

Jollibee Group
2024 Sustainability Report

JOY FOR TOMORROW

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1. Leadership

1.1 President & CEO's Message

Dear Shareholders,

As one of the fastest-growing restaurant companies in the world, we recognize our significant role and responsibility in upholding our success while creating a positive impact on society and the planet. Over the past year, we have remained focused on serving our customers and communities with joy while making strides toward a more sustainable, inclusive future, guided by our sustainability agenda – Joy For Tomorrow. This framework continues to inspire us to fulfill our purpose and ensuring that our influence extends to future generations.

The Group understands that achieving our goals requires navigating a complex and dynamic global landscape. As we strive to deliver on our commitments, we must address critical challenges such as the growing impact of climate change, rising inflation, and rapidly evolving consumer behaviors. These factors demand resilience, innovation, and a steadfast commitment to sustainability as we adapt to an ever-changing environment.

The world continues to face unprecedented challenges from natural disasters and climate change. In recent years, severe natural disasters have impacted some of the regions where we operate — including typhoons in the Philippines, stronger hurricanes in the US, and flooding in Dubai. These events serve as stark reminders of the urgent need for resilience and sustainability. These external factors have reinforced the critical need to continue strengthening Jollibee's sustainability efforts, from building more resilient supply chains to adopting environmentally responsible practices, to ensure we can overcome these challenges and achieve long-term success.

In the face of climate change, we are advancing sustainability efforts. For example, our manufacturing and logistics facilities in the Philippines now integrate 16,800 solar panels generating 9.1 megawatts of clean energy. Additionally, we supported global environmental initiatives like Earth Hour, with participation from 4,700 stores and facilities worldwide. By taking these steps, we demonstrate our determination to align growth with responsible stewardship of the planet, a commitment that goes hand-in-hand with our vision to become one of the top five restaurant companies in the world.

The persistent challenge of inflation has driven up commodity prices and operational costs, creating significant pressure on businesses across industries. For the Jollibee Group, this environment posed challenges to maintaining profitability while continuing to deliver value to our customers. However, we responded with resilience and strategic focus, resulting in a strong financial performance in 2024. This was evidenced by robust growth in sales, operating income, and net income attributable to equity holders of the parent company (NIAT) of PHP10,316,529,000. By leveraging our operational efficiencies, disciplined cost

management, and innovative product offerings, we successfully mitigated the impact of rising costs while sustaining our commitment to quality and affordability.

Shifting consumer behaviors have reshaped the competitive landscape, presenting both challenges and opportunities for the Jollibee Group. These changes inspired us to innovate and adapt across our portfolio of brands. A prime example is the successful launch of the Smashburger menu, which introduced fresh and exciting options that aligned with evolving customer preferences, including the growing demand for plant-based choices. This initiative not only strengthens brand loyalty but also expands our reach to a broader customer base. Similarly, The Coffee Bean & Tea Leaf showcased its ability to navigate market pressures by focusing on premium offerings and a superior customer experience, earning it recognition as one of the Top 10 Brands in Kuwait for Customer Satisfaction. These achievements demonstrate how our adaptability, customer-centric strategies, and commitment to innovation have enabled the Jollibee Group to overcome challenges and thrive in an ever-changing market environment.

While these challenges have tested our resilience, they have also fortified our commitment to sustainability and innovation. We have leveraged these experiences to strengthen our operations, ensuring that we are well-positioned to achieve our global expansion goals and our 5-Year Corporate Plan. In 2024, Jollibee was recognized by Brand Finance as the second fastest-growing restaurant brand globally. Jollibee recorded an impressive 51% increase in brand value, reaching USD2.3 billion, reflecting its robust market presence and global appeal. Our global expansion has brought our total Jollibee Group's stores network to over 9,500 locations, driven by the continued growth of Jollibee in international markets and strategic acquisitions like Compose Coffee, South Korea's most-loved value coffee brand.

Our approach to expansion goes simultaneously with sustainability. By winning accolades such as being named one of Time Magazine's Best Companies in 2024 for the second consecutive year and receiving a Global Good Governance award for our governance initiatives, we underscore how growth and responsibility must coexist.

Guided by our 5-Year Corporate Plan, we are committed to tripling our NIAT by 2028 and growing our ROIC by 20%. This will be achieved through robust franchising efforts and by anchoring our growth with non-negotiables: governance, ethics, compliance, sustainability, and responsible business practices. Sustainability remains at the foundation of our strategy, ensuring we drive momentum year after year. As we continue to expand globally and innovate in response to changing market needs, we will uphold our commitment to creating long-term value for our stakeholders while contributing to a more joyful and sustainable tomorrow.

In this report, we are proud to share the progress we have made under the Joy For Tomorrow framework. Looking ahead, we will continue to monitor our performance, strengthen our stakeholder engagement, and set ambitious goals to deepen our impact.

As a valued stakeholder, your trust and support are vital to our journey. With the dedication of our employees, the loyalty of our customers, and the partnership of our franchisees, investors and communities, we will continue to strive for excellence, safeguarding the interests of all our stakeholders and ensuring lasting success for generations to come.

ERNESTO TANMANTIONG

President & Chief Executive Officer

1.2 Message from the CSO

Joy For Tomorrow serves as both our roadmap and a unifying framework, guiding the entire Jollibee Group towards achieving the triple bottom line of people, planet, and profit. Following the same practice as last year, this report highlights the progress we have made in embedding sustainability into our core operations. This journey has presented both challenges and opportunities, particularly in ensuring alignment across our growing global organization. To succeed, we have relied on a clear sustainability purpose to inspire and motivate teams, promoting a sense of commitment that extends beyond immediate goals. At the heart of our Joy For Tomorrow agenda are three focal pillars: Food, People, and Planet. These pillars form the foundation of our sustainability efforts, enabling us to provide food that earns the trust of our consumers, improve lives within our communities, and adopt responsible practices to protect the planet. Through this framework, we remain committed to becoming a more sustainable business and determined to make meaningful strides toward a brighter, and sustainable future.

We are proud to share key milestones and achievements that reflect our unwavering commitment to our Joy for Tomorrow sustainability agenda.

Building on the momentum from 2023, we continue to prioritize serving food that people trust. Our annual celebration of World Food Safety Day featured a week-long campaign highlighting the importance of 'Food Safety, Food Quality, and Transparency and Traceability' through activities and initiatives. Moreover, we have conducted 11,788 food safety audits within the year across our restaurants globally. Jollibee's iconic Chickenjoy has been named Best Fast Food Fried Chicken by US Today, while The Coffee Bean & Tea Leaf has been recognized among the Top Franchise Brands and Top Breakfast Chains in America in 2024. Smashburger marked a new era with a brand transformation and an enhanced menu launch. These achievements reflect the trust and loyalty of our customers, who awarded us a Net Promoter Score of 93% in 2024, surpassing the industry benchmark of 50 — underscoring their satisfaction and continued support for our brands globally.

Reinforcing our dedication to improving People's lives, Jollibee Group has received with the Gallup Exceptional Workplace Award for the third time in 2024, recognizing our strong focus on employee engagement as a core component of our business strategy. Further highlighting our commitment to excellence in caring for our people, Jollibee Group has also been named among TIME Magazine's Best Companies of 2024 for the second time and recognized as Employer of the Year by the People Management Association of the Philippines during the 48th National and Regional Awarding Ceremonies. Additionally, our Farmer Entrepreneurship Program, which empowers smallholder farmers to become agro-entrepreneurs capable of supplying to institutional markets, received both the Entrepreneurship Development Programme Award and the Social Welfare Award this year at the regional ESG Business Awards.

In our efforts to care for the Planet, we have made significant strides in renewable energy and waste management. Our manufacturing sites in the Philippines, which represent the majority of our commissary operations globally, have achieved reductions of 32% in energy, 33% in water, and 44% in waste per metric ton of products produced, compared to our 2020 baseline. Moreover 62% of waste from all manufacturing sites in the

Philippines was disposed through sustainable means and diverted from landfills, with the Mang Inasal Commissary achieving full zero-waste-to-landfill status in 2024. Furthermore, over 21,500 mangrove propagules have been planted with the support of employee volunteers, in partnership with local government units and community organizations.

These accomplishments reflect our unwavering commitment to sustainability and our responsibility to create value for our stakeholders while addressing global challenges. To ensure transparency and accountability, we have measured and reported our sustainability progress in accordance with internationally recognized frameworks. For the period of January to December 2024, Jollibee Group reported in accordance with the GRI Standards.

