also able to record 13 other commercially important fish in the reef.

The abundant marine life along Simlong Coast provides better opportunities for the local fishermen. With constant monitoring,

the population of commercially important fish species may grow enough to become a viable source of income for the community. Moreover, this artificial reef site also has the potential to become a tourist diving site.

RLC

Extending Assistance during Disasters

Due to our geographical location, natural disasters are common in the Philippines. This makes disaster response an important aspect of assisting vulnerable communities. Through the RLove initiative that Robinsons Malls spearheads, RLC reaches out to disaster victims through distribution of food packs and donation of construction materials for rebuilding of damaged homes. This is done in coordination with local Provincial Disaster and Risk Reduction Management Resiliency Offices.

Some of the RLove relief pack beneficiaries in 2019 are 130 residents affected by a fire incident in Cebu; 1,000 families struck by earthquakes in Pampanga, Tacloban, and Cotabato; and more than 3,000 individuals hit by a huge typhoon in Ilocos Norte, Cagayan, Sorsogon, Naga, Tuguegarao, Roxas, and Tacloban. Construction materials are then also provided to the victims of the Mindanao-Davao earthquake.



RLC employees distribute food packs to victims of natural disasters as part of the RLove program.





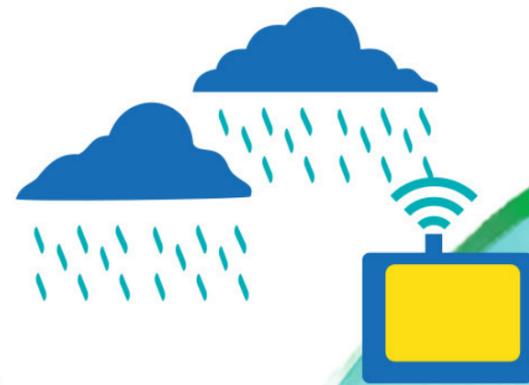
CLIMATE ACTION



Creating a Climate-resilient Business

Climate change continues to be a global concern because of its widespread and interrelated impacts. According to studies, climate risks present challenges to businesses in terms of physical threats and socio-economic hazards. As a business whose operations are based in the Philippines, one of the countries most vulnerable to climate change, JG Summit Holdings, Inc. (JGSHI) recognizes these risks and its responsibility to help mitigate them.

With rising temperatures and extreme weather conditions, various aspects of businesses such as supply chain management, employees' working conditions, food systems, physical assets, and natural capital are all expected to be affected. As such, the company puts in its utmost effort to optimize its energy consumption, the main contributor to greenhouse gas emissions, and to make the business more resilient in the face of any climate-related hazard in the future.





1

Managing Energy Consumption

We manage our energy by maximizing the productivity of our fuels and by exploring alternative sources of energy to decrease dependence on the grid.



2

Tracking Greenhouse Gas Emissions

As we are aware of the environmental implications of greenhouse gas emissions, we track and monitor our greenhouse gas (GHG) emissions for its better management.



3

Climate Risk Readiness

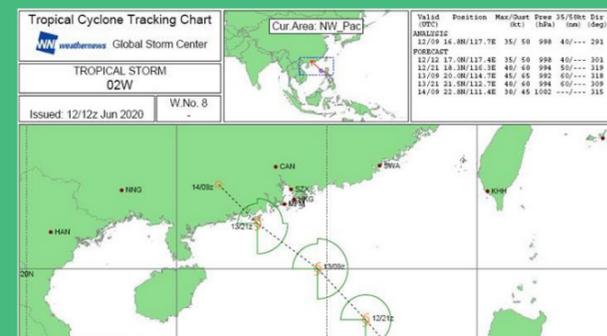
We understand the risks associated with climate change. That is why we work on preparing the business for its impending detrimental impacts.



page

- 46 Improving Fuel Productivity
- 47 Reducing Energy Use Ratio
- 47 Transitioning to Low Carbon Power

50 Investing in Tree Planting



51 Through CEB's weather forecasting system, 835 flights were diverted, delayed, or cancelled, saving more than 100,000 passengers from weather risks.

1

Managing Energy Consumption 302-1

In 2019, JGSHI consumed a total of 39,011,696 gigajoules energy. As we begin to gain a better insight on our energy consumption patterns, the company has identified opportunities and implemented initiatives that aim to manage our energy consumption. This includes increasing fuel efficiency, exploring alternative energy sources, and reducing electricity consumption.



L-R: Manuel Antonio Tamayo, DOTr Undersecretary for Aviation; Lance Gokongwei, President and CEO of Cebu Pacific; Jean Francois Laval, Airbus Executive Vice President for Sales in Asia; His Excellency Nicholas Galey of the Embassy of France to the Philippines and Micronesia

CEB

Improving Fuel Productivity 302-3, 302-5

The growth of CEB’s network and travel demand in the past year led to an increase in the airline’s fuel use. Consequently, this has also contributed to the overall energy consumption of the group. Aware of its potential environmental impacts, CEB has taken mitigation measures and proactively regulates its fuel consumption through an efficient fleet expansion plan and fuel management procedures.

CEB is in the process of transitioning its current fleet, with plans in the next five years of transitioning to more modern and fuel efficient aircraft.

The new generation aircraft, the New Engine Option (NEO) variant from Airbus, are among the most fuel efficient in its category. By 2024, Cebu Pacific will have retired its current fleet of Airbus jets, replaced with a fleet comprised of A321NEO, A320NEO, and A330NEO aircraft. These new aircraft are estimated to reduce fuel burn by approximately 15% per available seat kilometers as compared to their Classic Engine Option counterparts. New planes are bigger and fitted with more seats, allowing Cebu Pacific to grow its customer base without increasing the number of flights.

CEB also uses the SkyBreathe® Fuel Efficiency Management System to gain information that will help optimize flight operations and create fuel-saving strategies. Additionally, CEB implements other practices that are likewise aimed at lowering overall fuel consumption, including identification of optimal flight paths, operational adjustments in different stages of flight, and deceleration of aircraft when landing.

Because of these programs, CEB was able to increase its fuel efficiency by 5% from 2018 to 2019.

2019
CEB’s kilometers traveled by passenger per liter of fuel burned **30.79**
 pax-km/L

URC’s Energy Use Ratio **3.65**
 GJ/ton

Groupwide Energy Intensity per million PHP revenue **111.98**
 GJ/million PHP

Reducing Energy Use Ratio

302-3, 302-4 202-4

In 2019, URC established the LEAN manufacturing program to drive efficiency programs across all aspects of their operations' resource use, mostly especially for energy. It was piloted in URC's Calamba plant which is one of the most diverse and biggest facilities in the Philippines.



On its first year, URC has reduced their energy use ratio (EUR) and its consequent greenhouse gas emissions by 6%, equivalent to 3.65 GJ/ton compared to the previous year.

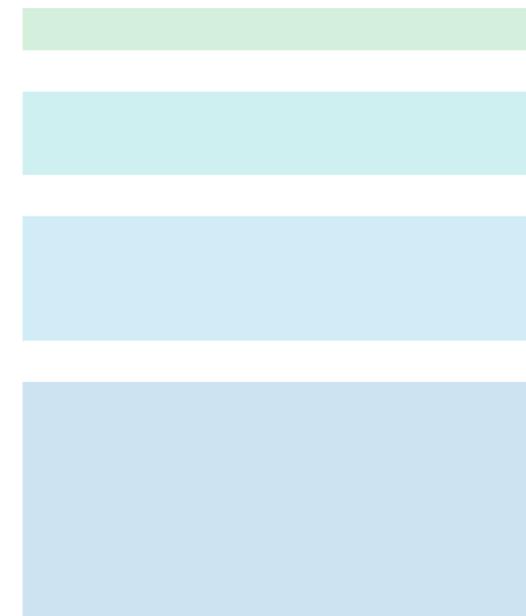
From initially being an efficiency improvement program, which also covers water use improvement, elimination of production waste, and machine efficiency improvements, LEAN evolved into a principle that URC adheres to in order to generally be more responsive in addressing issues in our operations. The LEAN mindset is complemented by providing of capabilities training and analytical tools to equip our employees with the necessary skills to implement LEAN. One of the results of the program is the new integrated supply chain structure that fosters a more collaborative process to prevent wastage in input material and finished goods.

The LEAN program has already enabled utility savings in URC's Calamba plant. We expect more developments as we replicate our learnings from LEAN to all our other facilities in the Philippines.

Transitioning to Low Carbon Power

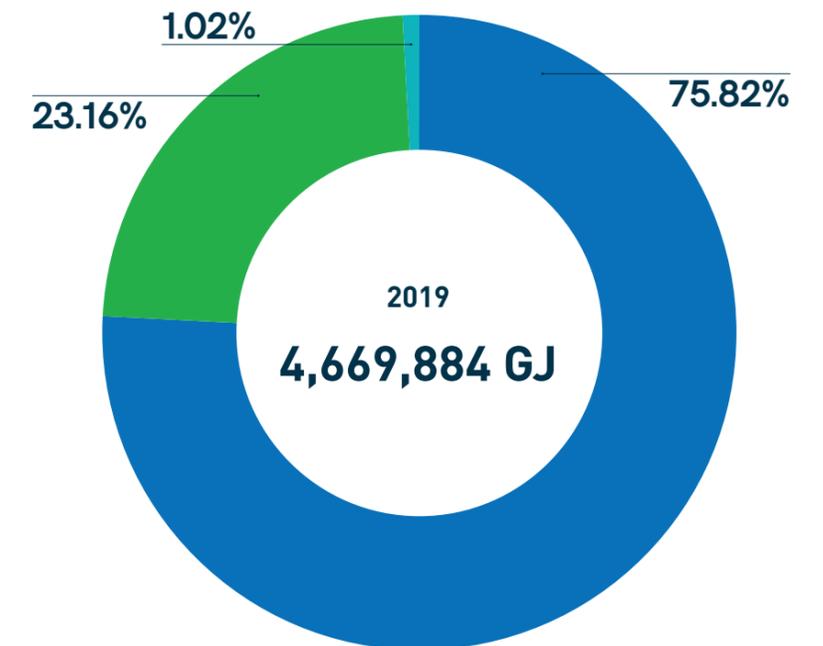
Since 2018, only 23% of the gross power generation in the country was sourced from renewable sources.¹ Internally, electricity sourced from the national grid accounts for 12% of our company's total energy demand and consumption. Thus, reducing dependence on grid-sourced electricity by exploring alternative power generation is an effective way of meeting our electricity needs while reducing our environmental impact. JGSHI has started pursuing this through the renewable energy projects of our business units.

¹Department of Energy Power Statistics



ELECTRICITY CONSUMPTION

BY TYPE



- Grid-sourced Fossil Fuels
- Own-generated Renewable
- Grid-sourced Renewable



URC Sugar and Renewables Subsidiary SONEDCO opens a new sugar mill. SONEDCO operates the country's first biomass-fired cogeneration plant using bagasse, a byproduct of sugar milling, as fuel.

RLC

RLC's commitment to reducing carbon power is reflected in its investment in solar energy to power the electricity of its malls. The company has installed off-grid rooftop solar panels to Robinsons Malls nationwide. In 2019 alone, it spent PHP 200 million to create 5.8 megawatts in solar capacity for its malls. In total, it has already generated 22 megawatts capacity from their PHP 1.7 billion investment for 21 solar projects. Currently, RLC has the world's largest solar-powered facility installed on a mall's rooftop for self-consumption.

URC

URC has also taken the initiative to maximize its resources in developing renewable energy sources. The Sugar and Renewables (SURE) Division of URC has been operating the first biomass-fired power cogeneration plant in the country using the state-of-the-art high-pressure boilers in its SONEDCO plant in Kabankalan, Negros Occidental since 2015. Instead of the usual coal, the facility uses bagasse, a sugar byproduct of sugarcane milling. This helps the facility generate 46 megawatts of power for its operational use and for the national grid. It has also begun installing one-megawatt solar panels in its Canlubang factory rooftop in Laguna, producing an average of 4,000 kilowatt-hours of clean electrical energy every ten hours.

Other business units conduct electricity-saving initiatives as well, including CEB, JGSPG, RLC, and RBank who have started using LED lights in their respective areas of operations. CEB also uses a Variable Frequency Drive for its air-conditioning system, which is estimated to reduce power consumption by 520 megawatt-hours per year. In addition, RBank has shifted to inverter-type air-conditioning units, designed branch layouts that require less aircon and lighting, and introduced a new guideline on turning off lights for at least one hour during lunch break in its Head Office beginning 2019.

With these initial projects starting the renewable energy shift for the company, JGSHI will continue to explore opportunities in developing similar initiatives that will help make significant steps in transitioning to low carbon power.

21
solar projects with a
total capacity of 22 MW

PHP 1.7 B
investment since 2015

1 biomass project with
46 MW
capacity for operational use
and grid export

2

Tracking Greenhouse Gas Emissions 305-1, 305-2, 305-4, 305-5

Aside from the energy that the company consumes, the resulting greenhouse gas (GHG) emissions of our operations also pose adverse effects to nature. Aware of the possible risks it can bring to the business, JGSHI has started measuring its GHG emissions in 2019. Building on this information, JGSHI will strategize towards managing our emissions better.

CEB

Through our emissions tracking, we are able to gain insights on where our emissions come from. We were able to infer that 84% of our total 2019 emissions can be attributed directly from our business units' operations (Scope 1), which includes burning fuels for our energy needs in manufacturing goods, flying our aircraft, and transportation needs. The remaining 16% accounts for our indirect emissions, which is traced from our use of grid-sourced electricity.

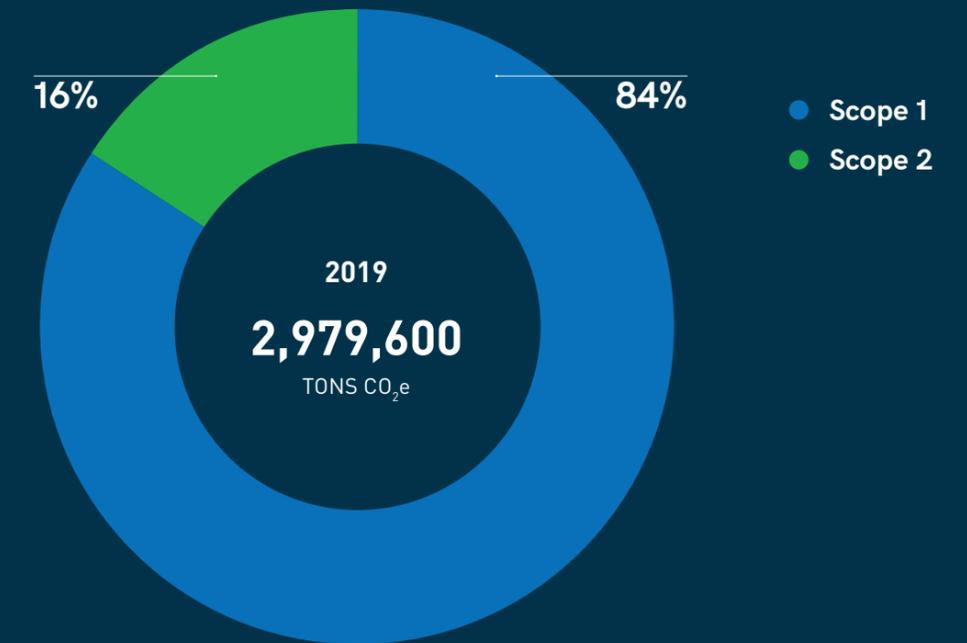
We have also noted our groupwide GHG intensity, an indicator to measure whether our

subsidiaries' operational efficiencies have led to decreasing emissions while still improving our economic performances. Individually, CEB's own initiatives have led to improvement in its own GHG intensity, showing a 5.6% decrease in its GHG emissions per passenger kilometer.

Moving forward, JGSHI looks to further understand our GHG emissions through continuous monitoring and to eventual set future targets around its reduction in line with global standards such as Task Force on Climate-related Financial Disclosures (TCFD).

GREENHOUSE GAS EMISSIONS

IN TONS CO₂e



Groupwide GHG emissions (CO₂e) per revenue

9.09

t CO₂e per million PHP revenue
(6% decrease)

CEB's GHG emissions (CO₂e) per passenger kilometer

80.42

g CO₂e/pk
(5.6% decrease)

Investing in Tree Planting

In addition to lowering GHG emissions from internal operations, JGSHI is supporting climate action by investing in tree planting projects. JGSPG and CEB champion these initiatives within the group. Through our JGSPG and CEB projects, we have espoused a private-public sector partnership and community-based management approach in restoring and protecting forests.

JGSPG

Since 2016, JGSPG has been nurturing the One Million Trees Project in support of the National Greening Program. With the goal of planting one million indigenous and fruit-bearing trees from 2016 to 2023, JGSPG has already distributed and planted 320,000 seedlings to date. These seedlings were grown in JGSPG's own Biodiversity Center located in one of the host communities surrounding the JGSPG complex in Batangas City.

JGSPG has also partnered with DENR-BMB to rehabilitate and restore Wetland No. 8, a 1.8-hectare swamp and marshland located in Brgy. Manocmanoc in Boracay Island that is home to 39 species of trees and 20 species of birds, fish, mammals, and gastropods.

325,000
trees planted since 2013

CEB

Dubbed Para sa Atong Cagban Bobon, JGSPG's initiative was launched in July 2019 with the aim of restoring Wetland No. 8 and preventing its further degradation.

Likewise, CEB has also been conducting its own tree planting initiatives since 2013. Its latest activity was the Green Movement Tree Planting held in July 2019, where volunteers planted 1,600 malapapaya trees in La Mesa Dam. With the stewardship of Bantay Kalikasan, this area maintains a survival rate of 93% and is expected to sequester 400 tons of CO₂e within 20 years. The project was done in partnership with ABS-CBN Lingkod Kapamilya. To date, CEB has planted a total of 5,000 seedlings.

Given the huge capacity of forests to offset carbon emissions, JGSHI will continue to determine ways on how it can contribute more to its restoration and protection.



The Girl Scouts and Boy Scouts of Batangas City South Elementary School took part in a tree-planting activity of DepEd-Batangas in partnership with JGSPG.



JGSPG is rehabilitating and restoring Boracay's Wetland No. 8 as part of the Adopt-a-Wetland Program of the DENR-Biodiversity Management Bureau, where the private sector commits to rehabilitate and restore wetlands at no cost to the government.



CEB has partnered with ABS-CBN Bantay Kalikasan to rebuild the La Mesa Watershed in Quezon City via a tree-planting activity. The group consisted of Cebu Pacific Air staff, and their family and friends.