Your feedback is important to us as we continue to refine our sustainability efforts. We invite you to share your thoughts, comments, and suggestions through our website or other available communication channels. We look forward to hearing from you.

JOSE MA. A. MIÑANA, JR

Chief Sustainability and Public Affairs Officer

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1.3 About the Cover

This year, we chose to highlight one of our greatest strengths—our people. At Jollibee Group, People is a pillar of our Joy for Tomorrow Sustainability Agenda. We are committed to helping make people's lives better, and employee welfare is a key focus of this commitment.

We invest in training and development, foster high employee engagement, and cultivate an inclusive work environment. Beyond the numerous accolades we have received over the years, the true testament to our commitment lies in the stories of our employees. This year's report shares some of these inspiring journeys—highlighting the diverse experiences, growth, and opportunities that reflect life at Jollibee Group.

Brad Shaw's Journey from Restaurant Manager to Mentor – Driving Innovation and Opportunity at Jollibee UK

A Journey of Career Progression and Purpose

Brad Shaw's career progression at Jollibee United Kingdom reflects the essence of professional growth and personal fulfillment in the Quick Service Restaurant (QSR) industry. Brad started his career in the QSR industry, serving in various roles that honed his skills in restaurant operations. Although his initial aspiration was to become a teacher, he eventually discovered that his true calling was in operations. So, when the opportunity to join Jollibee UK as a training manager arose, he seized the chance to combine his passion for teaching with his operational expertise.

"Teaching has taught me the value of shaping others' potential, while operations has showed me the importance of creating systems that deliver results," Brad explains. "At Jollibee, I've been able to merge those two worlds, helping to develop both our business and our people."

He credits his progression at Jollibee UK to the trust and mentorship of senior leaders who saw potential in him and gave him opportunities to grow. From leading regional operations to taking on expanded responsibilities, Brad's journey has been marked by pivotal moments that have shaped his confidence and capability. "I never imagined I'd be given the responsibility to lead an entire market, but the trust placed in me is an affirmation that the Jollibee Group truly invests in its people," he shares. "Now, it's my turn to do the same for others."

From Managing Teams to Shaping Careers

In his current role, Brad has been instrumental in designing systems and structures that support career growth. One of his hallmark achievements, in collaboration with HR, has been the creation of the Jollibee UK Training Academy, a centralized hub where team members can enhance their skills and explore new opportunities. Beyond traditional roles like crew and managers, Brad has introduced specialized positions such as Customer Care Leaders and Store Training Managers, giving employees more diverse career paths.

"Helping others discover and achieve their potential is the most rewarding part of my job," Brad says. "It's not only about running a business; it's about building people." Through this, Jollibee UK has seen improved employee retention and engagement,

with team members feeling valued and motivated by the clear pathways for advancement.

Brad's vision extends beyond his current role. He dreams of scaling the systems and practices he has developed in the UK to other Jollibee Group markets worldwide. His goal is to leave a legacy of operational excellence and employee empowerment that resonates across the company. "By creating systems that work and career pathways that inspire, we're not just building a business—we're building a future for our people," Brad says.

A Company That Cares

Brad's journey is a testament to Jollibee Group's commitment to its employees. Through opportunities for growth, meaningful mentorship, and a culture of care, the Jollibee Group enables leaders like Brad to thrive while making a tangible difference in the lives of others. "Having key leaders from the Jollibee Group visit us, like our Global R&D and QM directors, and even our very own CEO Sir Ato himself, reinforces that we're part of a larger, supportive Jollibee Group community. It's inspiring to see their presence and feel their commitment to our success here in the UK," Brad shares.

For those aspiring to follow in his footsteps, Brad offers this advice: "Lead with your heart and always strive to be the best version of yourself. At the Jollibee Group, your growth is supported and celebrated."

Noemi Lopez's Sweet Success Story in Red Ribbon US, A Testament to Equal Opportunity and Empowerment

At 23 years old, Noemi Jimenez Lopez emigrated from Guatemala to the United States with limited English skills and an unwavering determination to succeed. She found support and opportunities at Red Ribbon US, a brand that recognized her dedication and resilience in overcoming language barriers. Beginning her career in 1986 as a production crew member—when Red Ribbon operated only three stores in California—Noemi has remained with the company for 37 years, contributing to its growth as it expanded to over 40 locations across multiple states, all while building a fulfilling life for her family. Today, Noemi is a team leader and supervisor, a testament to her hard work and perseverance in overcoming challenges as an immigrant. By providing equal opportunities, valuing hard work, and offering comprehensive training to people like Noemi, Red Ribbon cultivates a workplace culture built on respect, integrity, and collaboration—empowering individuals from all backgrounds to thrive and creating a sense of joy and belonging for every employee.

Blanca Zuniga's Leadership Through Engagement at The Coffee Bean & Tea Leaf US

Blanca's nearly 20-year tenure at Coffee Bean & Tea Leaf exemplifies hands-on leadership and operational excellence. As Director of Operations for the Americas, she drives efficiency, customer satisfaction, and business growth by working closely with district managers to optimize store performance and implement strategic initiatives. Known for her engaged leadership style, Blanca fosters a culture of

collaboration, accountability, and continuous improvement. She remains actively involved in daily operations, ensuring that teams are supported, challenges are addressed, and company standards are upheld. Her ability to mentor, adapt, and execute with precision has made her a trusted leader within the organization. As Coffee Bean & Tea Leaf continues to expand, Blanca's leadership will be critical in maintaining operational consistency and brand excellence, reinforcing the company's commitment to quality and service.

Jiang Shuxia Strengthens Hong Zhuang Yuan China Through Teamwork and Collaboration

Jiang Shuxia, the Regional Operations Manager at Hong Zhuang Yuan (HZY) China, has spent 22 years focusing teamwork and collaboration to drive the brand's growth. Starting as a store employee, she rose through the ranks, contributing to HZY's transformation into a renowned Chinese food and porridge brand. Jiang led her team with resilience, navigating challenges through collective effort and ensuring employees were supported, even as the industry faced immense difficulties during the COVID period. Her leadership and focus on nurturing over 160 store managers reflect her commitment to building a strong, united workforce. Jiang credits HZY's culture of belonging and Jollibee Group's core values for empowering her team to take ownership and thrive. Grateful for the support of HZY, Jiang continues to lead with passion, aiming to grow hand in hand with the brand and its people.

Mardi Grace Dimayuga's Employee Engagement Story at Chowking Philippines Through the #JoyfulTogether Challenge

Mardi Grace, a Quality Assurance Analyst at Chowking's Commissary, showcased here dedication and team spirit through her participation at the #JoyfulTogether Virtual Step Challenge. Inspired by the initiative's cause of supporting scholars and planting mangroves, she walked nearly 900,000 steps in two weeks, transforming her lifestyle in the process. Her commitment earned her the top spot in the challenge and motivated her to become healthier and more active. Mardi credits Jollibee Group's culture of valuing employees and for inspiring her to aim higher and contribute meaningfully to the company's success. For Mardi, the challenge was not just a competition but also an opportunity to grow personally and help others.

Lam Hong Nguyen's Journey of Growth and Leadership with Jollibee Vietnam, From Crew Member to General Manager

Lam Hong Nguyen's 26-year career with Jollibee Vietnam showcases an inspiring journey of growth and leadership. Starting as a part-time crew member in 1997 while attending university, Nguyen rose through the ranks to become General Manager, contributing to Jollibee Vietnam's expansion to 200 stores—the brand's largest international market. His dedication, continuous learning through programs like the LEAD Program and an MBA, and commitment to adapting the brand to local tastes has played a key role in Jollibee Vietnam's success. Today, he envisions Jollibee Vietnam as both a market leader and a force for positive change in the community, inspiring the next generation to grow and succeed.

Michelle Zaragoza's Leadership Journey at Smashburger US Championing Growth and Inclusivity in the Workplace

Michelle Zaragoza's career in the food industry began in a school cafeteria in Mexico, where her passion for food and learning laid the foundation for a remarkable journey. With 25 years of experience in global food chains across the US and Mexico, she honed her skills and built resilience, leading to her current role as director of operations of SoCal at Smashburger. Before joining Smashburger, Zaragoza faced skepticism and neglect early in her career as a Latinx member of the LGBTQ+ community and someone who defied traditional expectations. Many doubted her aspirations in training and development, suggesting she should remain in store management. These challenges became a source of strength, fueling her determination to build an inclusive and supportive environment.

At Smashburger, Zaragoza championed training and development, launching initiatives like the Lean-In training program, which elevated food safety and operational standards across multiple locations. During challenging periods, she took on the role of Traveling General Manager, stabilizing stores in Denver, Chicago, Utah, and Boise, proving her adaptability and leadership in times of crisis. Her transition to Senior Project Manager of Operations saw her overseeing store setups and collaborating on construction projects, further enhancing operational efficiency. Today, Zaragoza remains committed to mentoring future leaders and fostering an inclusive workplace, solidifying her deep connection to the brand and its values.

1.4 Key Highlights

“The success of our sustainability efforts hinges on embedding these strategies seamlessly into our core operations.”

Food

19 Brands	11,788 Food Service Cleanliness & Condition (FSC) Audits conducted in restaurants worldwide
93% Global Net Promoter Score exceeding industry benchmark of 50	100% of commissaries, and logistics facilities audited

People

31,339 Employees	29.6 Average Training Hours per employee
54% Women in senior management and 54% of total workforce globally	4,954 Small holder farmers engaged, since the start of the program in 2008
74th Percentile in Gallup's Q12 Percentile ranking, driven by Jollibee Group's 67% employee engagement rate—well above the global average of 21%	2.68 Million meals distributed through FoodAID in 2024 alone for calamity and disaster response, totaling to 15.5 million meals since the onset of the pandemic in 2020

Planet

16,800 solar panels across our manufacturing sites in the Philippines, generating 9.1 megawatts of clean energy	32% reduction in energy use ratio in our Philippine Manufacturing sites by the end of 2024 against the 2020 baseline
33% reduction in water use ratio in our Philippine Manufacturing sites by the end of 2024 against the 2020 baseline	3-7% reduced consumption from the grid in each store with installed solar PV panels
44% cumulative reduction in food loss and waste in our Philippine manufacturing sites by the end of 2024 against the 2020 baseline.	21,500 mangrove propagules planted in 2024

About Jollibee Group

2. About Us

Jollibee Foods Corporation (hereinafter referred to as the "Jollibee Group", "we", or "our"), is one of the world's fastest-growing restaurant companies, with a mission to deliver great-tasting food, bringing the joy of eating through its 19 brands with over 9,500 stores across 32 countries.

The Jollibee Group's portfolio includes nine wholly owned brands (Jollibee, Chowking, Greenwich, Red Ribbon, Mang Inasal, Yonghe King, Hong Zhuang Yuan, Smashburger and Tim Ho Wan), five franchised brands (Burger King, Panda Express, Yoshinoya, Common Man Coffee Roasters, and Tiong Bahru Bakery in the Philippines), and ownership stakes in other key brands like The Coffee Bean and Tea Leaf (80%), Compose Coffee (70%), SuperFoods Group that operates Highlands Coffee (60%), and bubble tea brand Milksha (51%). The Company also has membership interests in Tortazo, LLC, along with Chef Rick Bayless, for Tortazo in the U.S. and has recently invested in Botrista, a leader in beverage technology.

The Jollibee Group's global sustainability agenda, Joy for Tomorrow, underscores its commitment to sustainable business practices across food safety, employee welfare, community support, good governance, and environmental responsibility, among others. These focus areas are aligned with the United Nations Sustainable Development Goals (UN SDGs).

The Jollibee Group has been recognized as the Philippines' Most Admired Company by the Asian Wall Street Journal, named one of Asia's Fab 50 Companies, and listed among Forbes' World's Best Employers and Top Female-Friendly Companies. The Company is also a three-time Gallup Exceptional Workplace Award recipient and featured in TIME's World's Best Companies and Fortune's Southeast Asia 500 List.

Visit our website: www.iollibeegroup.com

2.1 Our Business

Jollibee Group, which originated in the Philippines, was officially registered with the Philippine Securities and Exchange Commission (SEC) on January 11, 1978. As a leading player in the fast-food industry, our parent company and subsidiaries focus on the development, operation, and franchising of quick-service restaurants (QSRs).

We manage a diverse portfolio of brands and businesses tailored to meet the varied needs of our customers. Our core operations center on developing, operating, and franchising QSR brands that provide a wide range of delicious, affordable, and appealing meals for people of all ages and backgrounds.

To thrive in the competitive QSR industry, Jollibee Group prioritizes several critical factors: delivering high-quality, great-tasting food, providing exceptional service, offering strong value for money, choosing prime store locations, creating welcoming environments, and ensuring operational efficiency, while integrating sustainability into its core operations. By focusing on these priorities, we continue to exceed customer expectations and sustain long-term success.

Vision	To be one of the Top 5 Restaurant Companies in the World.
Mission	To serve great-tasting food, bringing the joy of eating to everyone.

Our Values	
Customer Focus	We provide great taste and superior value to all our customers. We treat our customers with sincere service and a warm smile. We take part in creating an exceptional customer experience.
Speed with Excellence	We plan, decide, and act quickly. We set challenging goals and execute well. We constantly find ways to improve and innovate.
Humility to Listen and Learn	We seek, welcome, and value feedback. We acknowledge and learn from our mistakes. We aspire to learn from people from all walks of life.
Spirit of Family and Fun	We take care of each other and bring out the best in everyone. We are true to our name: hardworking and happy. We recognize individuality and foster teamwork.

Integrity	We live by honesty, and we do what is right all the time. We act as responsible stewards of the company. We speak our minds constructively when needed.
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2.2 Jollibee Group Throughout the Years

The Group has come a long way from its humble beginnings, and while we honor our roots, we are deeply driven by the possibilities of the future. Our success is built on the unwavering commitment of our employees, the loyalty of our customers, and the trust of our business partners.

As a company that constantly evolves, we prioritize collaboration and encourage innovation, seeing change as a vital opportunity for growth and improvement. Giving back to the communities we serve remains a cornerstone of our values, fostering progress and extending our positive impact.

Today, we have grown into one of the world's most recognized fast-food brands, with a presence in 32 countries, a portfolio of 19 unique brands, and a network of over 9,500 stores globally.

1975	Tony Tan Caktiong, his wife Grace, and their family start an Ice cream parlor business in Manila, Philippines
1978	Jollibee Foods Corporation (Jollibee Group) was born
1986	Launched the Food, Service, Cleanliness & Condition Standards across our restaurants
1993, 1998-2003	Named the Philippines' Leading Company by the Far Eastern Economic Review for the sixth straight year
2004	Established the Jollibee Group Foundation
2006	Chosen as the Most Admired Company in the Philippines by the Asian Wall Street Journal
2008	The Farmer Entrepreneurship Program was launched to enable smallholder farmers to become part of the Jollibee Group's supply chain
2012	

	Among the 26 enterprises from ASEAN countries conferred with the “Most Admired ASEAN Enterprise” Award by the ASEAN Business Advisory Council
2015	Solar Panels are installed in selected stores, helping reduce energy consumption from the grid by 3-7% in each store
2017	A Diversity & Inclusion function is established
2018	- Received the AGROW Award for Inclusive Business - Received the highest recognition in the 6th International Best Practice Competition, Dubai UAE, for our Voice of the Customer Platforms
2020	Received the Gallup Exceptional Workplace Award, making Jollibee Group the first-ever Philippine based corporation to earn this distinction
2021	The only Philippine-based company recognized as one of Forbes’ World’s Top Female Friendly Companies
2020-2022	Among the Forbes’ List of World’s Best Employers
2022	- Chairman and Founder Dr. Tony Tan Caktiong is named the Ramon V. Del Rosario (RVR) Awardee for Nation Building - Recognized by the ASEAN Corporate Governance Scorecard (ACGS) Golden Arrow Awards
2023	- Awarded the highest 7-starrating for its exceptional Food Safety and Quality (FSQ) practices at the 9th International Best Practice Competition - The Coffee Bean & Tea Leaf, cited as among the Top 10 Brands in Kuwait, at the 2023 Service Hero Customer Satisfaction Index Awards - The Coffee Bean & Tea Leaf, cited as among the Top 10 Brands in Kuwait, at the 2023 Service Hero Customer Satisfaction Index Awards - Jollibee Vietnam is awarded as among Best Places to Work in Vietnam 2023 - Jollibee has been recognized as among the Top 10 Brands for Customer Satisfaction in Kuwait, at the 2023 Service Hero Customer Satisfaction Index Awards - Highlands Coffee recognized as the highest-ranked food and beverage brand on customer experience in the 2023 Customer Experience Excellence Study by KPMG Vietnam
2024	