3

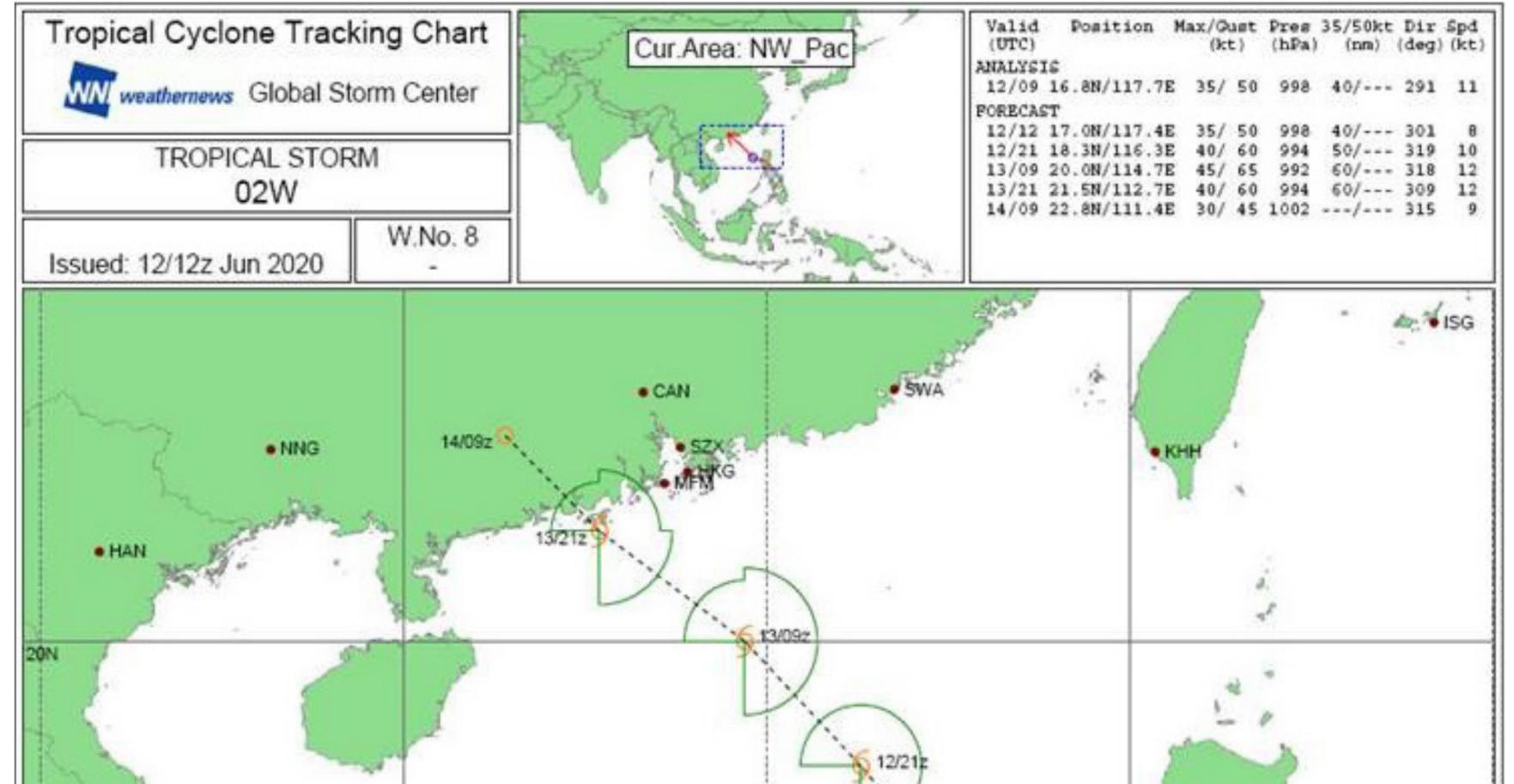
Climate Risk Readiness 102-11, 102-15, 201-2

As the company continues its sustainability journey, JGSHI gains better understanding of the risks associated with climate change. For instance, the frequency of extreme weather events is being experienced globally.



Recognizing its vulnerability to changing weather patterns, CEB invested in a state-of-the-art weather forecasting system, where flight crew could gather live information on weather conditions, such as visibility and wind conditions at airport destinations. Hourly weather forecasts are made available through its Aircraft Communications, Addressing and Reporting System. Through this investment, CEB was able to divert, delay, and cancel about 835 flights, saving more than 100,000 passengers from weather risks.

With the increasing unpredictability of the country's weather conditions, the future cost of inaction is projected to be greater than the cost of action now. Driven by this, JGSHI will continue to assess the financial implications of these climate risks and make the necessary investments to address them.



CEB has a state of the art weather forecasting system to forecast weather and minimize risks brought about by unpredictable weather patterns.

835
diverted, delayed,
or cancelled flights

more than
100,000
passengers protected in 2019

RESOURCE EFFICIENCY AND CIRCULARITY



Managing our Resources and Waste

Given the limited nature of most resources, JGSHI is shifting to a circular mindset. This shift means managing key materials and water in a way that ensures they are used efficiently. It also means handling waste in a responsible manner and being able to extract new opportunities to acquire value from by-products. As a leading conglomerate, JGSHI and its subsidiaries also take time to reach out to the community to extend help with waste management, as a shared responsibility. In doing so, JGS and its subsidiaries comply with laws and regulations and also ensure that it is always moving in the right direction.



1

Efficient Resource Use

We gear towards a more efficient use of our materials to minimize our environmental impact as well as generate savings.

2

Responsible Waste Management

Through partnerships with government units, local community, and organizations, we establish systems to manage hazardous and non-hazardous wastes.



3

From Waste to Resources

We are also exploring means towards material circularity by repurposing and reincorporating wastes back to our value chain.



4

Environmental Compliance

We ensure to follow environmental laws because they underpin all our efforts in managing resources and wastes.

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57 Managing our Water Footprint

60 Treating Hazardous Waste

60 Sharing Responsibility



62 The tea leaves used in the production of C2 ready-to-drink beverage are collected and used as alternative fuel for boiler.



63 SBUs lend a hand to the local community by taking part in the International Coastal Cleanup.

1

Efficient Resource Use 301-1

Finding efficient ways to use materials not only leads to a reduction in environmental impact, but also translates into cost savings and a longer-lasting supply of raw materials for JGSHI. Being able to create more with less and deliver larger value with lesser input is an important driver behind business operations.



For JGSPG, RLC, and RBank managing their use of key materials means making the most out of its usage and streamlining operations. In line with this thrust, JGSPG makes sure to put focus on producing their key products, polyethylene (PE) and polypropylene (PP), in the most efficient manner. These two materials are used to manufacture a broad range of plastic products across different industries. JGSPG's PE and PP products, sold under the brand name EVALENE®, are used as materials in packaging, market bags, container bottles and caps, food containers, tumblers, and household items such as tables and chairs, among many others. Naphtha is used to produce the feedstocks or raw materials (ethylene and propylene) needed to manufacture PE and PP.

Resource efficiency is measured through the total monomer ratio (TMR). TMR is a measure of conversion from the amount of raw material used (monomer) per amount of product produced (polymer). For PE, TMR target is less than or equal to 1.010, and for PP, TMR target is less than or equal to 1.006. From 2017 to 2019, JGSPG met their TMR target for PE. For PP, TMR was 1.010, indicating an increase from the previous year's TMR. To address this, JGSPG has incorporated several reliability improvements during its turnaround maintenance for the petrochemical complex which were implemented in 4Q 2019.

RAW MATERIAL USED PER PE PRODUCED

METRIC TON FEED/METRIC TON REACTOR PRODUCT



RAW MATERIAL USED PER PP PRODUCED

METRIC TON FEED/METRIC TON REACTOR PRODUCT



For optimum resource efficiency, JGSPG conducts Leak Detection and Repair, a protocol that ensures minimal loss of raw material from the system and improves the conversion of raw material into products. Specifically, the manufacturing plant monitors resource efficiency through verification of primary operating parameters against specification, regular review of monomer losses and TMR, and daily routine of leak checking and leak rectification.

RLC

Another subsidiary with significant material consumption is RLC due to the nature of their business. As one of the country's leading real estate developers, the company uses considerable amounts of cement, glass, and rebar to construct high-quality and durable infrastructure. Part of RLC's sustainability efforts is drawing more value out of these materials. In 2019, RLC largely reduced their material intensity, or the amount of material it took to produce one square meter of space. This lower material intensity shows that the company is moving towards efficiency, after focusing on expansion in 2018 that contributed to a marked increase in material intensity.

Additionally, newer RLC office buildings have received Leadership in Energy and Environmental Design (LEED) certifications in recent years. The Giga Tower is pre-certified with a LEED Silver Certification. LEED is a global ratings program that awards certifications to green buildings based on resource efficiency, quality, and cost-effectivity. With the construction of buildings that accomplish LEED standards, RLC is making sure it's expanding efficiently with sustainability principles in mind.

MATERIAL INTENSITY OF RLC OFFICE BUILDINGS YOY



RB

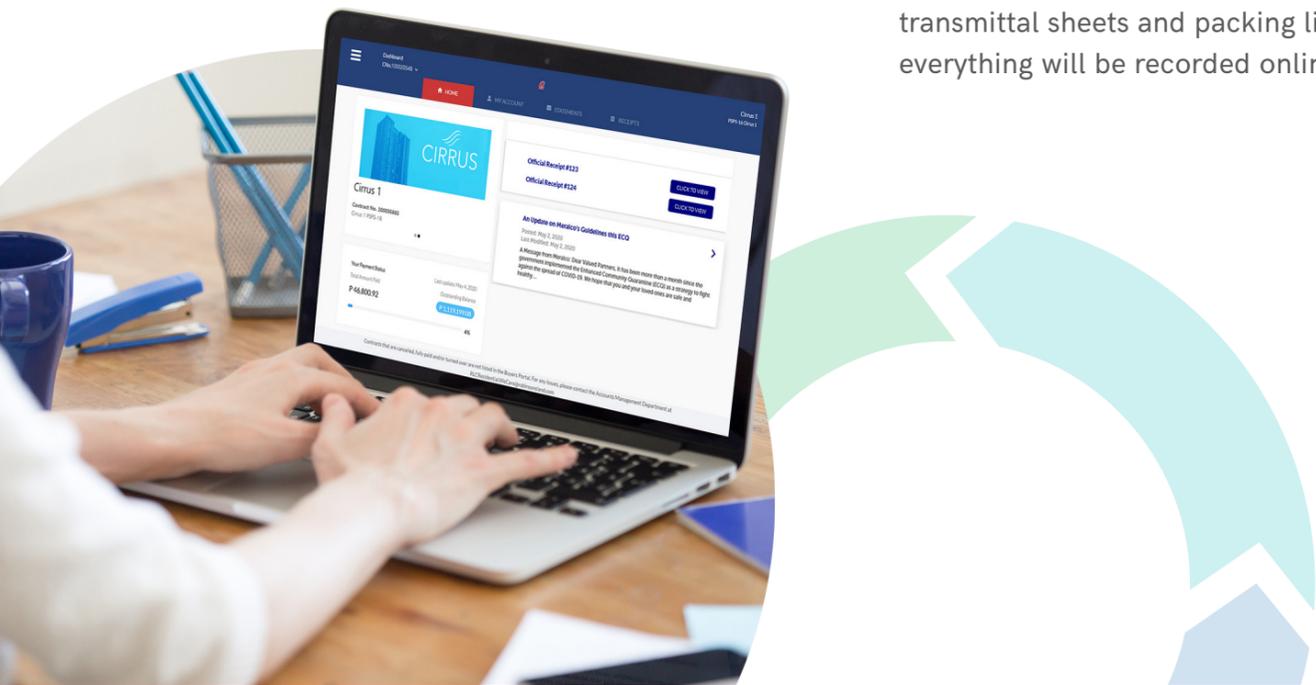
The key material of RBank is paper, which is used in account statements and various forms for clients. Digitalization helps in reducing overall consumption and waste of this particular resource. Part of RBank’s Roadmap 2020 program is their increase in digital platforms in order to streamline their offered products and services. By moving into the digital space and establishing paperless transactions, RBank has been able to save an equivalent of 4,500 kg of paper in 2019.

Reducing paper is also derived from streamlining the Bank’s processes. In 2019, the Admin and Purchasing Department has initiated a project called “eTransmittal” using Microsoft SharePoint, which is readily available in every employee’s workstation. eTransmittal will work like a courier’s track and trace website, which will ease recording and eliminate time spent in re-encoding, printing, and manual searching. The project is now at UAT stage and will save eight man-hours daily, or a total of 176 man-hours monthly, when fully implemented. In addition, it will eliminate the use of transmittal sheets and packing lists as everything will be recorded online.

Print materials have also been reduced for marketing. Tarpaulins and flyers have been replaced by large format display screens and tablets.

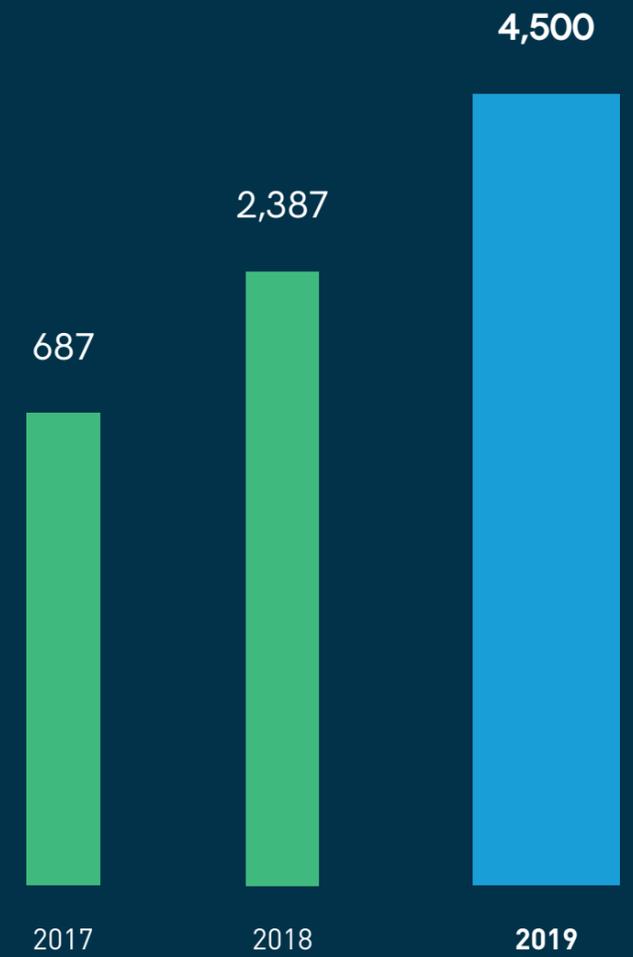
RBank widely uses green building materials in its newly constructed branches. Materials are carefully chosen, and every detail is considered. The laminates, vinyl, paints, solid surface, and glass are ISO 140001 and ISO 9001 certified. The Bank leans towards using low-maintenance materials to reduce the use of cleaning chemicals. RBank also prefers lead-free and long-lasting materials.

The JGSHI business units conduct regular monitoring of their resource consumption and efficiency. By keeping track of performance and progress, the subsidiaries ensure that they stay in line with their sustainability goals. It also allows them to identify when and how much they can scale up the projects over time.



PAPER SAVED THROUGH DIGITALIZATION

IN KG



Managing our Water Footprint 303-1,303-2,303-3,303-4,303-5

Aside from materials, water is also an important resource that needs to be managed well. Water scarcity affects 40% of the world’s population with future projections rising with the increasing global temperatures. In time, the limited supply of water could lead to higher prices, stricter regulations, and more competition among shareholders. To minimize their environmental and economic impact, JGSHI focuses on controlling water usage and embracing sustainable practices.



Total water withdrawal among JGSHI’s business units for 2019 was 14,557,195 cubic meters. Aside from total withdrawal, water consumption and water discharge are also important to measure. Water consumption refers to the portion of water withdrawn that is not returned to the source, while water discharge is the amount that is returned. For 2019, the SBUs consumed 5,930,174 cubic meters of water and discharged 3,491,765 cubic meters with URC, being an operational heavy business, accounting for the bulk of water consumed and discharged. JGSHI’s subsidiaries approach water management in the manner best suited for the nature of their business.

URC withdrew 8,068,375 cubic meters, of which 5,206,060 was consumed and 2,862,315 was discharged. In order to manage their water withdrawal and consumption, URC makes sure to adhere to the maximum allowable extraction rate set by the National Water Resources Board for different sources of water. One of JGSHI’s important sustainability initiatives is URC’s goal to reduce the amount of water used (in cubic meters) per amount of product produced (in metric tons). URC’s goal is to improve this water use ratio by 30% by 2030. In 2019, it was able to reduce its water-use ratio by 11%¹ compared to the previous year. Additionally, URC’s Branded Consumer Foods Group (BCFG) conducted a source vulnerability assessment to identify water sources at risk of becoming scarce and polluted, critical areas for deep well water use, and possible losses in lakes. URC recognizes the importance of looking for alternative sources of water aside from the deep wells that our plants are currently using.

¹Includes URC manufacturing facility BCF-PH, BCF-INT, and Flour



RLC

RLC withdrew 5,135,256 cubic meters of water in 2019. The SBU is setting up the data management system to track and consolidate water consumption and discharge for their 210 properties across the country. To lower water consumption, RLC established efficient water fixtures, wastewater recovery and recycling, and rationing. Thirty out of 52 Robinsons malls are equipped with either a rainwater collection or a wastewater recycling system which are used for toilet flushing and garden irrigation. In residential development, RLC limits water use in construction activities by rationing water for masonry. For RLC's hotels and resorts, the company conducts periodic leak checks and invests in water-efficient fixtures. Guests are also reminded of the importance of proper water conservation.

JGSPG

In 2019, JGSPG withdrew 1,330,562 cubic meters of water. Of this amount, 719,916.50 was consumed and 610,645.50 was discharged. JGSPG's water consumption is sourced primarily from seawater and minimally from groundwater.

A desalination system processes seawater to provide process and cooling water for various requirements of operations for the entire complex. Water extracted from groundwater wells supplements usage for potable and utility water consumption. An effluent treatment system is in place to treat any potentially contaminated wastewater. Through the effluent treatment system, wastewater undergoes neutralization, primary and secondary treatment, disinfection treatment, and sludge treatment.

CEB

Meanwhile, CEB and RBank's water withdrawal data covered operations in the head office. RBank's head office withdrew 16.4 cubic meters of water in 2019 while CEB withdrew 22,986 cubic meters of water at their Airlines Operation Center. Additionally, CEB's head office consumed 4,181 cubic meters of water and discharged 18,805 cubic meters. CEB's investment on an up-to-date wastewater treatment system allows the company to augment its municipal water withdrawal with a rainwater recovery tank and up to 40 cubic meters of recycled water.

RB

Overall, most of JGSHI business units run waste-water recycling systems and rainwater harvesting units in their facilities, with monitoring protocols in place to track and scale up the water saving efforts. Proper water conservation practices are shared and encouraged among employees within the different business units. JGSHI is committed to continuously enhancing its water management systems with the installation of more water meters in the facilities and the application of water saving technology in more areas of operations. We also recognize the importance in exploring alternative water supply sources to reduce the strain on our primary sources and allow them to replenish.



2

Responsible Waste Management 306-2

JGSHI recognizes the growing concern on marine litter brought about by improper management of solid waste. At JGSHI, our goal is to minimize our contribution to this problem and ensure that the waste we generate is properly managed. Subsidiaries focus on reducing, recycling, and reusing as well as disposing of waste in accordance with regulatory requirements



URC

In 2019, JGSHI and subsidiaries generated 25,843 tons of waste combined. Most of this waste came from material-intensive SBUs—URC and JGSPG. URC generated 22,521 tons of solid waste. From this total, recyclable waste at 2,360 tons was sold as scrap and returned to the recycling stream while the remaining 7,242 tons of biodegradable waste was reused as fuel for boilers. The remaining residual waste was hauled off into the landfill by services accredited by the Department of Environment and Natural Resources (DENR). The other material-intensive SBU, JGSPG, generated 3,187 tons of waste in total, of which 2,909 tons were recyclable scrap PE and PP materials; 201 tons were residual; and 76 tons were biodegradable. JGSPG sold the scrap PE and PP materials to recyclers.

JGS
PG

RLC

RLC generated 15 tons of solid waste at their residential properties. From this total, 11 tons were residual; 3 tons were biodegradable; and 1.2 tons were recyclable. RLC’s properties have an allocated space for a materials recovery facility (MRF). Residual waste is disposed in the closest legally operated landfills. Designated people, such as housekeeping, are trained to manage and haul waste regularly. RLC is setting up a data management system to consolidate tracking and collection of waste generated for all its properties.

CEB

As for CEB, solid waste generated at their Airline Operations Center was 120 tons in total. Similar to RLC, CEB is in the process of putting up systems and procedures to effectively break down, classify, and track waste across all of its operations. As of the end of 2019, CEB has finalized plans on a company-wide solid waste management program, including a planned construction for an MRF.

Treating Hazardous Waste 306-4

Given that hazardous waste is closely intertwined with safety standards and sanitary operations, JGSHI ensures that hazardous waste generated by the business units are handled and disposed of in line with local government regulations and social responsibilities. In 2019, the group generated 4,276 tons of hazardous waste, out of which 4,196 tons were treated and transported. Waste haulers and all service providers transporting and treating hazardous waste are DENR accredited. The remaining hazardous waste has been kept in DENR-accredited storage facilities until they can be safely treated or transported. JGSHI recognizes that hazardous waste must be properly treated or transported for disposal. The group is focusing on putting up better data management systems in order to report a more complete breakdown of data.

Sharing Responsibility

Ultimately, JGSHI believes that waste management is a shared responsibility. Coastal cleanups and other community projects allow JGSHI to increase community engagement, secure partnerships with local stakeholders, and observe waste management systems for possible improvements in their own systems. In 2019, URC, RLC, and JGSPG's participation in the International Coastal Cleanup removed a combined total of 2.05 tons of waste along the waterfront of Navotas Centennial Park for URC and RLC and along the coastline of Barangay Simlong and riverside of Pinamuca Ibaba for JGSPG.

Aside from these, the various SBUs also have their own campaigns to promote solid waste management.



RLC

Robinsons Malls Recycling Market

To promote reducing, reusing, and recycling waste in communities, RLC established the Robinsons Malls Recycling Market. The monthly recyclable-buying fair involves Robinsons tenants, customers, other business establishments, schools, religious groups, and city residents. Through the project's segregation campaigns, recycling initiatives, and trash-for-cash incentives, RLC diverts waste from landfills and provides additional income to local households and organizations. A total of 140 tons of recyclables were brought to the Weekend Recycling Market in 2019.

Robinsons Malls Weekend Recycling Market contributes to the multiple solution approach in waste management by providing a waste-recovery system through a once-a-month recyclable-buying fair.

CEB

Juan Effect Program

As a pioneer in low-cost flights, Cebu Pacific is instrumental in making domestic and international air travel accessible to millions of Filipinos. To help mitigate the negative impact of tourism on the environment and promote responsible travel among travelers, CEB launched the sustainable tourism campaign, Juan Effect. Through this program, CEB works with local stakeholders to address issues, such as waste and deterioration of national attractions. In 2019, CEB donated 45 receptacles to the local government units of Siargao to encourage responsible waste disposal and recycling. The company also distributed 318 trash bins in Boracay, resulting in 20,850 tons of waste collected from January to September 2019 to support waste segregation on the island.

Additionally, CEB invested PHP 3 million for Information and Education Campaign activities in 2019. As part of the Juan Effect campaign, CEB partnered with the Department of Tourism, the Department of Environment and Natural Resources, and Department of Interior and Local Government to advocate three pledges among all travelers: bring your own water bottle, bring your own eco bag, and throw your trash properly. As of 2019, a total of 20,973 pledges have been made on the Juan Effect website. The advocacy encompasses the idea that simple habits done consistently by ordinary people can make a big impact in helping preserve the environment, local culture, and heritage.



CEB commissioned the design and fabrication of receptacles that tourists can use to properly dispose of plastic bottles, which can then be collected to be made into eco-bricks or recycled.

363
trash bins distributed in
Siargao and Boracay

PHP 3 M
investment in IEC

3

From Waste to Resources 301-2

Aside from improving resource efficiency and managing waste, JGSHI and its subsidiaries are also exploring innovative ways of increasing circularity within their operations. In doing so, the company is able to create new business models out of extending the lifetime of resources while mitigating environmental risks associated with waste. For one subsidiary, URC, increasing circularity means repurposing and reincorporating waste materials back into its value chain.



URC

URC is involved in a range of food-related businesses including the manufacture and distribution of branded consumer foods; production of hogs and poultry; manufacture of animal feeds and veterinary products; flour milling; and sugar milling and refining. Some of their popular products under their domestic branded consumer group may use up large amounts of coffee grounds and tea leaves. After which, these food and beverages are packaged in food-safe Polyethylene Terephthalate (PET) bottles.

In linear economy models, used coffee grounds and spent tea leaves would be disposed of in landfills or dumpsites where they have the potential to emit methane, a greenhouse gas. Instead, URC implemented a circular practice and repurposed 7,242 tons of used coffee grounds and spent tea leaves as fuel for boilers.

PET, on the other hand, is recyclable, but intercepting PET for recycling has been difficult. A large portion of PET waste still ends up in landfills and dumpsites or leak out of the waste management system, thereby ending

up in the natural environment. Another way URC applied circularity in its operations was by reincorporating 569 tons of reground PET flakes into their C2 beverage bottles. URC only allows 2-10% of the reprocessed PET resin into the mix in order to maintain the integrity of the bottle. For 2019, 5.82% reground PET flakes were mixed with virgin resin to create new PET bottles.

By applying circular principles into their operations, URC increased resource productivity and reduced their packaging footprint.

7,242

tons of coffee grounds and tea leaves repurposed as boiler fuel

569

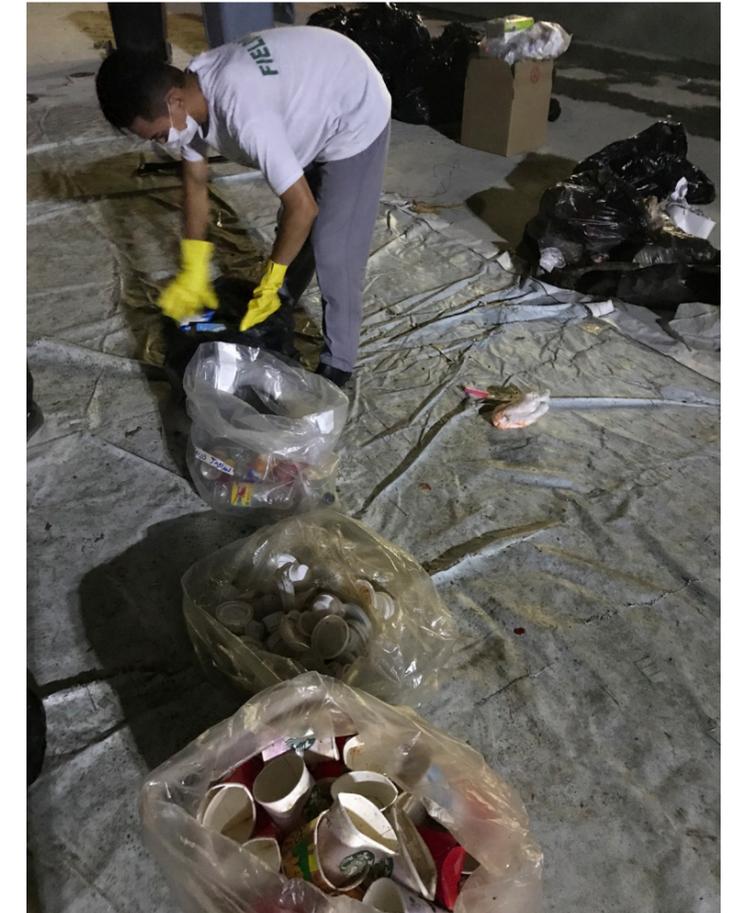
tons of reground PET flakes reused in beverage bottles (5.82% of total resin mix)

4

Environmental Compliance 307-1

For JGSHI, compliance with environmental laws is non-negotiable. Environmental compliance underpins all of JGSHI's efforts in resource and waste management, water conservation, and initiatives towards circular economy. All allegations are comprehensively examined and negotiated by a dedicated compliance unit within each business unit wherein necessary action points are employed at each stage of the examination. Regular monitoring and proper maintenance of facilities are practiced within the business units to make sure all aspects of operations are conforming to regulatory laws and standards. In 2019, RLC paid a total fine of PHP380,077.33 due to minor deviations to DENR and National Water Regulatory Board regulations in nine out of 210 properties. CEB also had one case sanctioned by the Laguna Lake Development Authority, which was eventually cleared upon further investigation.

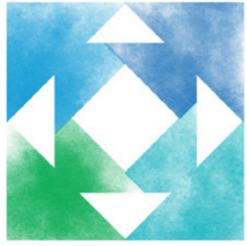
To mitigate the risks of non-compliance, continuous improvements of in-house monitoring and employee training are encouraged across all business units. Third-party consultants may also be beneficial in improving JGSHI's overall compliance system. In doing so, the conglomerate not only reduces the possibility of litigation, but also ensures government and community approval.



Housekeeping staff from Robinsons Place Las Pinas participate in a waste characterization survey as part of the USAID project, Mall Recovery Program for Residual Plastic Waste



USAID
FROM THE AMERICAN PEOPLE



BETTER CHOICES

Better Choices for Better Lives

At JG Summit Holdings, Inc., we understand that consumer trust and loyalty to our Strategic Business Units depend on the consistent delivery of products and services that are safe, have high quality, and accessible. Our commitment to quality and accessibility have anchored our operations through generations, helping us flourish as one of the leading conglomerates in the Philippines. By providing exemplary goods and services that are readily available, the JGSHI subsidiaries are able to serve a wide range of Filipinos and share inclusive growth with our stakeholders.





1

Design and Innovation toward Quality and Excellence

Through design excellence, we provide goods and services that are both functional and attuned to user's experience.

2

Ensuring Customer Wellbeing

We ensure the wellbeing of our customers as users of our products and services by upholding high quality standards in all our brands.



3

Driving Quality at the Supply Chain

We commit to ensuring quality across the supply chain by following a rigorous Supplier Accreditation Policy.

4

Reaching Underserved Markets

We continue to innovate our products and services to remove systemic barriers from the underserved markets.



5

Listening to Our Customers

To keep the satisfaction and loyalty of our customers, we proactively listen to their demands and anticipate what they need.



page



66 CEB offers its passengers with the latest aircraft equipped with ergonomic seats made by Recaro.

- 67 Wellness in Snacking
- 70 Ensuring Safety and Wellbeing
- 71 Client Privacy Protection
- 71 Safeguarding Children



72 JGSHI ensures that all the company suppliers and contractors undergo a strict screening by the Corporate Supplier Accreditation Team (CORPSAT).

- 73 Reaching the Unbanked
- 76 Reaching More Provincial Growth Centers
- 77 Affordable Fares for Everyone
- 78 Bringing Better Materials for the Local Industry

- 79 Servicing Sari-Sari Stores
- 80 Digitalizing Customer Channels
- 81 Improving Guest Experience
- 82 Prioritizing Customer Feedback

1

Design and Innovation toward Quality and Excellence

Over the years, JG Summit Holdings, Inc. has been able to provide quality and excellence to people by crafting our own distinctive and pioneering products and services and investing in innovative products from credible suppliers. These products and services are what drive JGSHI forward as a leading conglomerate in the Philippines. Each company under JGSHI has its own approach to innovation with practices tailored to maximize impact on the specific brand.



RLC incorporates historical and cultural elements when designing their malls.

RLC

In JGSHI, customer experience is tantamount to the SBUs brand’s success. Design excellence is one way to show that we can provide goods and services that are not only functional but also highly attuned to the user’s experience.

As a mall developer, RLC goes beyond conventionally designed edifices. When constructing malls, especially in the provinces, RLC makes sure it incorporates historical and cultural elements significant to the region. By weaving local culture into the design and architecture of the mall, RLC honors the heritage of the province and establishes the mall as a part of the local landscape. Two recently constructed RLC malls, Robinsons Galleria South in San Pedro, Laguna and Robinsons Place Naga in Bicol, feature cultural elements their locations are known for. Robinsons Galleria South, which opened in 2019, highlights the sampaguita flower (*Jasminum sambac*) in murals within the mall’s interior, while Robinsons Place Naga pays homage to gabi leaves (*Colocasia esculenta*) and pili nuts (*Canarium ovatum*) in the mall’s facade and landscaping. In the atrium of Robinsons Place Naga, a sculpture by artist Jefre Figueras Manuel called the Tree of Life features a gabi leaf in its center. The sculpture doubles as the country’s first permanent projection mapping project, in which the art installation can turn into a presentation surface for video projections. Another art installation by Manuel stands by the main entrance of Robinsons Galleria South, inspired by the fabled book of San Pedro city’s patron St. Peter. Through their carefully planned architectural design, Robinsons Malls are able to increase their social media engagement with customers while sharing art and culture within its walls.

CEB

As a Low-Cost Carrier operator, CEB increases fleet efficiency by maximizing passenger capacity of our aircraft without compromising passenger comfort. Our latest aircraft are equipped with ergonomic seats by world-renowned German company, Recaro. The seats are made with innovative netting material that is lighter and thinner than standard foam, creating more lightweight seats. The seats were designed to be ergonomic with the netting material conforming to a passenger’s spine and the thinner backrests allowing for more leg room. The reduced weight and slimline design enable aircrafts to fly with more fuel efficiency and to accommodate more passengers per flight, thereby minimizing the total number of flights. For CEB’s passengers, this means both comfort and affordability are upheld.



CEB has equipped their latest aircraft with lightweight and ergonomic seating from German company, Recaro.

2

Ensuring Customer Wellbeing

103-2, 103-3, 203-1, 203-2, 416-1

Innovation in JG Summit and its subsidiaries is driven by their commitment to customer wellbeing. We understand that people are drawn to goods and services that fulfill their needs and improve quality of life. By focusing on the satisfaction of customers, the group has been able to create long-term brand loyalty and success. For the SBUs, this means delivering healthier, safer, and more secure products and services to consumers. It also involves making an impact on a macro level through methods like creating systems to protect vulnerable sectors like children. Moreover, prioritizing customer wellbeing ensures that quality and excellence is maintained in JG Summit's products and services.

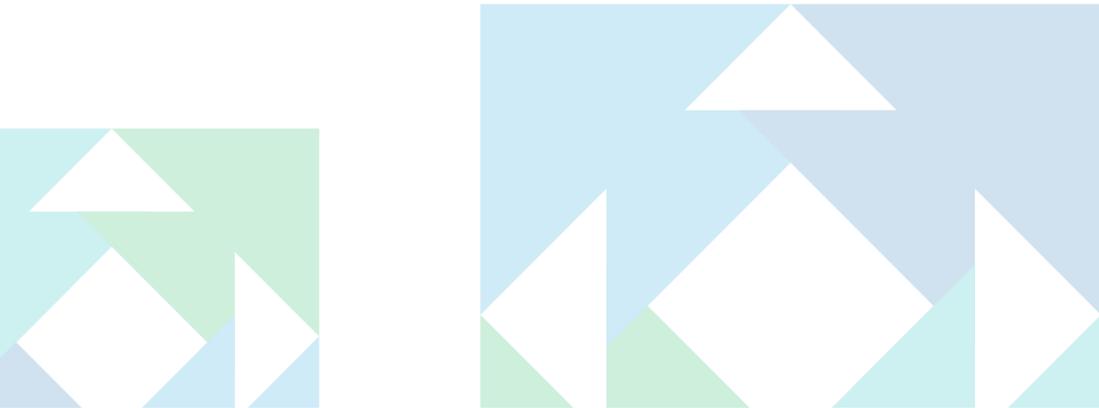


Wellness in Snacking

With the market evolving at a rapid pace and a growing number of local and international products saturating the market, URC firmly believes that consumer-centric product innovation is important in the future of our business. Innovation has facilitated URC's leadership in the market for the last 60 years with customer wellbeing guiding our innovation process in order to deliver products that capture the wants and needs of our end consumers.

As consumers are more drawn to a health-conscious lifestyle, URC addresses the need to balance the taste and affordability of products with nutritional benefits. As such, we continue to work on improving the wellness profile of our product portfolio in line with the URC Wellness Criteria.

Guiding URC in its goal of delivering healthier choices to consumers, our Wellness Criteria address components in food known to contribute to health risks. The Wellness Criteria confronts the reduction of sugar, sodium, trans fat (TraFa), and partially hydrogenated oil (PHO) as well as the substitution of saturated fat (SaFa) and colors in all of URC's products. As of 2019, 85% of URC's snack products and 86% of beverage products pass one point in URC's Wellness Criteria. URC's goal is to have 70% of their portfolio meet the Wellness Criteria by 2030.



URC's Wellness Criteria is communicated by the brand's packaging. Informative labeling in food and beverage products allows URC to espouse customer wellbeing with a fair and transparent communication of its contents. The brand ensures full compliance with regulatory labeling and product information requirements, implementing the required analysis for nutritional facts and claims displayed in packaging and marketing materials.

In URC, the Australia-based business of the company called Snack Brands Australia (SBA) is a proud partner of the REDcycle program. The program is a partnership with manufacturers, retailers, and consumers that aims to recover and recycle plastic and soft plastic packaging to prevent them from going into the landfill. For the period July to December 2018, the REDcycle program recycled 4,742 kgs of Snack Brands material—the equivalent of 1.185 million chip bags. SBA is in the process of updating its packaging to include the Recycling and REDcycle logos, in line with the other changes in the artwork. The completion rate is 40% during the end of January 2020; all packs are planned to be completed by the end of 2021.



Use of Brand Name and/or Trademark

Fortification

Product Name

Nutrition Facts

Net Weight

Lot Identification

Name and Address of Manufacturer, Packer, Importer, Trader, and Distributor

Allergen Information

Ingredients Storage Condition (for products that need special storage condition)

Amount Per Serving		% Daily Value*
Calories	150	30%
Total Fat	7g	14%
Saturated Fat	3.5g	7%
Trans Fat	0g	0%
Cholesterol	0mg	0%
Sodium	170mg	34%
Total Carbohydrate	19g	38%
Dietary Fiber	1g	2%
Sugars	2g	4%
Protein	2g	4%
Vitamin A	0%	0%
Vitamin C	0%	0%
Calcium	2%	0%
Iron	30%	25%

URC NUTRITION AND WELLNESS CRITERIA

CRITERIA #1

All green or yellow rated products per Department of Education (DepEd) Order #13-2017



CRITERIA #2

Less than 6% added-sugars (e.g. sucrose, glucose, and fructose) in beverage



CRITERIA #3

Less than 100 calories in consumer packs



CRITERIA #4

100% All Natural



CRITERIA #5

Existing products where sodium is reduced by 25% or more



CRITERIA #6

No PHO & SaFa less than 1.5g/serving & Zero TraFa & Zero cholesterol



CRITERIA #7

Products addressing micronutrient deficiency (Sangkap Pinoy Qualified, at risk nutrients e.g. Zn)



CRITERIA #8

100% Plant-based protein



CRITERIA #9

Clean Label (e.g. No Artificial colors, No Antibiotics/No Hormones, etc.)



CRITERIA #10

Products using functional quality ingredients to improve wellness (e.g. source of fiber, etc.)



CEB **Ensuring Safety and Wellbeing**

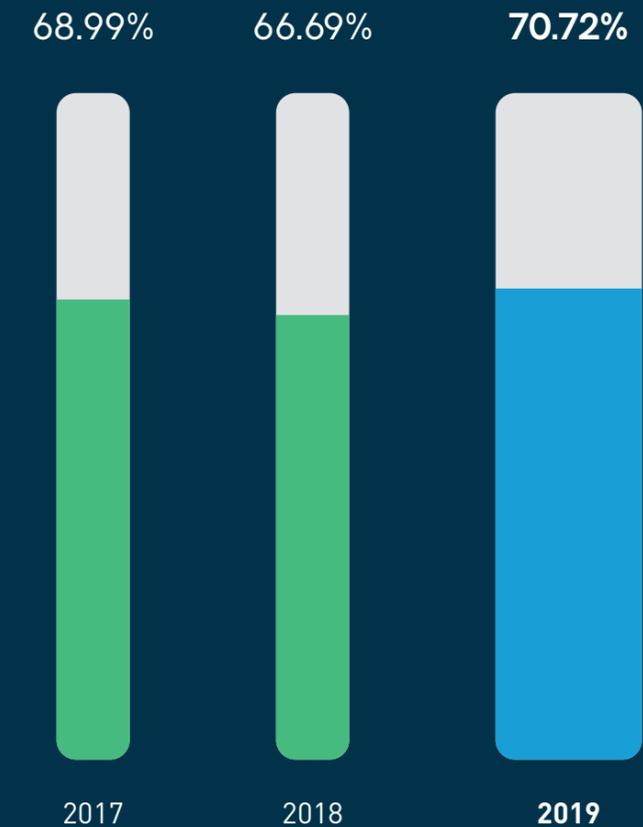
Flight safety and passenger security are a priority for CEB. In compliance with Philippine Civil Aviation requirements, a safety management system has been put in place and implemented through a company-wide Integrated Quality, Safety, and Security Policy. This ensures that all operations are conducted in line with aviation regulations and industry standards. In 2019, CEB successfully achieved full compliance to gain membership with the International Air Transport Association (IATA), joining more than 437 other carriers around the world in setting the standards of airline safety, security, and sustainability.

The previous year, CEB renewed their safety rating with the IATA Operational Safety Audit (IOSA), a global audit program using international standards for airline safety. Airlines are evaluated for IOSA certification every two years using the best global practices for auditing. The audit involves the assessment of an airline’s operational management and control systems, including flight operations, operational control, flight dispatch, aircraft engineering and maintenance, cabin operations, aircraft ground handling, cargo operations, and operational security.

CEB ensures that all aircraft are technically fit and safe to fly with the scheduled, comprehensive maintenance of planes, which are quickly grounded unless they are airworthy. Deviations from our flight operations and ground activities are constantly monitored and corrected through the use of our numerous safety technology investments and practices. Systems that help monitor events and prevent incidents in flight operations include the Runway Overrun Prevention Systems, Area Navigational Visual Approach, and Flight Data Monitoring System, among others. Additionally, CEB protects the welfare of employees through the strict compliance to the Occupational Health and Safety Standards set by the government.

All these contribute to upholding a culture of safety in Cebu Pacific as we work to meet our On-Time Performance target. To safely address causes of delay that are within our control, we focus on concerted and properly coordinated activities of the various technical departments: Maintenance, Ground Support, Airport Services, Flight Crews, Network Controllers, and Customer Care. In 2019, 70.72% of CEB’s flights were on time, which was four points higher than its on-time performance of 66.69% in 2018.