- Received Gallup Exceptional Workplace Award for the third time (2020, 2023, 2024)
- Among TIME Magazine's Best Companies for the second consecutive year
- Included in the Fortune Southeast Asia 500 List
- Recognized as Employer of the Year by The People Management Association of the Philippines
- Recognized as among the leading corporations in Asia-Pacific in the 2024 Steward Leadership 25 list
- Received a Golden Arrow Recognition from the ASEAN Corporate Governance Scorecard Golden Arrow Awards for the third consecutive year
- The Group's Global Legal, Ethics, and Compliance group was named as one of the top teams in the General Counsel Philippines Powerlist 2024 by international legal publication The Legal 500
- Received the 3G Championship Award for Community Development and Philanthropy
- The Farmer Entrepreneurship Program received the 'Entrepreneurship Development Programme Award' and the 'Social Welfare Award' at the ESGBusiness Awards
- Jollibee was recognized as the second fastest-growing restaurant brand in the world by Brand Finance
- Jollibee's signature Chickenjoy was ranked first in USA TODAY's 10 Best Fast Food Fried Chicken
- The Coffee Bean & Tea Leaf Recognized Among Top Franchise and Top Breakfast Chains in America in 2024 by Victoria Advocate.com
- Highlands Coffee Named Vietnam's Top F&B Brand in Customer Experience in KPMG's Customer Experience Excellence Study
- Mang Inasal, as the only restaurant brand from the Philippines to receive honors at 21st International Business Awards
- Mang Inasal, Chowking, and Greenwich awarded two gold, five silver, and four bronze trophies at the 2024 Marketing Excellence Awards

2.3 About Joy for Tomorrow

Our sustainability agenda, Joy for Tomorrow, is our global framework and strategic approach to embedding sustainability into the core of our business operations across our diverse family of brands worldwide. It aligns with our vision, mission, and business growth strategies, serving as a cohesive guide to integrating responsible business practices, that drive long-term value for our stakeholders and deliver a positive impact to our communities and the planet.

This agenda is built around three pillars: Food, People, and Planet. Under these pillars are 10 focus areas, each with specific goals that guide our efforts in addressing some of today's most pressing challenges.

We share this agenda with our stakeholders — including employees, franchisees, suppliers, social development partners, and the broader community — as a collective call to action to take part in our shared progress.

At the heart of our agenda is our Sustainability Purpose Statement:

"We believe that as we live out our mission, we have an immense role to play in serving food people trust, treating our planet responsibly, and helping make people's lives better. By doing so, we can help build a world where the Jollibee Group can continue bringing the joy of eating to everyone — today and for tomorrow."

Guided by this purpose, Joy for Tomorrow strengthens collaboration, drives meaningful change, and helps build a sustainable future. Through our shared efforts, we aim to leave a lasting legacy of positive impact for generations to come.

2.4 Our Approach

Our sustainability approach is both comprehensive and integrated, addressing key environmental, social, and governance factors. To shape our Sustainability Agenda, we began by identifying critical issues that significantly impact our business and operations. At the same time, we took into account the urgent needs of our industry, society, and the expectations of our diverse stakeholders.

By aligning these two perspectives, we established our sustainability pillars and their corresponding focus areas. This ensures that our framework covers the entire value chain and its broader impact on society. Our material issues were carefully analyzed through this dual perspective, providing a well-rounded understanding of our operations and their societal effects.

This approach has allowed us to evaluate our progress and refine our efforts to set more ambitious and aligned goals. By continuously improving through this process, we are strengthening our commitment to sustainability and driving meaningful change that supports our long-term objectives.



1. Understanding the Sustainability Context

Our group undertook a comprehensive analysis of our diverse stakeholders to identify the key areas where our operations have economic, social, and environmental impacts. These impacts may vary in nature, ranging from positive to negative, short-term to long-term, and direct to indirect effects. To deepen our understanding, we closely examined the United Nations Sustainable Development Goals (SDGs) and assessed how our company's actions and value creation align with these global targets. By integrating these insights, we aim to ensure that our efforts contribute significantly to the achievement of the UN's sustainability objectives.

2. Identifying Material Topics

Jollibee Group began by identifying the key economic, social, and environmental impact areas most relevant to our operations. From there, we carefully evaluated which issues held the greatest significance and should be prioritized in our sustainability plan. To ensure a well-rounded perspective, we engaged representatives from various business divisions

to gather their insights and feedback, allowing us to thoroughly assess our impacts, risks, opportunities, and the resources needed across all aspects of our operations.

With the collaboration of our senior management team, we identified the key sustainability drivers and aspirations that guide our group. This process allowed us to strategically embed sustainability into our overall business approach. By aligning these efforts with our core values, we are committed to generating long-term value for all stakeholders, ensuring that sustainability is seamlessly integrated into our operations while fostering shared growth and success.

3. Measuring Performance and Defining Management Approaches

Jollibee Group implemented a two-pronged approach to define and evaluate our sustainability performance: establishing a baseline and setting clear targets. From 2019 to 2021, we gathered baseline data focused on our Philippine operations, addressing critical areas such as impacts, risks, opportunities, and management strategies. In 2022 to 2024, we continue to expand our data collection efforts to include our international operations and align our disclosures with the standards set by the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB).

Annual performance measurement remains a vital part of our sustainability efforts. To strengthen this process, we conducted gap analyses and organizational mapping to refine our data collection methodologies. Recognizing the opportunity for further enhancement, we are working on implementing a more advanced data-collection system for the next reporting cycle. This improved system will enable us to better manage critical issues across our operations and refine our strategies in future reports.

2.5 Materiality

Materiality assessment is an ongoing process that allows us to consistently monitor and evaluate our evolving impacts on the environment and society. This process provides Jollibee Group with valuable insights into the effectiveness of our efforts across various impact areas and helps us identify ways to enhance our engagement with stakeholders.

In 2022, we expanded our efforts by introducing a web-based form, enabling key representatives worldwide to review our material topics and evaluate their significance for both our business and stakeholders. Additionally, in 2023 extensive stakeholder engagement sessions, including interviews and surveys with the Board of Directors, ESG Council, business unit heads, employees, investors, suppliers, and partner organizations to ensure a well-rounded understanding. With over 300 responses gathered, the sessions revealed key insights into the company's sustainability performance and allowed for a thorough evaluation of material topics, integrating diverse perspectives from our global representatives to guide our sustainability efforts effectively.

Apart from interacting with our stakeholders, peer analysis was conducted to provide valuable insights into the sustainability practices of both global and local industry benchmarks. The selection of peers are based on their operational and market similarities to the group. In addition, we referenced key global sustainability standards and frameworks to assess and validate the relevance of ESG topics. The materiality review exercise confirmed the continued relevance of the 14 material topics listed below, with ongoing efforts in place to further develop and strengthen these priorities. Our rigorous validation exercise ensures that our sustainability strategy is robust, relevant, and reflective of both stakeholder expectations and industry standards.

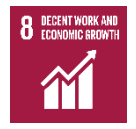
MATERIALITY ISSUES

FOOD	
Food Safety	Continue upholding our commitment to delivering delicious and safe food by conducting regular audits and securing certifications annually across all our restaurants, commissaries, and logistics facilities. Focus on implementing robust food safety systems, starting at the very source of our ingredients. By conducting thorough audits and certifications, we ensure that our food safety standards are consistently applied to all our vendors and suppliers.
Food Quality	Source key ingredients responsibly by working with suppliers who uphold sustainable and ethical practices across our supply chain. Focus on customer satisfaction by providing an outstanding restaurant experience, emphasizing both food quality and exceptional service.