ON-TIME PERFORMANCE



Client Privacy Protection 103-2, 103-3, 418-1

Data breaches compromise the privacy of data of customers, making them vulnerable to identity theft or hacking. For JGSHI ensuring privacy protection is very important, especially for CEB and RBank, two of JGSHI’s subsidiaries that handle customer data. Both CEB and RBank employ the use of technology solutions to protect customer data. Protocols are in place should data be compromised.

CEB

CEB has developed a data privacy handbook that features the company’s data privacy principles and protocols. CEB continuously develops technology solutions against cyber threats and conducts regular penetration testing to isolate potential critical weaknesses in the system. CEB had one case of data breach in 2019. In response, concerned departments formed the Disruption Management Team to examine the breach’s impact and conduct a risk assessment. To protect its systems further, affected servers and applications were shut down while the National Privacy Commission and affected subjects were duly informed and provided with guidance on how to move forward.

RB

With RBank’s expected growth, there is also emphasis on protecting data. RBank employs the use of three key IT initiatives: Data Security Manager, Data Leak Prevention, and Application Programming Interface (API) and micro-services. Data security management is a

way to maintain the integrity of data and to make sure that data is not accessible by unauthorized parties. One of the bank’s IT security initiatives is the implementation of the Data Security Manager Solution to ensure data privacy in addition to data protection.

On top of the Data Security Manager Solution Initiative, RBank’s IT Security will implement the Data Leak Prevention (DLP) solution. The DLP solution scans all outgoing email attachments to encrypt or block sensitive info, including customer names, personally identifiable information, and other types of sensitive data.

As the bank expands its channels for new products and services through APIs and micro-services, securing these channels using standard network tools and firewalls may fall short. New approaches in deploying secure channels (APIs and micro-services) have become a necessity. With an API and micro-services security solution, effective management of authorization and authentication (Access Control) become a scalable layer of protection. Measuring the effectiveness of these initiatives is achieved through Board oversight and regular reporting and monitoring. As a result of these initiatives, RBank had no validated data breaches in 2019.

RLC

Safeguarding Children

The Robinsons Hotels and Resorts division advances its child protection commitment and policy by establishing a framework for staff development and capacity-building of tourism professionals and front liners on Child Safeguarding and Protection. For this initiative, RLC partnered with United Nations Children’s Fund (UNICEF) and End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes (ECPAT) Philippines. ECPAT Philippines, which works mainly against the sexual exploitation of children, its prevention, children and youth empowerment, and victim rehabilitation, will be the main resource persons during the training. UNICEF, the facilitator of the partnership and training, will be focusing on Children’s Rights and Business Principles. The proposed capacity-building activity and creation of policies and standards will minimize the risk of harm to children. It also trains staff and associates on how to behave around children and how to respond if there are concerns about a child’s safety. By implementing these standards, RLC makes their commitment to keeping children safe clear.

3

Driving Quality at the Supply Chain

102-9, 204-1

After designing products and services that meet customer wellbeing comes the production and distribution of these materials. Management of the supply chain is important in facilitating the uninterrupted flow of products and services from suppliers to end consumers. To ensure a successful supply chain, JG Summit and its subsidiaries maintain a robust system of suppliers.

The group makes sure it only transacts with accredited suppliers. JGSHI has a strict screening policy in place to find suitable partners based on quality, price, availability, Good Manufacturing Practices (GMP), Standard Operating Procedures (SOP), and Hazard Analysis and Critical Control Points (HACCP) certification.

In JGSHI's stringent Supplier Accreditation Policy, suppliers are endorsed by the Business Unit Supplier Accreditation Team (BUSAT) and approved for accreditation by the Corporate Supplier Accreditation Team (CORPSAT). Both teams separately assess suppliers using the

Supplier Accreditation Rating Sheet (SARS) wherein suppliers who pass 75% of applicable requirements shall gain approval.

Suppliers who violate any terms agreed upon with JGSHI will have an Incident Report filed against them. If necessary, the incident is escalated to CORPSAT for deliberation. Application of suspension for a particular supplier will cover the entire enterprise of JGSHI. Reinstatement is possible if the supplier demonstrates that they have resolved the initial cause for suspension.



To ensure a successful supply chain, JGSHI has a stringent Supplier Accreditation Policy.

4

Reaching Underserved Markets

102-6, 203-1, 203-2

At JG Summit, we believe that quality goods and services should be accessible to all. Given that a significant chunk of the population consists of underserved markets, making our products and services accessible to these markets presents the opportunity to bring greater value to the company. Our subsidiaries continue to innovate to become available to more Filipinos, removing financial, geographic, and other systemic barriers that prevent underserved sectors from availing of our goods and services. By opening our doors to a wider base of consumers, our subsidiaries generate higher engagement and revenue for shareholders as well as creates a greater social impact.



RB Reaching the Unbanked

According to the Bangko Sentral ng Pilipinas (BSP), 65.5% of Filipinos who are 15 years old and above don't have bank accounts. Filipinos have among the lowest rates of bank account ownership within Asia. Extensive poverty within the population hinders bank ownership, with many citing the lack of sufficient savings and absence of necessary documentation to be able to open bank accounts. Other Filipinos, such as those in the informal sector that deal with cash in day-to-day transactions, do not perceive the need to keep a bank account. A segment of the Filipino population has no concept of what banks do and

what bank accounts are. There is also a lack of bank branches with 510 cities and municipalities in the Philippines still unbanked as of December 2019. These hindrances mean that instead of securing their money in a bank account, many Filipinos may be opting to keep their cash at home where it can get stolen or spent. This also means that many Filipinos are also failing to take advantage of other bank services, such as account interests and acquiring loans at low interest. Instead, these Filipinos may resort to loan sharks, which typically has extremely high interest rates and potentially illegal and dangerous practices.



RBank is bringing banking services closer to people by offering cash withdrawal in selected sari-sari stores.



Customizing Products to Serve the Unbanked

Providing banking opportunities for the underbanked and unbanked is one of the missions of RBank. In response to the thrust of the BSP to promote financial inclusion (BSP Circular 992), RBank introduced a low-value deposit product called Simplé Savings® Account. This product provides access to formal financial services this segment of the society. Part of our customer-centricity culture is to encourage and build a productive relationship to our customers, specifically to this sector of the economy. Opening a Simplé Savings® account is very easy. You only need PHP 100.00 to open an account. It has minimal Know-Your-Client application steps and requires no maintaining balance. RBank sees continuous growth in the uptake of Simplé Savings® and the Bank supports in bringing more Filipinos a step closer to financial wellness.

Since its launch in late 2018, thousands of new-to-bank customers from Over-the-Counter applications and online applications have been onboarded through this product. Designed as an

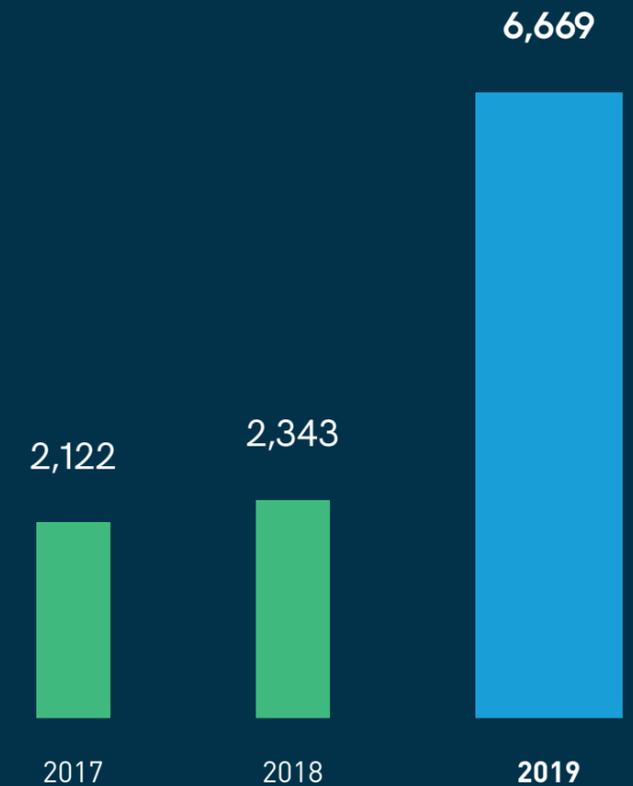
accessible option for Filipinos seeking financial access, RBank’s efforts resulted in around 185% increase in no-cost retail accounts for the previously underBanked in 2019.

To expand Robinsons Bank’s reach, Simplé Savings® Online was launched in December 2018. RBank opened its doors to young and tech-savvy demographics. Account opening was made easier. Customers can open their accounts online where a virtual Visa card will be provided so they may can perform online purchases, bills payment, fund transfers, and other regular online banking transactions. There are now numerous clients onboarded on this product.

Robinsons Bank received two awards for Simplé Savings® in 2019. It was recognized as the Most Innovative Banking Product by Global Business Outlook Awards. It also emerged as the Best Financial Inclusion Program at the 3rd Bank Marketing Awards by the Bank Marketing Association of the Philippines.



ROBINSONS BANK’S NO-COST RETAIL ACCOUNTS FOR THE PREVIOUSLY UNBANKED



RB

Nationwide Branches and Digital Banking

102-7

RBank and Legazpi Savings aim for financial inclusion for everyone. The growth of these banks has been supported by its branches and ATMs to efficiently deliver products and services to its clients. In 2019, we opened six new branches and installed 30 ATMs. The total geographic reach is at 168, with 135 branches in Luzon, 21 branches Visayas, and 12 in Mindanao. ATMs complement our branches, situated either onsite or offsite the branches. We have 338, 270 ATMs in Luzon, 44 in the Visayas, and 24 in Mindanao.

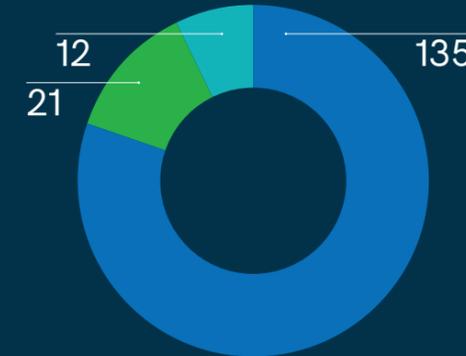
In 2019, RBank introduced the hybrid branch concept, 24R Hub. This branch format provides exceptional customer experience and simplifies the customers’ journey through digital banking facilities and self-service hubs, along with traditional banking services. Through the digital self-service hub, RBank’s customers can do banking transactions such as account opening, online payments, and more through digital touchscreen platforms, without the hassle of

queuing and filling physical forms. The 24R Hub branch features a Collaborative Hub, which houses conference areas for face-to-face client transactions. In addition, customers can also do Anytime Banking through its 24/7 ATM Cash Withdrawal and the Cash-In Deposit ATM. Giving our customers more options to do banking, the hybrid branches provide digital and self-service banking services to Filipinos who are generally mobile savvy. The three hybrid branch concept branches were introduced in three branches, namely BGC – Rizal Drive, Adriatico, and Cyberspace Gamma.

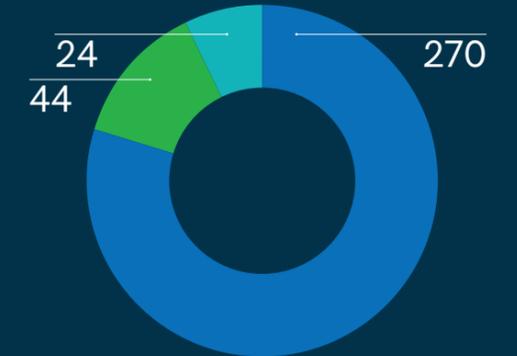
Hybrid branches give RBank access to previously untapped customer bases. The 24R Hub is an opportunity to provide digital and self-service banking services to Filipinos who are generally mobile savvy. The hybrid branch concept has also allowed RBank to circumvent the difficulties of expanding into key cities, such as saturation of traditional brick-and-mortar branches, difficult regulations, or even remote or challenging geography for new infrastructure.



NUMBER OF BRANCHES



NUMBER OF ATMS



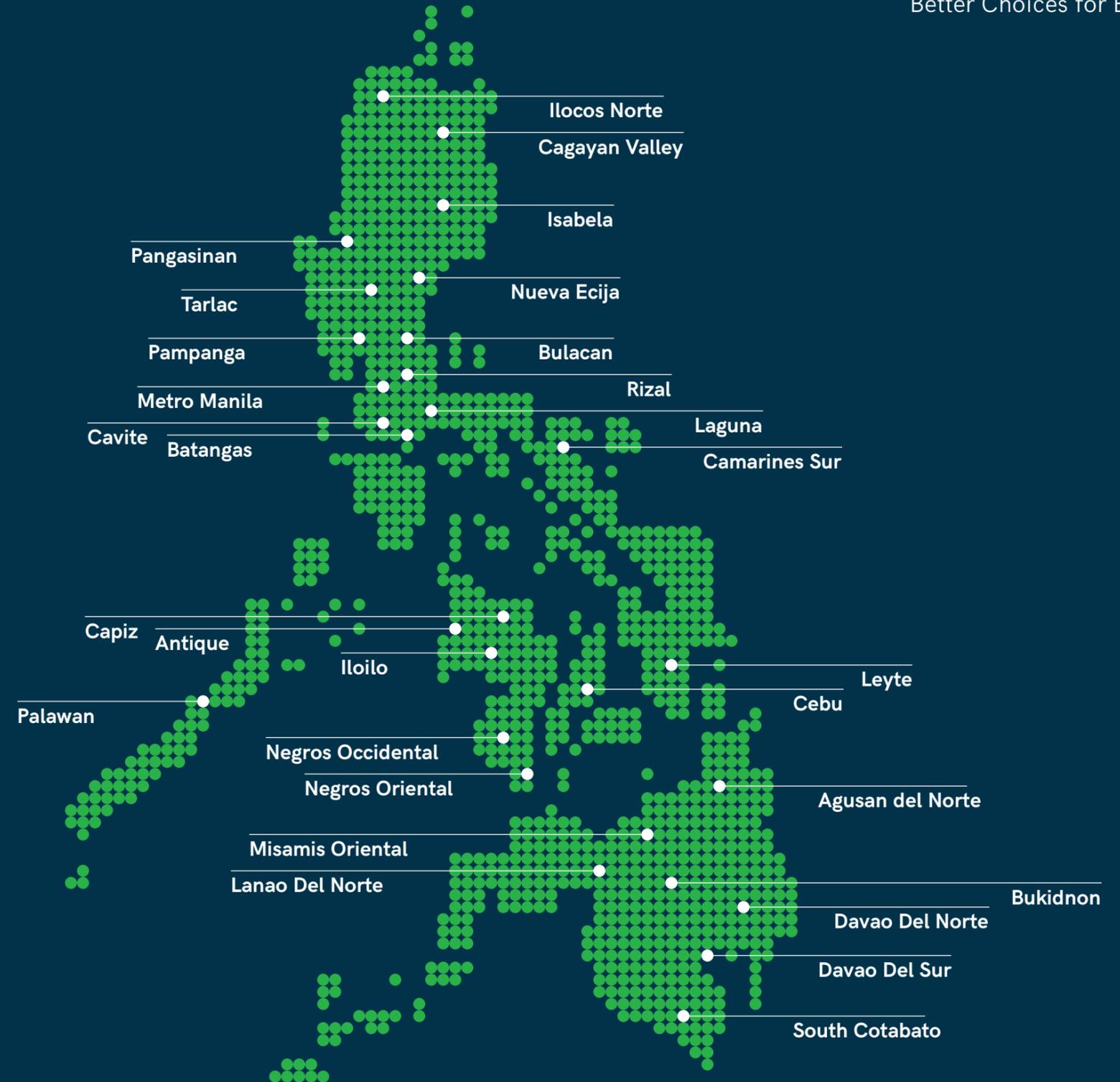
● Luzon ● Visayas ● Mindanao

RLC

Reaching More Provincial Growth Centers

With the company's broad reach nationwide, RLC embraces the opportunity to provide a myriad of options to fulfill the needs of Filipinos. Aside from the 220 hectares of townships, 58,257 square meters of transport hubs in its malls, and almost 59,000 daily transactions in its Lingkod Pinoy Center hubs, the leading property development company also makes sure to go where it is needed, merging goals of growth and revenue with positive social impact. RLC helps transform the lives of common Filipinos by building secure and comfortable homes, better work environments, and spaces ideal for rest and recreation.

RLC's properties help meet growing demand in cities and municipalities beyond Metro Manila. As of 2019, 43 Robinsons Malls, seven office buildings, and 13 hotels and resorts are located outside of Metro Manila, including municipalities and provinces in Visayas and Mindanao, creating jobs, providing workspaces, and generating livelihood for people living in the community.



CEB

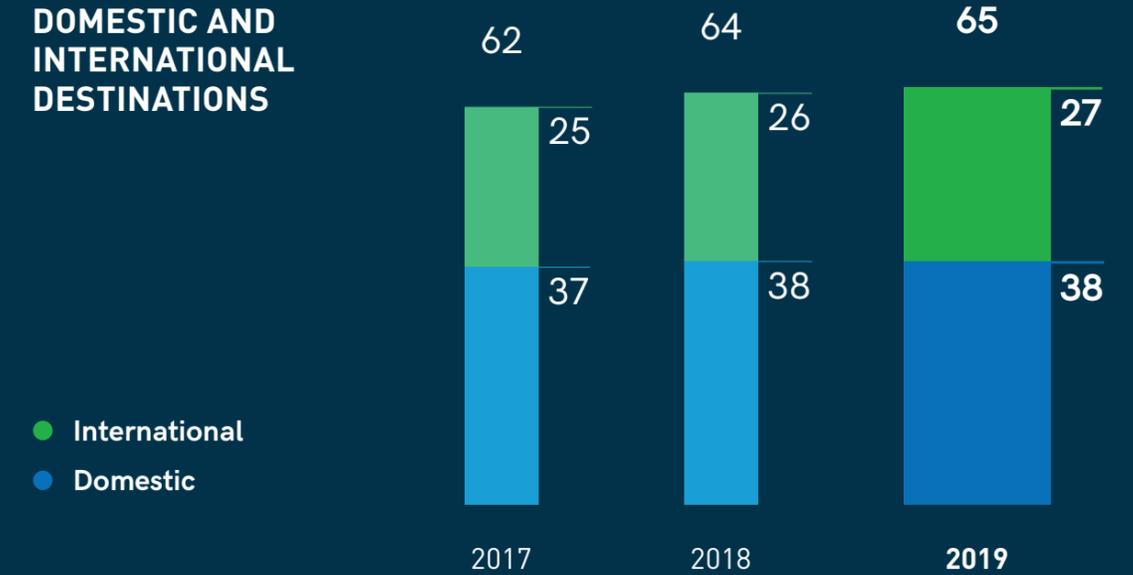
Affordable Fares for Everyone 102-7

The pioneer in low-cost airlines in the Philippines, Cebu Pacific (CEB) continues to enable more people to fly by providing affordable fares to 38 domestic destinations and 27 international destinations. With the carrier's low base fares and Piso Fare promos, air travel is more accessible than ever. It allows tourists to fly more frequently, in higher revenue for the business and a boost to local tourism and e-commerce. CEB likewise makes traveling more inclusive with the measures they take to accommodate persons with disabilities (PWDs) and with the different rates they provide to senior citizens and students. Aside from affordable and inclusive flights, user-friendly services like online booking, e-ticketing, and on-time service contribute to a quick, seamless, and accessible flight experience for passengers.

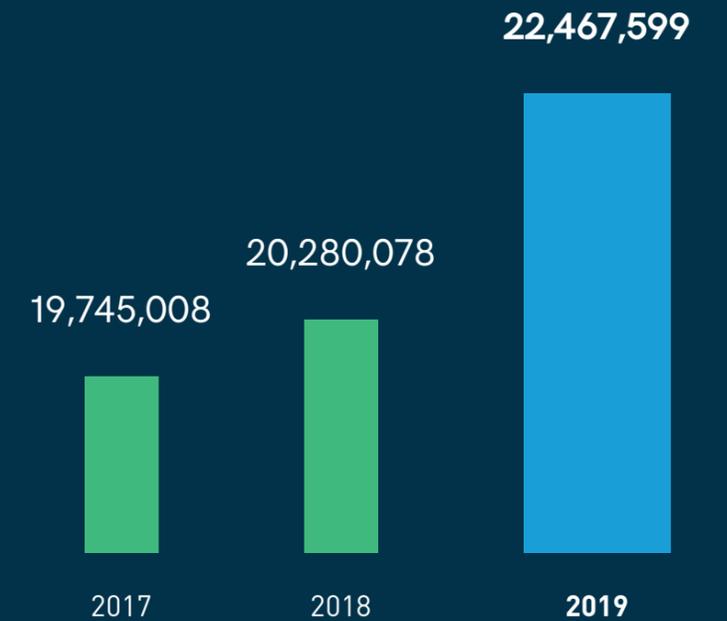


Route map of all of CEB's flight destinations.