Nutrition and Transparency	Offer customers a variety of meal options that meet Jollibee Group's Global Nutritional Criteria and align with the dietary guidelines established by the World Health Organization, starting with Jollibee Key Markets. Enhance the nutritional profile of our food by eliminating Partially Hydrogenated Oils (PHOs) and Trans-fat from main menu items. Additionally, reduce artificial flavors, added colors from artificial sources, and artificial preservatives where possible, beginning with Jollibee key markets. Support transparency by providing customers with clear information on allergens and nutritional content, empowering them to make informed decisions. Accelerate our commitment to Responsible Marketing practices.
PEOPLE	
Employee Welfare	Provide all employees with learning and development opportunities that empowers them to achieve career milestones and fulfill their professional potential. Focus on driving high employee engagement to ensure a positive, fulfilling, and joyful work environment for everyone in the organization. Develop and implement Jollibee Group's enterprise-wide Diversity & Inclusion vision and strategy, which includes fostering a zero-discrimination environment, providing equal opportunities to individuals from diverse backgrounds, and providing employment opportunities to vulnerable sectors.
Farmers Livelihood	Empower farmers by facilitating their access to training and education opportunities. Source vegetables directly from smallholder farmers, enabling a greater number of farmers to gain access to fair market.
Community Support	Provide essential food relief and support to communities in need. Offer educational scholarships to underprivileged youth, creating pathways for growth and brighter futures.
Good Governance	Uphold strong governance by promoting human rights and ensuring ethical practices across all levels of our organization.
PLANET	
Packaging & Recycling	Enhance packaging sustainability throughout our operations.
Waste Reduction	Reduce food loss and waste in our manufacturing process, and reduce food waste in our restaurants, aiming to prevent it from being sent to landfills.

Energy Water Efficiency	& Reduce energy consumption in the manufacturing process. Introduce energy-saving measures to efficiently reduce energy consumption in our restaurants. Reduce water consumption in our manufacturing operations.
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2.6 Joy For Tomorrow Agenda

Vision: To be one of the Top 5 restaurant companies in the world									
Mission: To serve great-tasting food, bringing the joy of eating to everyone									
Sustainability Purpose: Joy For Tomorrow - Bringing the joy of eating for everyone today, and for tomorrow									
Food We serve food people trust			People We help make people's lives better				Planet We treat the planet responsibly		
Food Safety	Food Quality	Nutrition & Transparency	Employee Welfare	Farmers Livelihood	Community Support	Good Governance	Packaging & Recycling	Waste Reduction	Energy & Water Efficiency
Continue to serve great tasting and safe foods through rigorous audits and certifications yearly, across all our restaurants, commissaries and logistics Ensure food safety systems are in place starting from the	Responsibly source key ingredients from suppliers Ensure customer satisfaction with the overall restaurant experience, including food quality and service	Provide customers with a variety of options, by ensuring that our brands offer meal choices that are in line with Jollibee Group's Global Nutritional Criteria, and the World Health Organization's dietary guidelines, starting with Jollibee Key	Provide all employees with learning and development that empowers them to achieve career milestones Target for high employee engagement as we aim for everyone's experience in the organization to be an optimal and joyful one Formulate and implement Jollibee	Provide farmers with access to training and education Source vegetables directly from smallholder farmers, providing more farmers access to fair market	Provide food relief and support to communities in need Provide additional underprivileged youth with growth opportunities through educational scholarship	Uphold good governance, respect human rights, and exercise ethical practices across the organization	Improve packaging sustainability across our operation	Reduce food loss and waste to landfill in the manufacturing process, and reduce food waste in restaurants	Reduce energy consumption in the manufacturing process Execute energy-saving initiatives to reduce energy consumption in our restaurants
									

source of our ingredients thru audits and certification across all our vendors 		Remove artificial flavors, added colors from artificial sources, Partially Hydrogenated Oils (PHOs), and Trans fat from our main menu products, as well as reduce artificial preservatives where possible, starting with the Jollibee key markets Provide consumers access to information on allergens and nutritional content Accelerate our Commitment to Responsible Marketing of Products 	Group's enterprise-wide Diversity & Inclusion vision and strategy, which includes fostering a zero- discrimination environment, providing equal opportunities to individuals from diverse backgrounds, and providing employment opportunities to vulnerable sectors    						Reduce water consumption in the manufacturing process   
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2.7 Our Commitment to the U.N. Sustainable Development Goals

Jollibee Group is committed to creating meaningful impacts in local communities and beyond. Guided by our steadfast commitment to global sustainability, our goals and initiatives are aligned with the United Nations' Sustainable Development Goals (UNSDGs). Through these programs, we focus on improving lives in the communities we serve while driving efforts toward a sustainable future. With every meal we serve, we strive to help build a more sustainable world for everyone.



3. Food

We Serve Food People Trust

“Food safety, quality, and nutrition are our anchors in earning the trust of our customers as we serve great-tasting food loved by millions.”

3.1 Food Safety

Ensuring public safety, well-being, and maintaining customer trust are paramount priorities for the Jollibee Group. Food safety is at the core of our operations, with FSC (Food Safety, Cleanliness, and Condition Standards) embraced as a way of life across our brands worldwide. We conduct rigorous audits, obtain local and global certifications, and implement robust systems to uphold the highest standards. Our comprehensive measures safeguard customers at every stage—from production and handling to processing and distribution—ensuring the food they consume is safe. This unwavering commitment allows us to continuously earn and sustain customer trust.

3.1.1 Food Safety in our Operations

Our operations encompass restaurants, manufacturing facilities, logistics facilities, and suppliers, seamlessly working together to uphold food safety at every stage of the process, ensuring customer trust and satisfaction throughout the journey.

Our Food Safety and Quality Management System (FSQMS) is our comprehensive overarching system that ensures all parts our operations - restaurants, manufacturing facilities, logistics facilities, and suppliers - implement necessary processes to ensure safety & quality. Complementing this, our Food Safety Assessment Program serves as a review process to evaluate and ensure that all trainings, certifications, audits, risk assessments, and other food safety initiatives are consistently updated, relevant, and effectively executed.

The Jollibee Group was awarded the highest 7-star rating for its exceptional Food Safety and Quality (FSQ) practices at the 9th International Best Practice Competition 2023 Organized by the Centre for Organizational Excellence Research (COER), a global business excellence research and consultancy firm, the competition recognized Jollibee’s “One Jollibee Group End to End Food Safety and Quality Management Strategy” as the top entry.

3.1.1.1 Restaurants

Jollibee Group’s flagship program, Food Safety and Quality Management System (FSQMS) has continuously improved and evolved throughout the years. We first established our robust Food and Food Safety, Cleanliness and Condition Standards & Systems (FSC) for our restaurants decades back in 1986, which serves as the cornerstone of our operations and is the reason why FSC is deeply ingrained in our company’s culture and DNA. In 2000, the FSC System was strengthened by the launch of the Jollibee Quality Management Systems (QMS) model patterned against global benchmarks. As a result, the program was expanded to what we now know as FSQMS, a comprehensive world-class system that covers our entire food chain - restaurants, commissaries, logistics, and suppliers.

In addition, risk-based standards (CODEX) and risk management tools (HACCP/ISO22000/FSSC22000/SQF/BRC) are being used to address current and emerging risks in the supply chain.

For the restaurants, Jollibee Group's Quality Improvement Cycle for Operational Excellence (Q-iCORE) has been in operation since 2016 as a continuous improvement framework to help management teams address systemic challenges in restaurant operations. To keep the system relevant to the needs of the supply chain and restaurant operations, internal mechanisms for collaboration, food safety and quality (FSQ) information sharing, and analysis have been established.

A Corrective Action and Preventive Action (CAPA) program is being implemented to identify, correct, monitor, and prevent the root causes of food safety and quality incidents. This process is crucial for maintaining high standards in our operations. Additionally, our Food Safety Committee Incident Management Policy defines an escalation process & prioritization of major to critical non-conformances that remain unresolved through the CAPA process. Inadequate resolution of these issues could lead to sanctions, directly affecting the performance assessments of individuals and teams involved. Therefore, it is imperative that all parties prioritize prompt and effective resolution of these matters.

Our goal for the CAPA process is to ensure that at least 90% of identified CAPAs are implemented and closed within a prescribed period. This means we aim to resolve and finalize at least 90% of the CAPAs that arise from Corrective Action Requests (CARs) received. While our CAPA process covers all restaurants, commissaries and suppliers, specific monitoring for restaurants focuses on operational challenges and immediate adherence to food safety protocols.

In 2024, we sustained our efforts in the three priority areas carried over from the previous year - Food Fraud Prevention, Food Allergen Control, and Food Defense Program.

Food Fraud Prevention requirements were integrated into our supplier Quality Management Systems (QMS) audits to minimize the risks associated with purchasing fraudulent or adulterated materials. This program ensures that all product descriptions and claims are legal, accurate, and verified, thereby mitigating the risks of intentional adulteration for economic gains.