DOMESTIC AND INTERNATIONAL DESTINATIONS



PASSENGERS CARRIED





Bringing Better Materials for the Local Industry 102-7

The petrochemical industry is hailed as a strategic sector that is key to the country's industrial development, due to its strong and pervasive linkages with important upstream, midstream, and downstream industries. JGSPG mainly provides plastic resins that are manufactured into products for a wide range of industries, including health, transportation services, packaging, electronics, telecommunications, water distribution, agriculture and fisheries, and construction, among others. Prior to JGSPG, these materials could only be acquired through importing, which was not the most cost-effective option for manufacturers, but also did not guarantee consistent supply.

When JGSPG established the country's first and, so far, only naphtha cracker in the country, they provided the means of broadening the petrochemical industry's downstream product range. JGSPG was awarded Pioneer Status by the Board of Investments back in 1994 for setting up the first fully integrated world-class manufacturing complex for petrochemicals in the Philippines. Now, JGSPG is meeting growing demand for polymers and commodity chemicals for both domestic and international markets.

JGSPG's two main polymer products are polyethylene (PE) and polypropylene (PP).

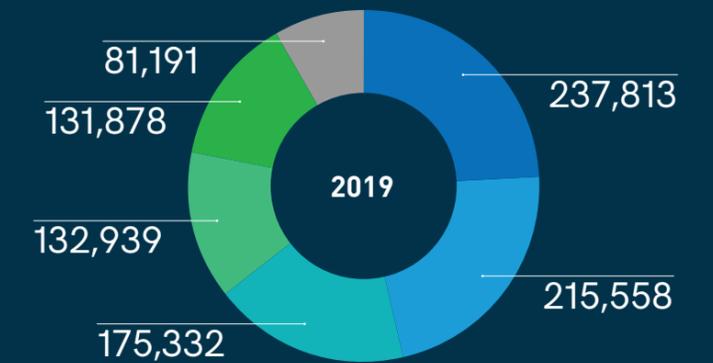
They also sell bulk or commodity chemicals, ethylene, propylene, mixed-C4, and pygas. All of JGSPG's PE and PP products, marketed and sold under the EVALENE® brand, have been Philippine FDA-certified since 1999 and Halal-certified since 2014. Aside from these, EVALENE® products are also compliant with the European Parliament and Council Directive 94/62/EC on Packaging & Packaging Waste standards for heavy metals since 2003, compliant with Restriction of Hazardous Substances (RoHS) Directive 2011/65/EU since 2007, and compliant with the Overall Migration Test for Plastic Food Contacting Materials/Articles as per Commission Regulation EU 10/2011 since 2012.

In terms of polymers, JGSPG produced 215,558 metric tons of PE and 132,939 metric tons of PP. As for commodity chemicals, JGSPG produced 237,813 metric tons of ethylene, 131,878 metric tons of propylene, 175,335 metric tons of pygas, and 81,191 metric tons of Mixed C4. These products were sold both locally and internationally with 514,033 metric tons being sold to manufacturers in Luzon and 25,406 metric tons being sold in Visayas and Mindanao. JGSPG also sold 367,162 metric tons of products internationally.

PRODUCTS PRODUCED BY JGSPG

IN METRIC TONS

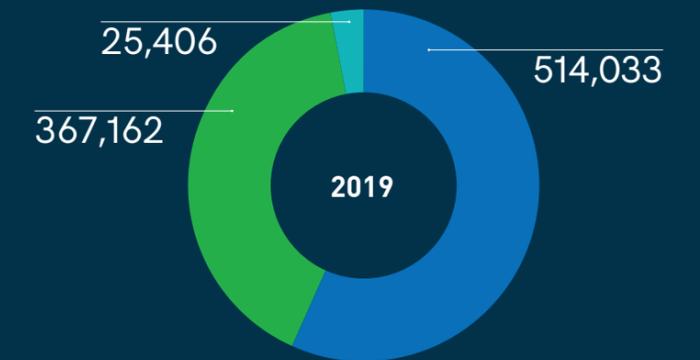
- Ethylene
- Polyethylene
- Pygas
- Polypropylene
- Propylene
- Mixed C4



PRODUCTS SOLD BY JGSPG

IN METRIC TONS

- Luzon
- International
- Visayas and Mindanao



5

Listening to Our Customers

Listening to our customers is at the heart of the JG Summit's success and sustainability. As a company that is guided by consumers' needs and wants, it is essential for JGSHI and its subsidiaries to get customer feedback. In doing so, JGSHI and its subsidiaries can anticipate the needs of their clients, understand the demand, and ensure the market is supplied with safe, high-quality, and innovative goods and services.



URC

Servicing Sari-Sari Stores

For URC, a huge segment of their consumer base purchase goods in sari-sari stores, which make up around 75 percent of the sales in the fast-moving consumer goods market. Sari-sari stores get their stocks, including URC products, via distributors who connect store owners with producers of consumer goods. The manual process of ordering products used to be prone to clerical errors, resulting in delays in the delivery of goods and a reduction in revenue. Now, URC has come up with the Sales Force Automation

app to facilitate the ordering process. Sari-sari store owners can now tick off their needed items on the digitally encoded list, after which the app immediately sends the order to URC distributors for processing and delivery. Aside from helping achieve faster and more accurate deliveries, the app has a geotag tool that allows distributors to plan their routes more efficiently. Daily sales activity tracking is also available online. The app has been met with positive feedback from all distributors using it so far.



The Sales Force Automation app is simplifying sales and ordering processes for both URC distributors and their clients.

Digitalizing Customer Channels

Digitalization is also a factor in enhancing customer experience. For CEB and RBank, customer satisfaction includes providing avenues for communication and integrating customer engagement within their operations.

RB

At RBank's Service Quality Center, digitalization helped the bank create more communication channels and cultivate better relationships with clients. The Customer Care Center receives and addresses inquiries, requests, feedback, and complaints via different communication channels, including the hotline, e-mail, feedback forms, website, and social media. With the bank switching to the digital space, customers can reach out more easily than ever.

CEB

With the Cebu Pacific Customer Command Center, CEB becomes one of the first airline companies in Asia with an integrated facility with technology for social intelligence and customer engagement. Fitted with social monitoring, publishing, and engagement tools, the 24/7 command center allows the customer service team to address customer concerns with relevant and up-to-date information. CEB is also continuously improving their entire booking and check in process by adding digital and self-service channels which reduces ground processing time.



Charlie the Chatbot



CEB has launched their Customer Command Center to address customer concerns 24/7



RLC

Improving Guest Experience

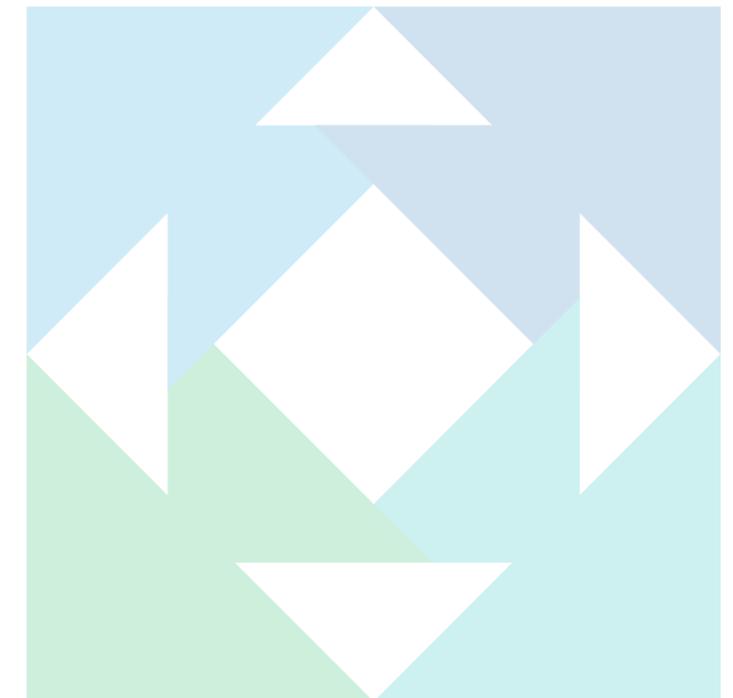
For RLC, part of creating an excellent experience for customers is building a positive work environment and culture for employees. The company recognizes that happy employees provide better productivity and quality service, leading to more satisfied guests, guest loyalty, and more long-term revenue. As part of this thrust, Robinsons Hotels and Resorts (RHR) launched New Colleague Onboarding and Re-Orientation Experience (NCORE), a three-day onboarding experience for new company hires in June 2019. Each day focused on a specific core competency: Company Knowledge and Service Culture (Day One), Building Rapport, Collaboration and Safety/Security (Day Two), and On-the-Job Training (Day Three). The experience not only sets clear expectations for both employees and the company, but it also immerses the new hires into the company culture giving them the chance to build rapport, gain knowledge about the company, and get embedded in the #HappyToCare DNA Culture of RHR. Based on a survey of the 150 colleagues who went through the NCORE Program in 2019, 98.99% of the participants said that the program was very effective in creating lasting positive first impressions about RHR.

RHR also makes a concerted effort to monitor, review, and respond to guest reviews and feedback through Online Reputation Management (ORM) and Net Promoter Score (NPS) tracking. NPS is an index measuring customers' willingness to refer a product or service to others, and it is often used to gauge customer satisfaction. The company began to implement the ORM-NPS Tracking Initiative in March 2019, giving our hotels a roadmap for guest satisfaction and guiding employees to ensure their decisions, resources, and efforts are focused on being customer centric. With this tracking system, RHR hotels are able to assess their performance and set up a database for addressing and resolving guest concerns. It is Robinsons Hotels and Resorts' unrelenting commitment to consistently use data from guest reviews to listen to our guests and create action plans that target customer feedback.

RHR's new initiatives have translated into greater customer satisfaction in the company. GO Hotels started the year 2019 with an NPS of 45 and ended with 50, while Summit Hotels started the year with an NPS of 46 and closed the year with 59. As a Business Unit, we started



2019 with a 46 NPS and closed 2019 with 55, equivalent to 18% year-on-year improvement, compared to 2018. All 17 Hotels in the RHR portfolio also saw improvements in TripAdvisor Rankings, with GO Hotel Iligan, Summit Ridge Tagaytay, and Summit Hotel Greenhills all ranked at Number 1 in their respective areas. Six of the GO Hotels are now in the Top 10, and the rest are in the top 20, respectively. Summit Galleria Cebu also showed significant improvement from being ranked #33 and ended the year at #5 out of 115 hotels in Cebu. Overall, Robinsons Hotels and Resorts Portfolio improved by 12% to 5% from GO Hotels and 16% from Summit Hotels, respectively.





Prioritizing Customer Feedback

Like other business units, JGSPG utilizes several avenues to gather customer feedback, such as Customer Satisfaction Surveys, as well as a Customer Complaints Process that addresses product quality and delivery-related concerns. The group takes customer collaboration efforts one step further through the Request for Product Application Development (RPAD) Process, which is the process designed to assist customers with the following needs: (1) a customer intending to use EVALENE® resin to manufacture a new product; (2) a customer manufacturing an existing product using a competitor’s equivalent grade but intends to substitute with EVALENE®; or (3) a customer that has a new machine or process where EVALENE® resin would be used for the first time.

Throughout the RPAD process, JGSPG’s Customer Technical Service Engineers work closely with the customer. Successful RPADs can lead to innovations at the customer side, such as those that result in customers’ cost savings due to either optimization of their product formulations and/or their production processes. Between 2017 and 2019, 91 RPADs

were filed, out of which 55 were successful. Notable among the successful RPADs were (1) for woven bags, 6.6% reduction in cost and 33% increase in throughput, and (2) for 20-liter water containers, 10 to 15 % reduction in container weight and raw material cost. Key to the success of RPADs are the cooperation of customers and the dedication of the EVALENE® Customer Technical Service team in developing the right-fit solution for the customer’s needs.

RPADs are the pathways not only to new sales but also to new EVALENE® products. Depending on the result of the RPADs, the next course of action may also be to either improve existing product grades or to develop new products. These are endorsed to the EVALENE® Product Research and Development (PR&D) team composed of PE and PP Technology experts, who then create new grades or improve existing ones. PR&D performs experiments in JGSPG’s R&D facility and beta trials at the customer’s sites, also implemented via the RPAD process, are afterwards conducted to ensure suitability of the new and/or improved grade to the requirements of the market.



Ms. Elsie David, JGSPG’s Assistant Vice President for Market and Product Development, speaks with its customers about "EVALENE® PE and PP: Innovations for Improved Productivity and Enhanced Sustainability."

Customer satisfaction scores per metric for JGSPG		2019
CSAT Score		83%
Product		90%
Client Management (Account Officer)		96%

JGSPG adheres to a strict set of protocols that ensure production of world-class quality products. As the leading manufacturer of petrochemicals in the Philippines, JGSPG maintains its high standards of quality and safety with rigorous management of standards.

To instill a mindset within the organization that puts premium on quality, the group regularly conducts internal audits, uses statistical process control for process monitoring and improvement, and administers skills assessment testing for laboratory analysts. Additionally, JGSPG implements other quality management-related initiatives including benchmarking with international petrochemical laboratories by participating in the American Society for Testing and Materials Proficiency Testing Program, use of certified references to calibrate or validate equipment and test methods, and attendance in relevant local and international quality management trainings.

For polymer production, JGSPG follows a strict protocol on product management through regular quality checking, product quality troubleshooting, and product segregation and tagging. Product quality monitoring within the group ensures that quality control is in place

to regularly verify the conformance of the product to specification. In case of off-spec production, a silo management procedure is in place to segregate prime product from off-spec product. In case of customer complaints, internal audit and review is in place to assess the validity of the complaint. To keep track with attainment of percent prime target, weekly and monthly reviews of performance are held.

In 2019, 93% of the total polymer produced were prime products, while 100% of the cracker products were on-spec.

At JGSHI, we recognize that our long-term success is founded on consumer trust and loyalty to our Strategic Business Units. We also understand that continued customer satisfaction depends on the consistent delivery of products and services that are safe, high quality, and accessible. Our commitment to quality and accessibility have anchored our operations through generations, helping us flourish as a leading conglomerate in the Philippines. By providing exemplary goods and services that are readily available, the JGSHI subsidiaries are able to serve a wide range of Filipinos and share inclusive growth with our stakeholders.



JGSPG's product quality performance in 2019

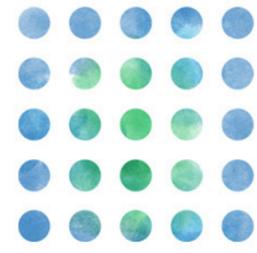
100%
on-spec cracker products

100%
product safety

93.27%
prime products/total



EMPLOYEE ENGAGEMENT AND DEVELOPMENT



Valuing our People

One of the keys to JGSHI's sustained success is putting together a talented and diverse workforce consisting of people who share our goals and values. With a pool of employees who have various backgrounds and expertise, JGS is backed up with diverse ideas necessary in maintaining our business growth. To ensure business continuity, we invest in our people to maintain a long-term partnership with our employees by fostering a work environment that promotes diversity, work-life balance, and learning.





Employee Engagement and Development

1

Keeping a Diverse Workforce

As JGSHI recognizes the value of having a diverse and inclusive workplace, we keep a pool of employees with wide range of backgrounds and expertise to sustain our business growth.



2

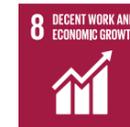
Leadership at JG Summit

Through top-leadership development, we cascade JGSHI's set of values and goals with the employees and teach them to become an embodiment of JGSHI's commitment to excellence.

3

Employees as Long-term Partners

We give utmost importance in maintaining a long-term partnership with the employees as acknowledgment of their value to the company.



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1

Keeping a Diverse Workforce

102-7, 103-2, 103-3, 405-1

As JGSHI achieves new heights in business and profit, the conglomerate continues to grow and develop its employees as a partner for the long haul. In 2019, JGSHI recorded a total workforce of 22,361 individuals¹ having different backgrounds, talents, and expertise.

JGSHI has maintained a balanced male and female population among our employees with a 1.36:1 ratio of male to female employees in 2019. The same is true for our executive and senior management which had 1.26:1 male-to-female ratio in the same year, exhibiting the group's successful integration of employees from both genders in all levels of the organization.

Diversity is also reflected in the nationalities of the people working at JGSHI. While most of our employees are hired locally (97.7%), we hire employees of different nationalities and origins. In the past three years, 232 (2.3%) employees from CEB and JGSPG hail from other parts of Asia, Europe, America, Africa, and Australia.

When it comes to age, the JG Summit workforce is in line with local and global trends of millennials occupying a significant chunk of the workforce. In 2019, about 53.1% of our employees are under 30 years old and 41.1% are between 30 and 50 years old. The rest of the 5.8% is taken over by more than 50 years old. The growing presence of millennials is expected to benefit JGSHI and shape the future of the business with younger employees bringing in fresh perspectives, nontraditional ideas, and new innovations.

¹Number includes regular, probationary, consultant, fixed-term employee (FTE), and project-based employees.



Diversity and Inclusivity

Aside from recruiting competent and skilled personnel to help propel the conglomerate to success, part of JG Summit’s commitment is to foster a welcoming and inclusive culture for all employees, regardless of gender, nationality, and age. At JGSHI, we continue to work towards better implementation of diversity and inclusivity across our business units at all levels, from hiring and retaining employees to addressing existing issues in the workplace. For CEB and RLC, diversity initiatives focus on gender equality.

CEB

CEB, as an employer, is looking for ways to better provide equal opportunity, and embrace the diversity and uniqueness of each of its employees. CEB has partnered with University of the Philippines Center for Women’s and Gender Studies (UPCWGS) in developing its own Diversity and Inclusion Manual, and Gender and Development Policies. In 2019, CEB conducted a series of sessions on sexual orientation, gender identity, gender expression

RLC

and sex characteristics (SOGIESC) interaction guidelines and gender-fair language and were attended by its Management Committee, pilots, and cabin crew. The airline has since been adapting gender-inclusive workplace.

RLC also champions diversity and inclusivity as it is one of only two Philippine companies recognized in the 2020 Bloomberg Gender-Equality Index (GEI). The reference index measures gender equality across five pillars: female leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, sexual harassment policies, and pro-women brand. RLC scored high in equal representation in the workplace. The company’s ratio of men to women in leadership positions is 50:50, while seven in 11 employees are women. The overall GEI average in this category is 48.1 percent. This is all driven by the RLC’s policies that fosters gender equality in its workplace.



Attracting Diverse Talents 401-1

The equality initiatives of JGSHI has created a culture of inclusivity that makes the organization more attractive to a broader range of potential candidates. By fostering diversity of gender, nationality, and age, JGSHI is able to attract and retain a diverse pool of employees who are skilled and qualified to keep up with the demands of our growing business operations.

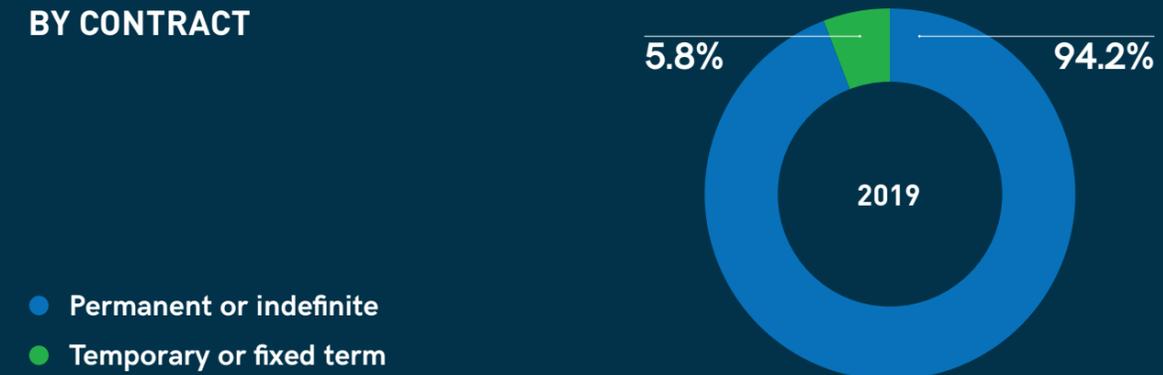
In 2019, JGSHI hired an addition of 4,234 employees to meet the business expansion needs of the company. The majority of our new hires are under the age of 30, employed under permanent positions. With the 1.22:1 male-to-female ratio of the new hires, the gender balance has likewise been maintained within the group.

Additionally, the population of employees under 30 years of age has continued to overtake older age groups. This shows that in 2019, more millennials were engaged by the group. With the young breed becoming a significant portion of our workforce, more non-traditional ideas and innovations are foreseen to transpire in JGSHI.

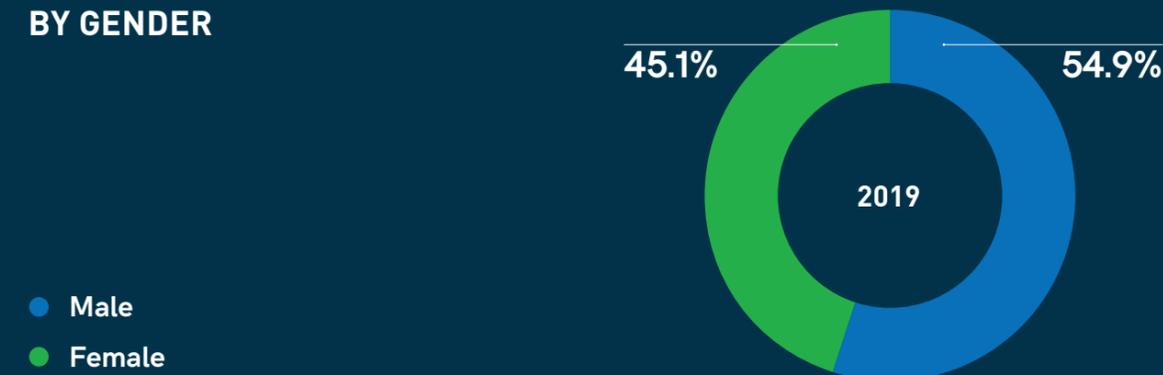
At JGSHI, we recognize both the societal and business value of fostering diversity and inclusivity in the workplace. As such, we will continue to work on increasing inclusivity for all, regardless of gender, sexual orientation, age, or nationality. Through training sessions, policies, and other initiatives, JGSHI is moving towards a work environment with equal opportunities for all employees.

NEW HIRES

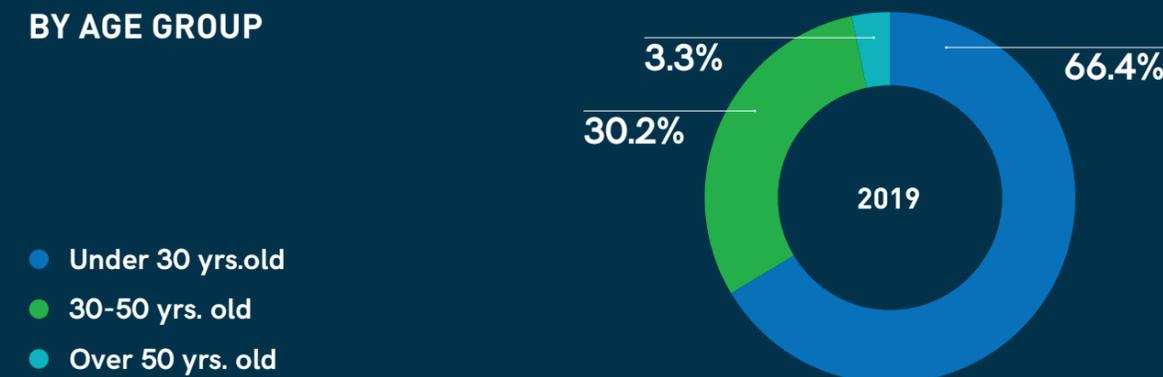
BY CONTRACT



BY GENDER



BY AGE GROUP





Flourishing in a Man's World: Meet URC Flour's 1st Lady Miller

In a male-dominated flour milling industry, Elvie T. Cabrera from URC Flour and Pasta Division has proven that women can thrive anywhere—even in the least expected places. Elvie, 48, blazes a trail for women as the first-ever lady miller and production supervisor in the company. With 24 years of experience working in URC Continental Milling Company (CMC) - Davao flour mill, she has become highly competent and skilled in plant operations, and overall plant administration.

Elvie's career growth in URC is living proof that the JGSHI values its people and invests in developing their talent to take on bigger roles in the company. Elvie joined URC Flour and Pasta Division in 1994 as part of the commissioning team of Davao flour mill. Her next assignment was as a control room operator, a post she held until 2001. She was then promoted to flour production analyst and was given the additional role of being deputy to the operations manager. By 2017, she was ready to take the next step in her career: to be the first-ever lady miller and production supervisor in URC Flour and Pasta Division.

Elvie's accomplishments in the male-dominated flour milling industry proves that anyone can thrive and break workplace barriers with perseverance, knowledge, and skill.



2

Leadership at JG Summit

Spurred by the vision of Mr. John Gokongwei Jr., the Institute for Leadership and Enterprise Development (JG-ILED) was established to demonstrate the enterprise commitment to continued learning, organizational growth and career development; to enable leaders to develop strategies for competitiveness of the company; and to develop and grow our employees and create a deep bench of talents.

As JG Summit transitions from being founder-led to a professionally managed, purpose-, values- and ambition-led and empowered organization, we begin with top-leadership development. Innovative programs serve to further equip our leaders, helping them become better role models and change catalysts in inspiring and influencing the rest of the group. Moving forward, new, advanced, and tailor-fit programs carefully designed and procured by our Leadership and People Development team will be implemented across various levels in the organization.

JG-ILED's Executive Development Program (EDP) ⁴⁰⁴⁻²

We developed the EDP as we saw the need to proactively respond and reshape the organization given the accelerated pace of change JGSHI faces with globalization, digitalization, business disruption, and rapidly changing consumer expectations. This program builds on the senior leaders' wealth of experiences and hones their skills in articulating a strategic vision, developing an authentic and high-performing culture, and increasing stakeholder engagement. The targeted programs enhance leaders' agility to anticipate and respond to current and emerging changes brought about by disruptive environments, such as innovation and digitalization while it remains rooted in our most espoused core values.

The current JGSHI Leadership Team is composed of eight Presidents and CEOs of our business units and sister companies, with a good mix of family members and professionals equipped with varying skillsets and capabilities. The EDP was facilitated by top notch leadership development providers such as the Center for Creative Leadership (CCL) and INSEAD, two of the world's leading and largest business schools. The 10-month-long program, which ended last January 2020, aimed to increase both self- and team awareness, as well as help our JGSHI leaders reach their full potentials to new ways of thinking, acting, and learning in the changing and complex business landscape.

Learning Pathway of JGSHI Leaders 404-2

For the Leading Self and Teams modules of the group, JGSHI partnered with CCL. The organization offers an exclusive focus on leadership education and research and unparalleled expertise in solving the leadership challenges of individuals and organizations everywhere.

The learning journey started with 32 participants who attended the two-day program on February 12 to 13, 2019 at Dusit Thani Mactan Cebu Hotel.

The learning pathway of JGSHI leaders started with self-awareness and an assessment of how each one relates effectively with others. The leaders took a variety of assessments and tools, such as the Leadership Culture Assessment (LCA), 360 Benchmarks for Executives, Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B) and Situation, Behavior, Impact Model (SBI). These assessments allowed each leader to identify areas where they are strong and those which need work. It also allowed them to unveil unspoken behaviors, mindsets, and social patterns. Being honest about these strengths and limitations puts leaders in a position for purposeful improvement and growth.



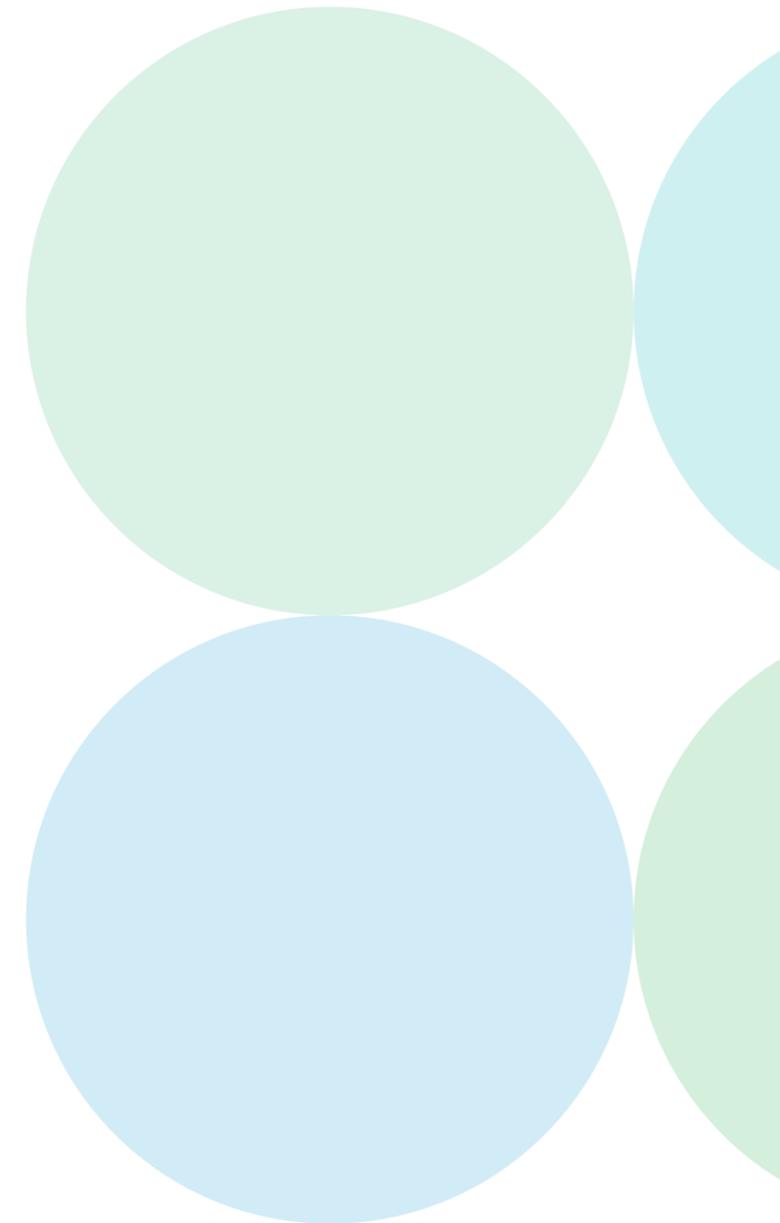
JGSHI followed up with another intervention by engaging the leaders into an eight-day program strategically interspersed throughout a ten-month period on Leading the Business and the Enterprise. For these modules, the group partnered with INSEAD Singapore in creating and supporting the leadership development of our leaders while they lead and transform the enterprise.

Thirty-five participants attended the Leading the Business and the Enterprise program. It was divided into four modules incorporating relevant thrusts and challenges that JGSHI leaders face: Corporate Strategy and Entrepreneurial Thinking; Digital Strategy, Business Model Innovation and Customer Centricity; Stakeholder

Management and Leading Successful Change; and Business Decision Making in the JGSHI Context.

The 10-month program was attended by the group’s President and CEOs, senior leaders, Corporate Center Unit Heads, and Strategic Business Units Critical Talents.

These initiatives are just the beginning of our leadership and people development strategy. This will be an ongoing endeavor across all levels in the organization to further expand JGSHI’s leadership and functional capabilities and build a continuous learning environment for our employees.



3

Employees as Long-term Partners

102-8, 401-1

JGSHI's employees are one of the most valuable assets of the company, being at the front line with customers and carrying out business goals. Acknowledging this, JGSHI gives utmost importance in maintaining a long-term partnership with them.

As a commitment to employees, JGSHI ensures their security of tenure. Currently, 93.7% of our direct hire are regular employees under a full-time contract, while probationary covers 5.2% of our employees. The remaining 1.1% covers consultants, FTE, and project-based employees.

One of the major challenges of JGSHI during the year, however, was the employee turnover rate in 2019. This year, the turnover rate is 17.2%. About 60.5% of the turnover was voluntary who opted to explore opportunities outside the company, while the remaining 39.5% had either exercised their mandatory retirement or were dismissed due to disciplinary cases or unsatisfactory performance.

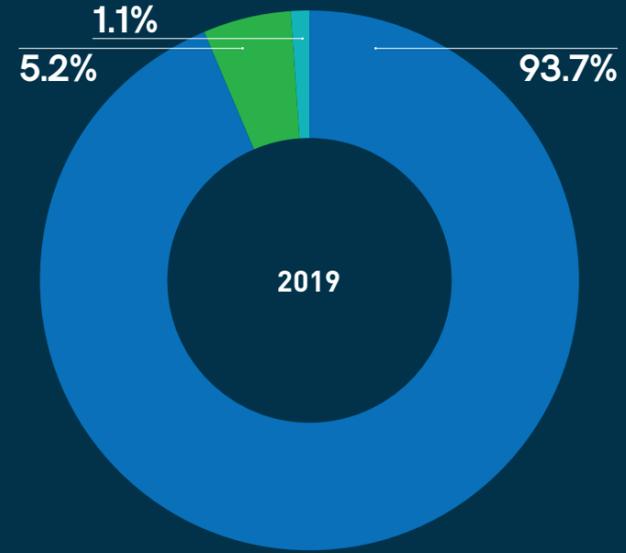
Despite the turnovers, the length of tenure of JGSHI employees has become longer over the last few years. In 2019, almost half of the total workforce of JGSPG, RBank, and CEB have been employed at these companies for more than three years and about 25% for more than seven years, indicating that employees are more satisfied as they tend to stay longer.

To minimize turnovers and retain our skilled workforce, JGSHI continues to provide a positive working experience for employees with well-functioning work environments, attractive benefits and compensation, and excellent career development opportunities.



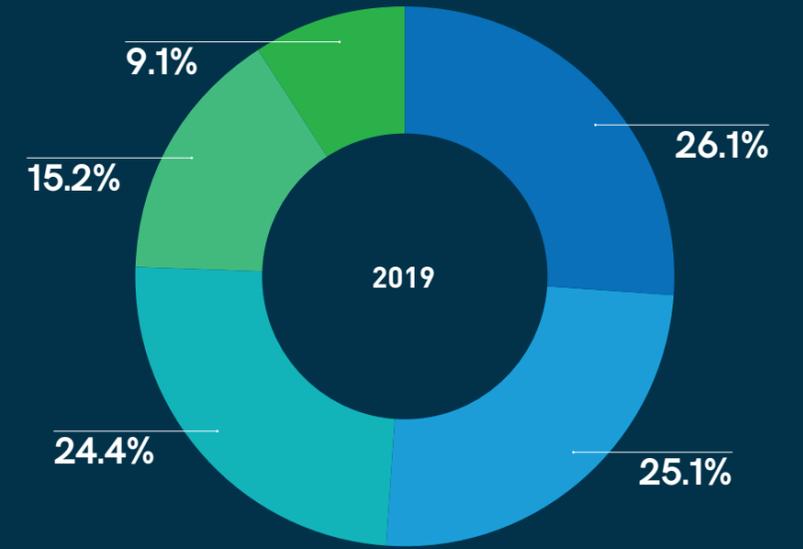


EMPLOYEE COUNT BY CONTRACT TYPE



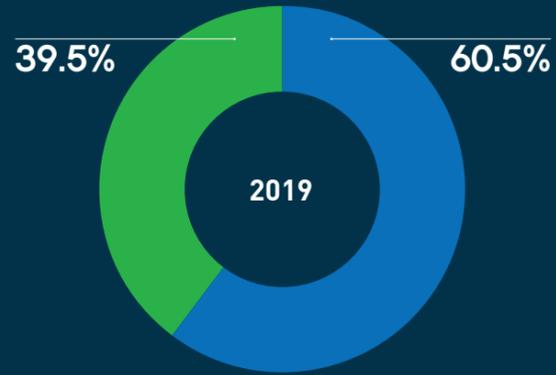
- Regular
- Consultant, FTE, and project-based
- Probationary

EMPLOYEE LENGTH OF TENURE



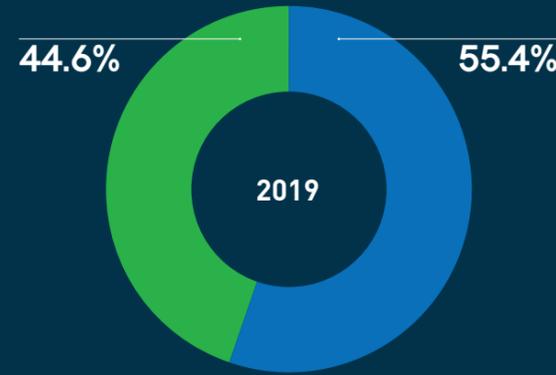
- <1 year tenure
- 1-3 years
- 3-5 years
- 5-7 years
- 7+ years

EMPLOYEE TURNOVER BY REASON



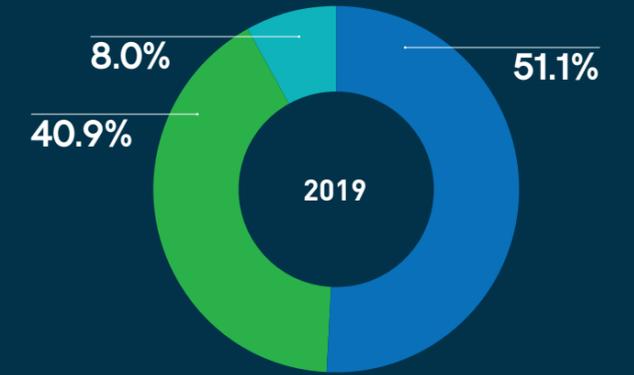
- Voluntary
- Involuntary

BY GENDER



- Male
- Female

BY AGE GROUP



- Under 30 yrs. old
- 30-50 yrs. old
- Over 50 yrs. old

Fostering a Safe Workplace Environment 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9

One of the ways that JG Summit is able to keep its talent pool is by creating a workplace that prioritizes the health and safety of its employees. Through JG Summit Corporate Environment, Health, and Safety (EHS) Group, the company has established a management system that provides the institutional and procedural mechanism for maintaining health and safety among its employees.



One notable performance came from JGSPG which had an accumulated 3,463,258 safe man-hours in 2019 and a total accumulated 11,101,028 man-hours (or 1,318 days) without a lost-time accident since 2016. This is a testament to JGSPG’s continuous commitment to provide our employees with a safe and healthy workplace, and to provide our host community the peace of mind of having a safely operating plant in their neighborhood.

To encourage its subsidiaries, JGSHI held its first Safety Milestone (SMile) Awards where it recognized efforts of the various SBUs who contributed significantly in establishing a culture of safety at work. The SMile Award was presented to business units that achieved zero LTI, and an LTI frequency rate within the average rate of their respective industries as reported by the Philippines Statistics Authority. The JGSHI President and Chief Executive Officer’s Award was presented to BUs who met the same criteria, but also have an EHS policy and/or EHS management system in place in their companies. A total of 30 awardees were recognized in the ceremony.



Despite the safety measures taken, there were two fatalities recorded by URC in 2019. The accidents were due to non-compliance to and breach of safety protocols by third-party contractors. As part of our commitment to promote a safe working environment, we continuously strive to mitigate the occurrence of such incidents in the workplace. We regularly monitor work-related accidents, check Work Health and Safety (WHS) factors and consistently review security manuals with employees and contractors in order to prevent these accidents from happening again.

Occupational Health and Safety (OHS) data	2019
First Aid Incidents	301
Medical Treatment Incident	65
Lost Time Incidents	54
Days Lost Due to LTI	13,545
Frequency Rate	0.73
Severity Rate	183.32
All Incident Frequency Rate	5.68

To mitigate the occurrence of incidents in the future, JGSHI and its subsidiaries are continuously improving their safety and security programs.

For one, safety management systems are in place within the SBUs. JGSPG and URC have developed their own safety systems in line with internationally recognized standards.