Our Food Allergen Control program integrates comprehensive processes on identification, declaration, segregation, and control of allergenic materials throughout the restaurant production and plant manufacturing processes. This meticulous approach is essential for preventing cross-contamination and ensuring that our products are safe for consumers with food allergies.

Finally, our Food Defense program protects our food from intentional malicious attacks intended to harm or hurt the consumers. This program and its operating system are implemented both in the restaurants and supply chain operations. By focusing on the security of our food supply, we maintain a vigilant stance against threats, ensuring the safety and trustworthiness of our products.

In summary, our Food Safety and Quality Management Systems (FSQMS) encompass various components, including standards, training, audits and certifications, quality assurance, risk mitigation, and engagement activities, each playing a vital role in ensuring food safety. Jollibee Group has been recognized with numerous awards and accolades throughout the years, highlighting our dedication to maintaining the highest standards of food safety.

Food Safety and Quality Assurance Training for Employees

In 2024, over **11,299** employees were trained in Food Safety, Cleanliness & Condition Standards, Quality Control, and Quality Assurance Systems.

Our Quality Management Division oversees the operation of a Food Safety & Quality Academy that offers a complete curriculum on topics such as Food Safety, Quality Assurance, Quality Management Systems, Internal Quality Audit, and Food Quality Inspection. The curriculum is primarily open to all employees from Supply Chain, Support Center, and Field Operations and suppliers. This is conducted annually for Jollibee, Smashburger, Yonghe King, Mang Inasal, Chowking, Red Ribbon, and Yoshinoya at the start of the year, with learning and development courses facilitated year-round. In 2024, a total of 4,869 were trained on the Jollibee Group Food Safety Course, 2,983 for Integrated Pest Management, and 1,067 on Crisis Management, among other trainings.

The Basic Operations Training Program for our restaurant employees includes Quality Control and Quality Assurance systems, which are embedded in the Production and Shift Management Operating Systems. These trainings are conducted annually in Jollibee, Smashburger, Yonghe King, Chowking, Mang Inasal, Red Ribbon, Greenwich, and Yoshinoya. Franchise and Corporate employees, including Assistant Restaurant Managers and Restaurant Managers, also take these courses and undertake an annual refresher program facilitated by Field Operations Coaches.

All new hires are required to complete a Food Safety Computer-Based Training program. This program covers the Principles of Food Safety, how to prepare safe food, and ensure food protection from start to end of processes in the restaurants. Every year, employees at various levels within the restaurant, including crew members, Assistant Restaurant Managers (ARMs), Restaurant Managers (RMs), Area Managers (AMs), and equivalent positions in various regions, such as District Officers (DOs) and District Managers (DMs), are subject to evaluation or engagement.

Number of employees trained across various Food Safety & Quality programs in 2024

FSC & Quality Assurance Training for Employees (2024)											
Training Programs	Burger King	Chowking	Common Man Coffee Roasters	Jollibee	Greenwich	Mang Inasal	Panda Express	Red Ribbon	Smashburger	Yoshinoya	Grand Total in 2024
Agile Audit System eLearning	0	0	0	0	0	0	0	0	0	0	0
Crisis Management	1	12	34	919	21	2	18	50	0	10	1,067
Customer Recovery	1	1	34	491	14	1	16	38	0	11	607
Digital FSC Checklist Navigation	5	10	0	18	8	0	0	3	100	0	144
Feedback Investigation Process	1	5	35	332	1	1	16	21	30	10	452
Feedback is a Gift	1	92	32	498	15	5	47	43	0	11	744
Food Safety Compliance Officer Certification	0	39	0		44	0	0	21	0	0	104

FSC Problem Solving Techniques	0	16	0	0	15	0	0	49	0	9	89
Integrated Pest Management eLearning	6	352	34	2321	72	30	51	103	0	14	2,983
FSC As A Way of Life	29	25			5		15	59	100	7	240
JFC Food Safety Course	7	1063	36	2899	160	271	59	355	0	19	4,869
TOTAL	51	1,615	205	7,478	355	310	222	742	0	91	11,299

FSC Audits

Jollibee Group stores worldwide are required to undergo comprehensive onsite FSC audits, encompassing Food, Service, Cleanliness, Condition, and Food Safety standards. This annual auditing process, known as the FSC Validation System, is meticulously carried out by our Global Quality Management Division in collaboration with trusted third-party partners.

Over **14,293** Food Service Cleanliness & Condition (FSC) Audits across our stores worldwide was conducted in 2024.

RESTAURANT FOOD SAFETY AUDIT	2022	2023	2024
Number of Food Service Cleanliness Condition Audits across restaurants worldwide ¹	15,014	15,614	11,788
Total number of online training hours focused on SC ² FSC ²	125,628	14,557	14,293

¹Included in scope are Jollibee, Smashburger, Coffee Bean & Tea leaf, Yonghe King, Hong Zhuang Yuan, Chowking, Greenwhich, Red Ribbon, Mang Inasal, Panda Express, Yoshinoya, Burger King

²Required to be taken once every three years. Included in scope are Jollibee, Chowking, Greenwhich, Red Ribbon, Mang Inasal, Panda Express, Yoshinoya, Burger King, Common Man Coffee Roasters.

FSC Annual Star Awards

The Jollibee Group established the Annual FSC Star Awards, a global recognition program celebrated as the most prestigious and sought-after accolade within our restaurants. This program honours restaurant employees based on their FSC performance for the year. Launched in 1988, just two years after the introduction of FSC standards, the awards have since been embraced by Jollibee Group brands worldwide. Apart from recognizing excellence, the program ensures that FSC continues to be deeply embedded in our DNA and culture as a way of life, serving as a source of pride and motivation across our store operations.

FSC and Gold Standards Competition

The program is designed to enhance food safety & quality performance and culture among employees through a structured series of coaching sessions and competitions. Stores participate by studying relevant standards and Standard Operating Procedures (SOPs) to qualify for the competition. Once qualified, they receive coaching from Area Managers to improve their execution of food safety standards. The program spans approximately four months across various regions and brands, culminating in quiz bees that test participants' knowledge and skills. A champion is declared at the end of the competition, recognizing the efforts of the participating teams.

FSC Risk Management Framework

The FSC Risk Management Framework is founded on the principles of ISO 31000 and is mandatory for adoption across all business units, ensuring that risk management practices are seamlessly integrated at every organizational level. In parallel, we continuously evaluate and enhance our Food Safety and Quality (FSQ) Governance framework. By combining a robust risk management practice with effective, up-to-date governance structure, we proactively safeguard food safety for our customers.

World Food Safety Day

In June 2024, Jollibee Group celebrated World Food Safety Day by reinforcing its commitment to global food safety standards and practices, emphasizing the importance of serving safe and trustworthy food. This year's theme, "Food safety: prepare for the unexpected," was introduced through a week-long series of activities, starting with a webinar on Food Safety, Food Quality, Transparency, and Traceability, which attracted 1,800 participants from Jollibee Group's global network. Additional initiatives during the week included the release of a Clean Design video, aimed at promoting safe food handling practices, and the distribution of the World Food Safety Day safety seal to selected delivery stores.

Product Gold Standards Calibration

Gold Standard represents the ideal and targeted attributes of our products. The Product Gold Standard Calibration Training ensures that employees understand these attributes, including visual appearance, taste, and other specifications. Participants are also trained to troubleshoot the most common causes of product defects or quality issues. The training combines classroom learning with hands-on product sensory evaluations and taste testing. By the end of the program, participants are expected to be proficient in assessing and maintaining a product's Gold Standard attributes.

Jollibee, Smashburger, Yonghe King, Hong Zhuang Yuan, Mang Inasal, Chowking, Red Ribbon, Greenwhich, Burger King, Panda Express, and Yoshinoya conduct this training annually. The training is attended by Assistant Restaurant Managers, Shift Managers, Restaurant Managers, Area Managers, Operations Directors, Marketing Managers, Business Unit Leadership Teams, and Country Heads. At the crew level, Product Quality Managers and Crew Team Leaders provide Gold Standard Calibration training to franchise store teams, ensuring consistency and excellence across all operations.

3.1.1.2 Manufacturing

Jollibee Group ensures that our manufacturing, storage, and product delivery systems adhere to the most stringent global food safety and quality regulations, as well as meet statutory, regulatory, and customer requirements.