JGSPG

JGSPG's Integrated Management System (IMS) encompasses the Quality Management System under ISO 9001:2015, the Environmental Management System under ISO 14001:2015, and the Occupational Health and Safety Management System under OHSAS 18001:2007. The IMS helps the JGSPG organization to work as a cohesive unit with unified quality, safety, and environmental management objectives. Meanwhile, URC aligned its safety management system to the development and establishment of Occupational Health and Safety Assessment System (OHSAS 18001) and Occupational Health and Safety Management Systems (ISO 45001:2018).

URC

Hazard identification and risk management are another major part of JGSHI's safety protocols. In URC, we regularly monitor work-related accidents, check the workplace health and safety (WHS) factors in our operations, and conduct hazard identification and risk assessment (HIRA). A particularly robust occupational health and safety management system is in place within JGSPG with key features including identification of work-related hazards through Hazard Identification, Risk Assessment and Control (HIRAC), Job Hazard Analysis (JHA), Hazard Operability Study (HAZOP), and Pre-Startup Safety Reviews (PSSR).

Employee training is also a priority for JGSHI and its SBUs. EHS training is regularly conducted across various areas of operations to increase safety awareness of employees in the workplace.

CEB

With Cebu Pacific responsible for the safety of passengers at every stage of its operations, the airline is especially rigorous with staff training. CEB regularly issues safety bulletins

and publications to our staff to raise awareness of safety and health issues, gain new knowledge from recent accidents or disease outbreaks, and share best industry practices.

To ensure the safe working conditions in the SBU facilities, audits and inspections are conducted periodically. For JGSPG, the Safety, Health, and Environment Department conducts site surveys, checks the work conditions, and recommends necessary corrective action. Health and safety risks are also regularly assessed in RLC to identify ways to eliminate or minimize incidents. In-house auditing and inspections are handled by property engineers and operation personnel with documentation completed by engineering and security, then validated by a JG Summit Engineering group.

RLC



Emergency response simulations are practiced in the SBUs to evaluate and test the company's disaster or incident preparedness plans. A fire and earthquake drill is conducted annually in every JGSHI facility. In 2019, a total of 158 emergency simulations were conducted. CEB and JGSPG also exercise additional simulations to test their emergency responses to incidents specific to their operations.

CEB

For CEB, an annual simulation of potential emergency response ensures the readiness of the Cebu Pacific Emergency Management Team (CEBEMT) and operations staff during emergency situations. For JGSPG, emergency drills, trainings, and exercises on first aid, basic life support, cardiopulmonary resuscitation, fire pump operation, rescue exercise, and spill response are conducted regularly. 46 of these activities were held in 2019.

JGSPG

Finally, JGSHI and its subsidiaries follow a strict reporting process to keep track of workplace conditions and incidents within

company facilities. JGSPG uses an internal system of Safety Observation Slip (SOS), where workers are encouraged to fill out and report unsafe acts and work conditions. CEB utilizes Intellex's Safety Management Software to monitor hazards, incidents, and accidents from employees and some third-party service providers. By encouraging safety reporting and prompt follow through of reports of unsafe work conditions, the company is able to mitigate risks before they lead to injury or illness.

Moving forward, JGSHI is targeting further improvements to the EHS system and studying the potential addition of safety features to our facilities. We are also looking into the optimization of the EHS Council, and policies-- Corp EHS Policy, Personal Protective Equipment Policy, and Contractor's EHS Requirements Policy--and streamlining incident reporting and EHS performance monitoring through the newly developed EHS Performance Dashboard Web Application.



Listening to Our Employees

102-41, 403-4

At JGSHI, we believe that open dialogue with our workforce is essential. Direct communication is encouraged across the different business units through various channels like town hall meetings and small group open sessions. We also recognize the value of union organizations for employee empowerment and collective bargaining as well as social dialogue, disputing settlements, and meaningful engagement. By listening to our people, we foster a respectful work environment and cultivate longer and more productive relationships with employees.

CEB

Town hall meetings and small group sessions with senior management called Kapihan sessions encourage open communication within Cebu Pacific. These meetings give CEB employees the platform to voice out concerns and feedback as well as allow management to keep their team updated with important information. In 2019, CEB held three employee town hall meetings with participation of outstations via webcast and live chat. In the same year, the airline also arranged 11 Kapihan sessions, three meetings with cabin crew union



Juan Wing LMC, two meetings with Cebu Pacific Air Pilots Association, and two meetings with Cabin Crew Supervisors.

RLC

Similarly, RLC practices an open-door policy with its employees, who are encouraged to approach immediate superiors or HR for concerns. Employee feedback is regularly collected through employee engagement surveys and other ad-hoc surveys, but informal channels such as lunch meetings and get-together activities are also practiced to improve communication.

URC

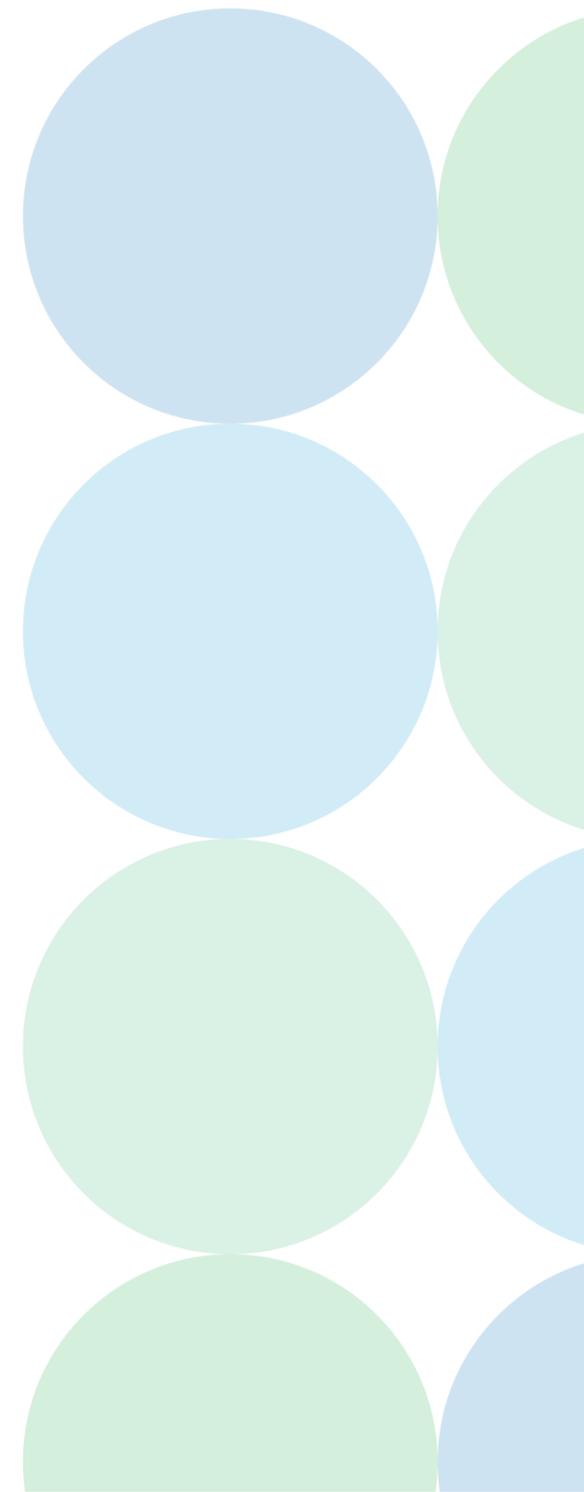
For URC, one of the priorities is practicing strong engagement with union groups through collective bargaining agreements (CBAs), Labor-Management Council meetings, and monthly or quarterly salo-salo promoting fellowship

between union members and management. By engaging regularly with union groups, URC is able to reach sustainable and practicable agreements that benefit all stakeholders.

In 2019, around 14.7% of JGSHI's employees, mainly from URC and RLC, participated in collective bargaining agreements. Consultations with employees are also encouraged when it comes to issues concerning employee-related policies.

RB

In cases where workers are not unionized, such as in RBank, employee grievances are coursed through HR, Audit, or Customer Care Center. In these rare occurrences, the complaint is forwarded to HR and the complainant is contacted to clarify the concerns and propose necessary actions.



Developing Our Talent 404-1,404-2

Another important area of employee welfare is championing the growth and development of our people. To continue being an industry leader amid fast-paced and constantly evolving trends, it is important for JGSHI to ensure their employees are equipped with knowledge and skills that are relevant and updated. With this in mind, we invest in the continuous professional development of employees and provide opportunities to help them expand their capabilities.

Our approach to employee development includes honing our employees' leadership values, soft skills, and technical skills. JGSHI utilizes face-to-face classes and training programs as well as blended methods like online learning, self-paced learning, micro-learning, and podcasts. In 2019, employees of CCU and all five SBUs employees participated in a total of 656,182.40 training hours.



Leadership Training

Besides learning leadership skills through JG-ILED, the various JGSHI business units also conduct leadership training that are specific to each SBU's need. URC, JGSPG, and RBank established specially tailored training courses for their leaders. For URC, the six-month Excellerate Program helps senior leaders recognize their full potential as individuals, team leaders, and business leaders. To date, 37 URC managers have already completed the flagship program. At JGSPG, an in-house program for first-level leaders called Foundations of Leadership is being implemented. This program is designed and developed in compliance with the company's Integrated Management System (ISO) requirement.

Meanwhile, RBank continuously develops its leaders through the Officers Development Program (ODP), now on its 12th Batch. The Bank's Sales Officers Development Program (SODP) also had its second run in 2019. Moreover, potential successors under the Bank's Succession Plan are provided with customized and targeted Individual Development Plans (IDP) to strengthen the competencies essential to their current and future role.



656,182.40
Total training hours

31.65
Average training hours per employee^a

10.68
Average training hours of female employees^b

5.78
Average training hours of male employees^b

^a This data include CCU, URC, RLC, JGSPG, and RBank
^b This data include CCU, RLC, JGSPG, and RBank

CEB

Technical Training

JGSHI employees receive specialized technical training across job functions and roles. In particular, CEB provides a robust training program for inflight crew due to the complexity of airline duties and responsibilities. Specifically, our pilots are trained more than the required training. Newly hired pilots with more than 500 hours of flight experience undergo 128 hours of theoretical ground schools that include both Classroom and Computer-based Learning, depending on the projected fleet. Newly hired pilots with less than 500 hours of flight experience are given an additional 64 hours of theoretical ground classes covering Commercial Pilot and Airline Transport Pilot as well as Airbus A320 Specific Technical knowledge reviews. Pilot trainings include familiarization with aircraft systems, theories, air law, as well as planning, navigational, operational, and emergency procedures.

Additionally, CEB also invests in future Filipino aviators with the Cadet Pilot Program, a study-now-pay-later program, which lets cadet-pilots study and train at flight schools while



amortizing the payment for their course once they are employed. Cadet Pilots are sent for a 56-week program to study and train at Flight Training Adelaide, the top flight training school in Australia. We have invested USD25 million for this initiative that will run for at least five years, representing a substantial investment in future Filipino aviators. As of the end of 2019, we have already sponsored 129 students, 24 of which have graduated and 12 were employed by CEB.

HR-Led Training

With the goal of further developing the soft skills of its employees, CEB launched Cebu Pacific University (CEB-U) in 2018. Envisioned as a platform for all learning opportunities geared towards employees of all levels within the organization, CEB-U supports the continuous education and development of employees. For the program, CEB partners with schools, consulting firms, and industry experts in setting up various learning programs.



In 2019, a total of 62 training courses were conducted to improve the employee skills in leadership and productivity under CEB-U program. By encouraging the growth of all employees, CEB not only helps its workforce advance their careers, but also helps them achieve greater work performance that ultimately lead to better business outcomes for the company.

RLC

Customized Training

For customized trainings, RLC and RBank have both initiated programs to identify the specific needs and create training courses for each of their departments. At RBank Academy, the People Development Department (PDD) created the Training Needs Analysis (TNA) with Ladderized Training as its framework to identify the training necessary for each employee and as they advanced in their careers. Trainings were categorized as Basic, Intermediate, and Advanced. These TNAs are to be revisited by each group to ensure that trainings are up to date and applicable.

RB

For RLC, Functional Training Programs are customized to address the needs and gaps in each department. These programs specifically include development plans for Engineering, Leasing, Marketing, Construction Management, and Operations. RLC employees are also set up to learn on the job from in-house subject matter experts, who impart their knowledge on the best industry practices, trends, and technology during share and learn sessions.



Employee Promotion

Investing in learning and development are also provided to prepare our employees for a higher role. In 2019, 314 RBank, 163 CEB, 128 JGSPG, and six CCU employees have qualified to take on bigger roles and responsibilities. Promoting these deserving employ

611
employees were promoted
to higher ranks in 2019

Competitive Benefits 401-2, 401-3

Fair, competitive compensation and benefits are major factors in helping JGSHI maintain a talented pool of employees. As part of our commitment to take care of our workforce, we reward our employees with attractive packages that comply with and go beyond the mandatory benefits required by law.

Aside from company-wide benefits across JG Summit, there are a number of SBU-specific benefits for employees. Benefit packages employees could include health and wellness, leisure, basic needs, finances, or special leaves, depending on the company.

For instance, URC, JGSPG, and RBank employees are provided with insurance. URC employees are given Group Life Insurance. At JGSPG, 803 employees are provided with Group Life Insurance, and 856 employees are provided with medicine allowance worth PHP 1,198,300. For RBank employees, PHP 22.72 million in premium is paid for health insurance.

Special leaves include emergency and nuptial leaves for URC employees. For RLC, unclaimed sick and vacation leaves are convertible to cash.

One of the perks for Cebu Pacific employees are the free tickets from the airline. In 2019, CEB distributed 58,881 tickets to employees and 50,492 tickets to immediate family of employees, benefiting 4,108 employees and 11,645 employee dependents. During Christmas, some of the SBUs provide special bundles for their employees with URC, giving away a Christmas Package of URC products and JGSPG spending PHP 1,562,500 for their employee Christmas Package.

Basic necessities like rice and uniforms are also provided for employees. RBank provides 1,502 employees with uniforms worth PHP 8,265,900, while JGSPG gives 1,004 of their employees with uniforms worth PHP 6,124,400.

Financial benefits of RBank and CEB employees include an RWallet subsidy to purchase products from various Robinsons stores. URC employees in need of financial loans can avail of company loans for emergencies. In RBank, more than PHP 48 million worth of salary, car plan, motorcycle, housing, and car loans were given to 501 employees.

Offering a strong benefit package to employees shows JG Summit's commitment to its people, their health and wellbeing, and their future. Substantial benefits help in attracting and retaining top talent. Moreover, the positive effects of robust benefits on overall employee wellbeing could ultimately improve company operations with fewer sick leaves, lower healthcare costs, and higher productivity.



JG-WIDE BENEFITS



Annual Merit Increase

We provide a one-time annual performance-based salary adjustment to qualified employees



Medical Allowance

Our employees receive medicine allowance that they can use in cases of health concerns and emergencies. About **191,608 days of sick leaves** were availed of in the same year.



Parental Leave^a

As we value the families of our employees, we provide parental leaves. A total of **61,083 days of parental leaves** were availed of by at least **450 females** and **357 males** in 2019.

After going on parental leave, **96.1% of males** and **95.8% of females** returned to work. Meanwhile, the retention rates for employees who took parental leaves were **54.1% and 28.7% for males and females**, respectively.

^aReturn to work and retention rate cover CCU, URC, CEB, JGSPG, and RBank.



Vacation Leave

We give importance to employees' work-life balance. In 2019, we gave a total of **222,225 days of vacation leaves** to employees.



Telecommuting and Flexible Working Hours

As we recognize the employees' customized working arrangements needs, we are now allowing selected employees to work remotely from their own homes as well as to deviate from the usual 9am to 5pm working hours.

Responding in the Time of Pandemic: JG Summit's Immediate COVID-19 Efforts

During the global pandemic, JG Summit understands that resilience and agility are more important than ever to adapt to the changing business environment. As we pursue our journey of long-term transformation towards greater sustainability, we also take immediate action to address the effects of the public health crisis on our employees and customers, as well as medical front liners and hardest-hit local communities.



Protecting Our People



Work from home for desk-based staff



Mobility and housing solutions for essential workers



PPE, hygiene kits, and flu vaccine



Heightened health and sanitation protocols



Allowances, bonus, and financial assistance



Continuous learning

To minimize exposure to potential carriers of the virus, desk-based employees were allowed to work remotely from home, while essential workers were provided with transportation and temporary shelter. For instance, RLC distributed 65 bicycles provided by Life Cycles PH to security, housekeeping, and supermarket personnel from Robinsons Malls. CEB's Buy on Board (BOB) food items were distributed to essential workers at Manila, Cebu, and Clark hubs.

Personal protective equipment (PPE) and hygiene kits were supplied to our essential workers, along with precautionary measures and relevant health information provided by Corporate Health and Safety. URC also held online COVID-19 mandatory training for its employees, while RBank provided free flu vaccine.

Additionally, RBank granted an appreciation allowance, a one-month assumed attendance, a midyear bonus, and a performance bonus to all employees. Displaced third-party manpower received one-time financial assistance through ReachOut Fund Drive Program.

The JG-ILED Virtual Learning Program was also launched in April to enable the JG Community to continue learning and stay connected, knowledgeable, agile, and productive while working remotely.

Serving Customers Better



New ways to shop opened online



Online bank account opening



Grace period for loans



Rental charges waived



Contactless flights introduced

At JG Summit, we remain steadfast in our commitment to serve the Filipino people better, even during lockdown. This meant accelerating digital solutions to provide customers with new and creative ways to access our products and services online.

As part of digitalization efforts, RLC launched digital catalogs, virtual tours, and Robinsons Malls' RPersonal Shopper and RDelivery Service, while URC made its products available on LazMall. Recognizing the need to expand online banking services, RBank launched the RBank Sign-Up app to allow clients to open new accounts online.

Our SBUs also offered special financial considerations to clients. In compliance with Bayanihan Act, RBank implemented a 30-day mandatory grace period for loans with principal and/or interest payments due during the ECQ/MECQ. RLC waived rental charges for all non-operational tenants of its various malls during the quarantine period.



In response to the temporary suspension of commercial flight operations, CEB gave passengers the option to rebook their flights online or place the ticket cost in a travel fund for future travel. Upon reopening of commercial flights, CEB introduced Contactless Flights for a safer flying experience.

Our digital platforms proved essential in bringing our products and services to our customers amid the pandemic, affirming our direction to adopt more digital solutions across the group's various business units.



Supporting Our Hospitals and Communities



74 hospitals, testing centers, and laboratories supported



19,309 food packs distributed to hospitals



150,000 Project Ugnayan individuals benefitted



412 local governments, barangays, and communities assisted



6,567 boxes of food products distributed to communities



337,006 various testing kits, medical equipment and supplies donated

In support of the efforts against the negative impact of the pandemic, the Gokongwei Brothers Foundation (GBF) established a PHP 150 million COVID-19 relief fund. The foundation partnered with JG Summit Holdings and its subsidiaries to mobilize the funds for the target beneficiary groups, specifically hospitals, local government, and communities.

At the onset of the pandemic, we prioritized providing financial support, PPEs, and various medical supplies to hospitals, quarantine facilities, and local government units that faced a shortage of essentials. These included face masks, face shields, coveralls, gloves, alcohol, and vitamin packs. URC repurposed one of its production lines to design and manufacture 100,000 reusable face shields. URC also donated Biaxially Oriented Polypropylene (URC BOPP) films to PGH to serve as barriers between healthcare workers and patients. Medical-grade coveralls were sourced from the Confederation of Wearable Exporters of the Philippines (CONWEP) in support of local textile manufacturers.

Hygiene products and food packs were also distributed to local hospitals within the areas of operations of the SBUs. For areas outside Manila, CEB flew over 100 tons of COVID-19 test kits and PPEs as humanitarian cargo at no cost.

Following the prolonged lockdown, we extended the fund to conduct relief efforts in affected communities. GBF donated PHP 30 million to Project Ugnayan, a collaboration of JGSHI, the Philippine Disaster Resilience Foundation (PDRF), and other business groups to provide grocery vouchers to over one million poor households in Metro Manila who were economically displaced during the quarantine.

With the aid of its subsidiaries and Corporate Center Units, the group reached even more communities. JGS Corporate Security Office distributed grocery items and PPEs to check point front liners in Metro Manila and Laguna. Through JGSPG, beneficiaries in at least 42 barangays in Batangas were given sacks of rice, food packs, and gift certificates.

RLC spearheaded the provision of free shuttle services in Cebu City, assorted groceries in Panay Island, and sacks of rice in Mandaluyong City, while CEB distributed BOB items to the children of Pangarap Foundation.

Finally, we also helped ramp up the country's COVID-19 testing capacity. Through GBF, the group donated PHP 4 million worth of PCR test kits to Lung Center of the Philippines and PHP 100,000 worth of PCR test kits to Baguio General Hospital. Supplemental laboratory equipment such as biomedical freezers and centrifuges were also given to the Medical City-Pasig, Vicente Sotto Memorial Medical Center, and DOH TB Center Cebu. Together with other business groups, we provided funding to QualiMed hospitals in order to build four modular testing laboratories.

The group is now engaged in efforts focused on LGUs, community health care units, and schools, helping them in their ongoing battle with COVID-19 and adapting to the new normal.

Annex 1. Materiality Table 102-46, 102-47

Going through the reporting process enabled JGSHI to identify sustainability topics that are most relevant to our business units and stakeholders in terms of impact, risks, and opportunities. The company mapped these material topics in reference to the GRI Standards, the most widely used guidelines in sustainability reporting globally.

Related GRI Topics	Specific topics	Reporting business units	Why is it material	GRI Disclosures
Shared Success				
201 Economic Performance	Sharing value to stakeholders	All business units	The creation of wealth and its equitable distribution to our stakeholders is an important objective of the company.	201-1
203 Indirect Economic Impacts	Impacts to local economy	All business units	JGSHI invests in infrastructure, programs, and services that can improve the situations of and enable economic flows for its underserved beneficiaries and other external stakeholders.	203-1 203-2
204 Procurement Practices	Quality at the supply chain	All business units	JGSHI upholds quality in screening its partners in the supply chain.	204-1
413 Local Communities	Engaging Communities	All business units	The communities where the company operates in are valued stakeholders that JGSHI strives to continuously engage with.	413-1 413-2
Climate Action				
302 Energy	Energy consumption	All business units	JGSHI measures and manages its energy consumption in consideration of its negative impacts on the environment.	302-1 302-3 302-4 302-5
305 Emissions	Managing greenhouse gas emissions	All business units	JGSHI recognizes the climate-related risks associated with our operational GHG emissions.	305-1 305-2 305-4 305-5

Climate Change	Implications of climate change to operations	CEB	The company considers the country's vulnerability to the effects of climate change in its risk management.	201-2
Resource Efficiency and Circularity				
301 Materials	Material efficiency and circularity	All business units	Resources used in operations are accounted for to ensure efficiency in consumption.	301-1
		URC	Incorporating recycled materials in its products is anchored on the JGSHI's commitment to circularity.	301-2
303 Water and Effluents	Water conservation	All business units	Measuring the volume of water the company withdraws, discharges, and consumes can help us evaluate our impacts on water bodies and communities that may be affected by our operations.	303-1 303-2 303-3 303-4 303-5
306 Effluents and Waste	Waste generation	URC, RLC, CEB, JGSPG	The company evaluates the information gathered from its waste disposal methods and the extent of its environmental impacts.	306-2 306-4
307 Environmental Compliance	Environmental compliance	RLC, CEB	Regulatory requirements are different per area of operations and noncompliance may result in sanctions.	307-1
Better Choices				
416 Customer Health and Safety	Product quality	All business units	The products and services of our subsidiaries are widely used by Filipinos and it is imperative that the company has policies in place to ensure the quality and safety of these offerings and maintain JGSHI's reputation.	416-1
		URC	The consumers of the company's subsidiaries should be properly informed of the nutritional facts and claims of its products, in compliance to regulatory labeling.	417-1
417 Marketing and Labeling				
418 Customer Privacy	Customer Privacy	CEB, RBank	The company invests in technology to protect the privacy of its clients.	418-1

Materiality Table

Product Accessibility	Product accessibility	RLC, CEB, JGSPG, RBank	The company offers accessible, convenient, and affordable products and services options to the underserved markets.	
Customer Satisfaction	Customer satisfaction	CEB, JGSPG, RBank	Customer feedback and expectations help the company maintain high standards and continuously improve its offerings.	
Leadership and People Development				
401 Employment and 405 Diversity and equal opportunity	Workforce talent and diversity	All business units including JGSHI Corporate Center Units	Workforce retention is part of our strategy on business continuity and preservation of institutional knowledge.	401-1
			The company's investment to employees, which includes provision of fair and adequate benefits, influences employee retention within the company.	401-2 401-3
	Diversity and inclusivity	All business units including JGSHI Corporate Center Units	Consistent evaluation of the company's workplace profile enables JGSHI to maintain a diverse set of employees who can provide a wealth of perspectives to the company.	405-1
403 Occupational Health and Safety	Welfare and needs	All business units	It is the company's responsibility to foster a safe and healthy workplace for its employees and at the same time, sustain smooth business operations.	403-1 403-2 403-3 403-4 403-5 403-6 403-7 403-8 403-9
				All business units including JGSHI Corporate Center Units
404 Training and Education				
102 General Disclosures		URC, RLC	The company cares for the wellbeing of its employees by honoring its agreements with them.	102-41

Annex 2. Performance Tables

Economic

	2017	2018	2019
Group Wide Economic Value Distribution in million PHP 201-1			
Economic value generated	274,688.88	293,661.57	303,918.78
Payment to suppliers	193,534.82	214,465.18	212,737.01
Payment to employees	26,281.75	27,905.91	31,425.98
Payment to providers of capital	19,936.19	23,335.91	28,020.84
Payment to government	6,560.56	9,384.37	8,904.97
Payments to communities	0.03	0.03	37.62
Economic value retained	28,375.52	18,570.18	22,792.36

Robinsons Bank's Loan Concentration per Industry in million PHP 203-1, 203-2			
Real estate activities	13,583	18,415	23,471
Wholesale and retail trade	9,336	10,190	11,916
Manufacturing	6,571	7,095	6,042
Personal consumption	5,234	6,679	8,642
Financial and insurance activities	4,893	3,563	3,368
Electricity, gas, steam, and air conditioning supply	5,418	7,205	8,099
Transportation and storage	4,916	4,708	5,195
Others at ≤5% Share	7,869	10,424	13,433
TOTAL	57,820	68,279	80,166

Environment

Materials, GFA, and intensity values for RLC office buildings 301-1	Unit of measure	2017	2018	2019
Cement	kg	8,777,900	74,375,820	77,333,870
Rebar	kg	2,347,212	17,787,653	12,134,336
Glass	kg	33,855	619,106	720,525
GFA	m ²	25,308	122,260	567,249

Social

		2019
Product quality standards for JGSPG		
Cracker products	% on-specification	100
Polymer products	% prime products/total	93.27
Product safety (compliance with regulatory requirements)	%	100

	2019
Employee breakdown by employment contract 102-7	
Permanent or indefinite hire	
Regular	20,953
Temporary or fixed-term hire	
Probationary	1,164
Consultant, fixed-term employees (FTE), and project-based	244
Total employees	22,361

Data include all employees from CCU, URC, RLC, CEB, JGSPG, and RBank.

Performance Tables

	2019
Employee breakdown by gender 405-1	
Male	12,881
Female	9,480
TOTAL EMPLOYEES	22,361

Data on breakdown by gender include headcounts from CCU, URC, RLC, CEB, JGSPG, and RBank. For RLC, CEB, and JGSPG, headcounts include all employees. For CCU and URC, headcounts include regular and probationary employees only. For RBank, headcount includes regular, probationary, and FTE only.

Executives/Senior Management by gender 405-1	
Male	135
Female	107
TOTAL EXECUTIVES/ SENIOR MANAGEMENT	242

Data on breakdown by gender include headcounts from CCU, CEB, JGSPG, and RBank.

	2019
Employee breakdown by region 405-1	
Local	9,981
International	
Africa	8
America	13
Asia	181
Australia	7
Europe	23
TOTAL EMPLOYEES	10,213

Data on breakdown by region of origin include headcounts from RLC, CEB, JGSPG, and RBank. For CCU, RLC, CEB, and JGSPG, headcounts include all employees. For RBank, headcount includes regular, probationary, and FTE. Data for international employees include headcounts from CEB and JGSPG.

Employee breakdown by age 405-1	
Under 30 years old permanent	5,410
30-50 years old permanent	4,185
Over 50 years old permanent	594
TOTAL EMPLOYEES	10,189

Data on breakdown by age include headcounts from CCU, RLC, CEB, JGSPG, and RBank. For RLC, CEB, and JGSPG, headcounts include all employees. For CCU, headcounts include regular and probationary employees only. For RBank, headcount includes regular, probationary, and FTE employees.

	2019
Employee breakdown by length of tenure	
< 1 year tenure	2,495
1-3 years	2,665
3-5 years	1,557
5-7 years	928
7+ years	2,568
TOTAL EMPLOYEES	10,213

Data on breakdown by length of tenure include headcounts from CCU, RLC, CEB, JGSPG, and RBank. For CCU, RLC, CEB, and JGSPG, headcounts include all employees. For RBank, headcounts include regular, probationary, and FTE.

New hires by gender 401-1	
Male	2,324
Female	1,910
TOTAL	4,234

Data include all new hires from CCU, URC, RLC, CEB, JGSPG, and RBank.

New hires by age 401-1	
Under 30 years old	2,798
30-50 years old	1,292
Over 50 years old	144
TOTAL	4,234

Data include all new hires from CCU, URC, RLC, CEB, JGSPG, and RBank.

	2019
New hires by employment contract 401-1	
Permanent or indefinite new hire	791
Temporary or fixed term new hire	49
TOTAL	840

Data include new hire counts from CCU, JGSPG, and RBank only.

Employee turnover by gender 401-1	
Male	2,128
Female	1,713
TOTAL	3,841

Data include turnover count from CCU, URC, RLC, CEB, JGSPG, and RBank

Employee turnover by age 401-1	
Under 30 years old	1,959
30-50 years old	1,576
Over 50 years old	306
TOTAL	3,841

Data include all turnovers from CCU, URC, RLC, CEB, JGSPG, and RBank.

Employee turnover by reason 401-1	
Voluntary turnover	1,205
Involuntary turnover	788
TOTAL	1,993

Data include turnover count from CCU, RLC, CEB, JGSPG, and RBank.

Annex 3. GRI Content Index



For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

GRI Standard	Disclosure	Page number or direct answer	
GRI 101: Foundation 2016			
General Disclosures			
GRI 102: General Disclosures 2016	Organizational Profile		
	102-1	Name of the organization	1
	102-2	Activities, brands, products, and services	7
	102-3	Location of headquarters	43rd Floor Robinsons Equitable Tower, ADB Avenue, corner Poveda Road, Pasig City 1600
	102-4	Location of operations	SEC Form 17-A 2019 , annexed Sustainability Report, Contextual Information, page 1-3
	102-5	Ownership and legal form	The Gokongwei Family beneficially owns approximately 17.4% of the outstanding share capital of the Company. In addition, certain members of the Gokongwei Family are trustees of the Gokongwei Brothers Foundation, which holds interest in approximately 27.9% of the existing outstanding share capital of the Company.
	102-6	Markets served	32, 73
	102-7	Scale of the organization	31, 35, 75, 77, 78, 86, 108
	102-8	Information on employees and other workers	92
	102-9	Supply chain	72

102-10	Significant changes to the organization and its supply chain	There are no significant changes in the organization.
102-11	Precautionary Principle or approach	51
102-12	External initiatives	37
102-13	Membership of associations	Beverage Industry Association of the Philippines (BIAP), Food Chamber Industry of the Philippines, Philippine Alliance for Materials and Recycling Sustainability (PARMS)
Strategy		
102-14	Statement from senior decision-maker	3
102-15	Key impacts, risks, and opportunities	3, 51
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	6
102-17	Mechanisms for advice and concerns about ethics	10
Governance		
102-18	Governance structure	9
102-19	Delegating authority	25
102-20	Executive-level responsibility for economic, environmental, and social topics	9
102-21	Consulting stakeholders on economic, environmental, and social topics	25
102-22	Composition of the highest governance body and its committees	SEC Form 17-A page 77
102-23	Chair of the highest governance body	SEC Form 17-A page 78
102-24	Nominating and selecting the highest governance body	Revised Corporate Governance Manual pages 8-10
102-25	Conflicts of interest	Revised Corporate Governance Manual 2017 pages 12-13, 37-38
102-26	Role of highest governance body in setting purpose, values, and strategy	Revised Corporate Governance Manual pages 10-12

GRI Content Index

102-27	Collective knowledge of highest governance body	25
102-29	Identifying and managing economic, environmental, and social impacts	25
102-30	Effectiveness of risk management processes	SEC Form 17-A pages 61-65
102-32	Highest governance body's role in sustainability reporting	25
102-33	Communicating critical concerns	Revised Corporate Governance Manual pages 33-36
Stakeholder Engagement		
102-40	List of stakeholder groups	26
102-41	Collective bargaining agreements	97
102-42	Identifying and selecting stakeholders	25
102-43	Approach to stakeholder engagement	26
102-44	Key topics and concerns raised	26
Reporting Practice		
102-45	Entities included in the consolidated financial statements	7
102-46	Defining report content and topic Boundaries	1, 28, 106-107
102-47	List of material topics	106
102-48	Restatements of information	This is the maiden report of JG Summit, Inc. There are no restatements.
102-49	Changes in reporting	There are no changes in material topics and topic boundaries for this report.
102-50	Reporting period	1
102-51	Date of most recent report	This is the maiden report of JG Summit, Inc.
102-52	Reporting cycle	1
102-53	Contact point for questions regarding the report	1
102-54	Claims of reporting in accordance with GRI Standards	1
102-55	GRI content index	110
102-56	External assurance	This report is not externally assured.

Material Topics

GRI Standard	Disclosure	Page number or direct answer	
Economic			
Economic Performance			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	32, 51
	103-3	Evaluation of the management approach	32
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	32, 108
	201-2	Financial implications and other risks and opportunities due to climate change	51
Indirect Economic Impacts			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	32-36, 37-43
	103-3	Evaluation of the management approach	32-36, 37-43
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	32, 37, 73, 108
	203-2	Significant indirect economic impacts	32, 37, 73, 108
Procurement Practice			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	72
	103-3	Evaluation of the management approach	72
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	JGSHI is still in the process of consolidating this data from subsidiaries. The company aims to provide this data in the next two-three years.

GRI Content Index

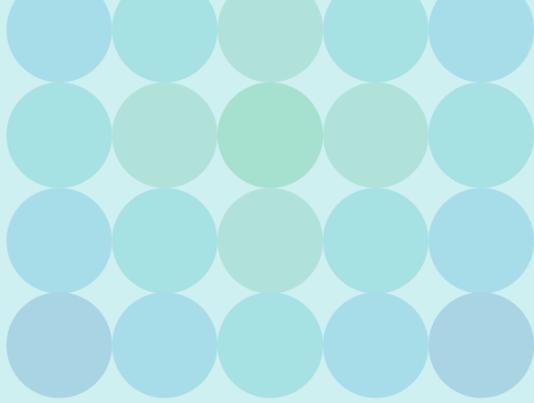
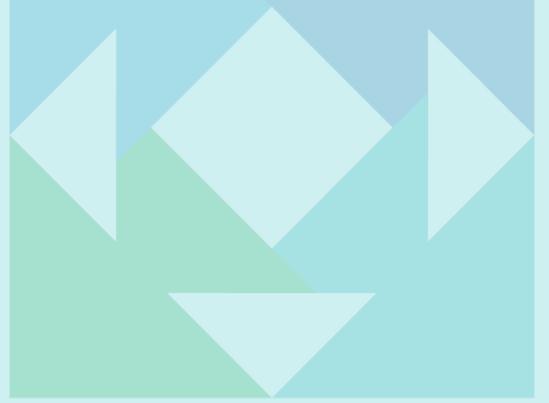
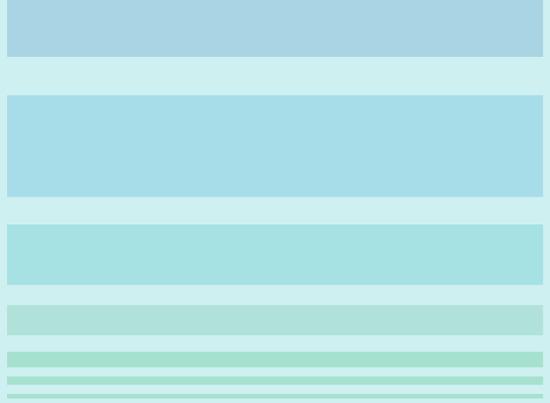
Environment			
Materials			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	54-56, 62
	103-3	Evaluation of the management approach	54-56, 62
GRI 301: Materials 2016	301-1	Materials used by weight or volume	54, 108
	301-2	Recycled input materials used	62
Energy			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	46-48
	103-3	Evaluation of the management approach	46-48
GRI 302: Energy 2016	302-1	Energy consumption within the organization	46-48
	302-3	Energy intensity	49
	302-4	Reduction of energy consumption	47
	302-5	Reduction in energy requirements of products and services	46
Water and Effluents			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	57-58
	103-3	Evaluation of the management approach	57-58
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	57
	303-2	Management of water discharge-related impacts	57
	303-3	Water withdrawal	57
	303-4	Water discharge	57
	303-5	Water consumption	57

Emissions			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	49-50
	103-3	Evaluation of the management approach	49-50
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	49
	305-2	Energy indirect (Scope 2) GHG emissions	49
	305-4	GHG emissions intensity	49
	305-5	Reduction of GHG emissions	49
	305-6	Emissions of ozone-depleting substances (ODS)	SEC Form 17-A, Annexed Sustainability Report, page 16
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	SEC Form 17-A, Annexed Sustainability Report, page 17
Effluents and Waste			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	59-61
	103-3	Evaluation of the management approach	59-61
GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	59
	306-4	Transport of hazardous waste	60
Environmental Compliance			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	63
	103-3	Evaluation of the management approach	63
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	63

GRI Content Index

Social			
Employment			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	88, 92, 101
	103-3	Evaluation of the management approach	88, 92, 101
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	88, 93, 109
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	101
	401-3	Parental leave	101
Occupational Health and Safety			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	94-96
	103-3	Evaluation of the management approach	94-96
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	94
	403-2	Hazard identification, risk assessment, and incident investigation	94
	403-3	Occupational health services	94
	403-4	Worker participation, consultation, and communication on occupational health and safety	94
	403-5	Worker training on occupational health and safety	94
	403-6	Promotion of worker health	94
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	94
	403-8	Workers covered by an occupational health and safety management system	94
	403-9	Work-related injuries	94
Training and Education			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	98-100
	103-3	Evaluation of the management approach	98-100
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	98
	404-2	Programs for upgrading employee skills and transition assistance programs	98

Diversity and Equal Opportunity			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	86-89
	103-3	Evaluation of the management approach	86-89
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	86, 109
Local Communities			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	37-43
	103-3	Evaluation of the management approach	37-43
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	37
	413-2	Operations with significant actual and potential negative impacts on local communities	SEC Form 17-A , Annexed Sustainability Report, pages 28-33
Customer Health and Safety			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	67-71
	103-3	Evaluation of the management approach	67-71
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	67
Customer Privacy			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	106-107
	103-2	The management approach and its components	71
	103-3	Evaluation of the management approach	71
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	71



Corporate Directory

Common Stock

Listed on the
Philippine Stock Exchange, Inc.
PSE Tower, 28th Street corner
5th Avenue Bonifacio
Global City, Taguig City

Stock Transfer and Dividend Paying Agent

BDO Unibank, Inc.
Trust and Investment Group
15/F South Tower
BDO Corporate Center
7899 Makati Avenue, Makati City

Corporate Head Office

JG Summit Holdings, Inc.
43/F Robinsons Equitable Tower
ADB Avenue corner Poveda Street
Ortigas Center, Pasig City
Metro Manila, Philippines

Tel No. (632) 8633-7631 to 40
(632) 8240-8801

Fax No. (632) 8633-9207
(632) 8240-9106

Independent Public Accountants

SyCip Gorres Velayo & Co.
Certified Public Accountants
SGV Building, 6760 Ayala Avenue,
Makati City, Philippines

Legal Counsel

Romulo, Mabanta, Buenaventura,
Sayoc & delos Angeles Law Office
21/F Philamlife Tower, 8767 Paseo
de Roxas, Makati City, Philippines

Company Website

www.jgsummit.com.ph



JG Summit Holdings, Inc.

43/F Robinsons Equitable Tower ADB Avenue cor P Poveda St.,
Ortigas Center, Pasig City Metro Manila, Philippines

Tel Nos. (632) 8633-7631 to 40, (632) 8240-8801

www.jgsummit.com.ph