Food Safety Certifications

To demonstrate our dedication to industry best practices, Jollibee Group conducts both internal and external audits to maintain rigorous product quality and safety standards. Our manufacturing plants, known as commissaries, are equipped with a robust Hazards Analysis and Critical Control Points (HACCP) System. This systematic approach enables us to identify and address potential hazards in the manufacturing process.

As of 2024, 100% of our commissaries have established internal audit systems that align with globally recognized external standards, including Food Safety System Certification (FSSC), Safe Quality Foods (SQF), and ISO 22000. Our internally developed Food Safety Quality Management System (FSQMS) is based on FSSC 22000 and integrates specific internal standards for commissary processes. The FSQMS employs a risk-based assessment approach to ensure the effectiveness of our food safety and quality systems, focusing on risk identification and the implementation of controls to drive continuous improvement.

Our manufacturing sites undergo annual FSQMS audits conducted by our Quality Management team, ensuring compliance with food safety regulations. During the reporting year, we completed Phase 1 of the integration with sustainability requirements specifically for our manufacturing processes, incorporating updates from FSSC v6, as well as the inclusion of key requirements of Environmental Management Systems (14001), to align with international standards and support Jollibee Group's sustainability agenda.

FSSC audits in our manufacturing facilities located in China are now conducted twice a year, while the EMEA region ensures 100% audit coverage for medium-risk manufacturing sites with biannual visits. In the UAE and North America, particularly with Smashburger, the audit frequency has increased to twice a year to enhance operational engagement within our manufacturing operations. The UK had three combined local and global Quality Management visits, focusing on manufacturing quality & food safety systems. Looking ahead to 2025, Phase 2 will introduce assessments for people safety and occupational health and safety (OHS) requirements, alongside the monitoring of implementation of Phase 1 initiatives.

For external audits, we obtain third-party certifications for most of our commissaries. Currently, 93% of our commissaries have certifications from audits conducted by external auditors based on globally recognized schemes such as FSSC and SQF, in line with the Global Food Safety Initiative (GFSI). Some commissaries hold HACCP and ISO 22000 certifications. Only one site remains without an updated third-party certification, as renewal was deferred due to planned facility improvements. The certification renewal is scheduled for 2025. Additionally, our distribution arm in the Philippines, Jollibee Worldwide Services-Logistics (JWSL) Bicutan, holds multiple certifications for Food Safety and Quality Systems, including FSSC-Q, Transported Asset Protection Association Facility Security Requirement Level A (TAPA), Occupational Health & Safety Standards, and Environmental Management Systems.

We ensure that all our manufacturing sites undergo stringent certifications and audits on quality and safety.

100% of our commissaries have been audited and/or certified.

CERTIFICATION ON PRODUCT QUALITY & SAFETY STANDARDS	DESCRIPTION	2023 % OF SITES	2024 % OF SITES
Internal Audits	Jollibee Group Food Safety & Quality Management System	100%	100%
Second Party Audits	Jollibee Group Food Safety & Quality Management System, based on FSSC 22000 and internal processes	100%	100%
Third-party Certification Audit	GFSI-Recognized Standards such as FSSC 22000, SQF, and other standards HACCP, ISO 22000	94%	93% ¹

¹Only one site is without third-party certification with the renewal deferred due to facility improvements, with certification scheduled for 2025.

Contingency plans and control systems

To mitigate potential risks in our supply chain and manufacturing operations, we have established comprehensive contingency plans and control systems. In the event of machine component failure on any production line, we have sufficient backup capacities available from other machines to ensure uninterrupted operations.

Similarly, Jollibee Group has backup capacity for our utility equipment to address downtimes or extended power interruptions. This includes electricity, steam, water, compressed air, LPG, and refrigeration systems in our commissaries. We maintain and monitor these utility systems rigorously to ensure high availability and reliability.

To facilitate oversight, we hold monthly meetings with Jollibee Group commissaries worldwide. During these meetings, we review key performance indicators, which include site certifications by third parties and the effectiveness of our Food Safety and Quality Management Systems (FSQMS). We also discuss incidents related to CARs, CAPAs, and any product recall. This ensures that our CAPA process effectively covers both our restaurants and commissaries, maintaining high standards across all operations. In the context of manufacturing, the CAPA process is essential for identifying and addressing systemic challenges that may arise within commissary operations.

All Jollibee Group-owned manufacturing sites globally are required to be certified to any of the Global Food Safety Initiative (GFSI) approved schemes on Food Safety Management Systems.

Regular assessment of Business Continuity Plans (BCP) is conducted for all our commissary sites in the Philippines, which serve as the primary producers of our global products. These assessments guarantee that critical business functions can proceed seamlessly in the event of plant interruptions. Our sites are well-prepared to respond to calamities such as fires, typhoons, and other geo-hazards, with properly trained emergency response teams.

Jollibee Group's Quality Management and Manufacturing Sites are active members of the Philippine Chamber of Food Manufacturers, Inc., the leading organization for food product manufacturers and distributors in the Philippines, reinforcing our commitment to delivering safe, nutritious, and affordable food products that meet local and international standards. With a Jollibee Group employee appointed to the 2024 board, we further demonstrate our dedication to shaping industry standards and practices.

Quality Management Leaders in international regions are active members of Local Food Safety & Quality associations such as American Society for Quality, International Association of Food Protection in US & Canada, Ontario Food Protection Association in Canada and Chartered Quality Institute in United Kingdom.

3.1.1.3 Logistics

We are 100%compliant with ISO 9001 Quality Management Systems among our third-party logistics providers in the Philippines, ensuring consistent adherence to customer and regulatory requirements. Maintaining food safety standards throughout the transport, storage, and distribution of our products is of utmost importance. Our logistics providers also adhere to the criteria set by the Transported Asset Protection Association (TAPA) to prevent supply pilferage and theft. Additionally, we conduct regular fire safety audits in our distribution centre to assess warehouse fire risks and trucker audits to evaluate the capabilities of our truckers in upholding product quality, security, and integrity during deliveries.

All Jollibee Group-owned logistics sites are required to be certified to any of the Global Food Safety Initiative (GFSI) approved schemes on Food Safety Management Systems.

Food Safety and Quality Recognition Ceremony

In March 2024, Jollibee Group held a Food Safety and Quality Recognition ceremony for its Commissaries and Jollibee Worldwide Services - Logistics (JWSL), aimed at honouring groups and individuals who demonstrated exceptional commitment to food safety and quality compliance. The event featured three award categories to highlight various achievements: the Site Excellence Award, which recognized the site that excelled in leadership, operational excellence, customer focus, and continuous improvement; the Ace of Initiative Award, presented to the site and project owner who implemented impactful initiatives addressing specific food safety and quality challenges; and the Iconic Leadership Award, which celebrated individuals who serve as role models in championing food safety, consistently promoting innovation and continuous improvement. This recognition ceremony fosters a culture of accountability and excellence within the organization and encourages ongoing engagement and dedication to food safety practices among employees.

3.1.2 Food Safety for Suppliers

3.1.2.1 Accreditation, Certification and Audits

Supplier Accreditation

The Jollibee Group has adopted Ivalua as the platform for its global procurement integration and collaboration. This was implemented to exercise global governance, ensure food safety, standard quality, sustainable supply, and overall best procurement value. The platform is used for source-to-contract processes which include sourcing, contract management, supplier management, and spend reporting.

The system has been successfully employed in the Jollibee Group's procurement operations in the Philippines since 2020. Since then, 100% of supplier accreditations for the Philippines and global categories went through the standard process using Ivalua. We have expanded its implementation to other key markets - North America, Vietnam, and China. All other markets have their respective supplier accreditation processes for their locally managed items.

100% of accreditation for the Philippines and Global Categories were successfully conducted thru our online Ivalua platform in 2024

Food Safety Management Systems Certification for Suppliers

In Asia, where ISO standards for Food Safety Management Systems are more prevalent than GFSI schemes, we subscribe to ISO 22000 as a benchmark framework. Our Food Safety and Quality Management System (FSQMS) evaluates all suppliers at least once a year and incorporates risk analysis and considers suppliers' performance in previous years.

For Tier 1 suppliers, 93% are certified by third-party organizations in standards such as FSSC, ISO 22000, HACCP, SQF, and British Retail Consortium (BRC) Food Safety Standards. A small percentage of these suppliers have deferred certification renewals due to site improvements. Tier 2 suppliers, which include Jollibee Group Accredited Global and Philippine suppliers, maintain a similarly high certification rate of 86% to 91%, ensuring compliance with established food safety and quality standards. In addition, vegetable farmers are required to adhere to Good Agricultural Practices (GAP) and poultry, meat, and egg suppliers to follow Good Animal Husbandry Practices (GAHP).

Food and packaging suppliers must obtain certification from external sources recognized by GFSI, such as FSSC 22000, BRC, HACCP, and ISO 9001, applicable to both food and packaging suppliers.

To further reinforce our commitment to food safety, both Tier 1 and Tier 2 suppliers undergo annual audits through the FSQMS, utilizing an agile audit system based on risk assessments. Tier 3 suppliers are audited by their accredited counterparts to ensure comprehensive management of purchased materials. Additionally, food and packaging suppliers conduct annual Food Safety and Quality refresher courses for their personnel. Their compliance with food safety training and employee development is audited annually during Quality Management surveillance audits.

We ensure that our suppliers undergo internal and external certifications and audits yearly:

93% of suppliers were audited with the Jollibee Group Food Safety Quality Management System, prioritizing preferred, strategic and high-risk suppliers.

91% of suppliers have complied with third-party Global Food Safety Initiative (GFSI) Recognized Standards such as FSSC, BRC, HACCP, and ISOISO. The remaining 8% have ready glidepath or in the works towards their 3rd-Party FSQMS Certification in 2025-2026.

CERTIFICATION & AUDITS FOR SUPPLIERS ¹	DESCRIPTION	2023 % OF SUPPLIERS	2024 % OF SUPPLIERS
Internally Developed Standards	Jollibee Group Food Safety Quality Management System	100%	93%
External Standards	Global Food Safety Initiative (GFSI) Recognized Standards such as FSSC, BRC, HACCP, ISO	88%	91%

¹¹Global & Local Suppliers

3.1.2.2 Learning and Competency Programs

List of Learning and Competency Training Programs for Suppliers

Each year, Jollibee Group Global Quality Management (QM) invites external Global Suppliers to enrol in select courses designed to enhance Food Safety and Quality execution throughout the supply chain. Additionally, as part of the Food Safety and Quality Management System (FSQMS) assessment requirements, our external Global and Philippine suppliers must complete regular training covering mandatory Food Safety topics. This training are conducted by internal subject matter experts and external third-party providers.

The trainings we conducted in 2024 for our suppliers are summarized below:

- **Jollibee Group Supplier Food Safety and Quality Management System (FSQMS) Expectation** — Discusses audit and quality assurance standards, held annually
- **New Supplier FSQMS Orientation** – Onboarding introduction of Jollibee Group QM Supply Chain to gain knowledge of our Supplier Quality Management, Food Safety and Quality Management system standards, and Agile Audit System
- **Orientation to Vault Quality One Digital Platform** – Orientation on how to use the Veeva platform, which houses the e-QMS system. This is part of our digitization initiative to elevate the QMS processes, which includes the Audit System, Nonconformity and CAR system, and Recall and Document Control System for submission of requirements
- **Quarterly Jollibee Group Supplier Onboarding** — Provides an overview of Jollibee Group, Procurement, and Source-to-Pay policies and processes of Jollibee Group, including supplier performance assessment (which includes Quality Rating)

- **HACCP Program Development Workshop** – Training support provided to small & medium-scale food suppliers to enable them to comply with Jollibee Group FSQ requirements
- **World Quality Week Conference** — In 2024, World Quality Week featured a landmark conference bringing together over 300 Quality Leaders from Jollibee Group brands worldwide. Under the theme "Transforming Tomorrow, Today: Shaping the Future of Quality Excellence, Innovation, and Automation," participants exchanged best practices and insights to advance Jollibee Group's mission of Quality Excellence

The event included presentations and panel discussions from C-suite executives and experts in sustainability, quality management, and operations, covering topics like food safety, quality best practices, and emerging industry trends. Attendees left equipped with actionable strategies and practical toolkits to drive business growth and foster long-term success
- **Corrective Action- Preventive Action (CAPA) refresher** – A refresher course for suppliers on how to create an effective Corrective Action Preventive Action plan to address issues pertaining to Food and Quality
- **Orientation for New Contractors and Engineers** – Designed for supplier contractors and engineers for store construction, held annually
- **Food Safety Training for Suppliers** – Composed of courses related to principles of food safety, fundamentals of receiving, handling, storage, distribution, and food preparation practices, required for all suppliers

3.2 Food Quality

Food quality is a fundamental priority at the Jollibee Group. To achieve this, we gather and respond to customer feedback, adopt responsible sourcing practices, and innovate with relevant new products supported by effective marketing campaigns.

3.2.1 Customer Satisfaction

3.2.1.1 Voice of the Customer

We aim to provide an exceptional dining experience that brings joy to our customers, encompassing both food quality and service excellence. To achieve this, we recognize the significance of listening to and learning from our customers on a daily basis.

The Voice of the Customer (VOC) plays a crucial role in Jollibee Group's quality management system. We actively seek and value customer feedback, whether they are related to positive experiences or improvement areas. We capture the VOC through our Customer Satisfaction Survey (CSAT) and Feedback Management System.

3.2.1.2 Customer Satisfaction CSAT Survey

Our CSAT survey measures two key metrics: Net Promoter Score (NPS) and Overall Customer Satisfaction. The NPS indicates the likelihood of customers recommending our brand, products, and services to others, while the Overall Customer Satisfaction metric quantifies how well we meet or exceed customer expectations.

In 2024, the **Jollibee Group achieved a remarkable Net Promoter Score of 93, surpassing the industry benchmark of 50.** This accomplishment highlights the satisfaction and loyalty of our customers to our global brands, which includes 11 of our 19 brands worldwide - Jollibee, Coffee Bean & Tea Leaf, Smashburger, Mang Inasal, Greenwhich, Chowking, Red Ribbon, Yonghe King, Hong Zhuang Yuan, Panda Express, Yoshinoya.

3.2.1.3 Feedback Management System

Our Feedback Management System utilizes multiple channels to capture feedback, including in-store surveys, in-app surveys, delivery websites, email intercepts, and social media platforms. By collecting feedback from various touchpoints, we gain insights into the customer experience and continuously enhance our procedures and guidelines. Our goal is to ensure that feedback related to complaints reaches the appropriate resolution owners within 24 hours. This enables us to implement effective customer recovery and take appropriate actions to address any concerns or issues raised by our customers.

During the reporting year, the Philippines, UAE, Singapore, Brunei, and Vietnam implemented the newly launched Azure CSAT and Feedback Ticketing Platform for stores and social media agents. This digital platform automates and streamlines the collection and monitoring of customer feedback, significantly enhancing efficiency and responsiveness.

Additionally, our selected brands in the Philippines, North America, Hong Kong, and Europe adopted Qualtrics reporting, which incorporates Google Reviews as a new channel for gathering customer feedback.

3.2.1.4 Food-related Updates

Jollibee Chickenjoy Voted Best Fast Food Fried Chicken by USA TODAY

On July 2024, Jollibee's signature Chickenjoy has been voted the Best Fast Food Fried Chicken by USA TODAY in the 2024 Readers' Choice Awards, surpassing established global competitors. "This recognition underscores our unwavering commitment to delivering great tasting food that delights customers worldwide," said Ernesto Tanmantiong, Global President and CEO of Jollibee Group. He expressed gratitude to loyal customers and dedicated employees who create joyful experiences. The Chickenjoy has also received praise from international outlets like Eater.com and South China Morning Post. With 100 stores across North America and over 1,500 restaurants worldwide, Jollibee continues to expand its presence as part of a global growth strategy.

Jollibee Ranks as Second Fastest-Growing Restaurant Brand in the World

On February 21, 2024, Jollibee was recognized as the second fastest-growing restaurant brand globally, according to Brand Finance's annual report. The brand saw an impressive 51% growth in value, reaching USD 2.3 billion, climbing from 20th to 17th place in the Global Restaurant Rankings. Additionally, Jollibee secured the fifth position in the strongest restaurant brand category, elevating its rating from AA- to AAA.

As the only Philippine brand in the 2024 Top 25 Most Valuable Restaurant Brands, Jollibee attributes its success to a diverse menu of high-quality, affordable offerings, alongside robust expansion strategies in international markets. With 1,668 locations across 17 countries, Jollibee continues to capture the hearts of consumers, exemplified by the recent inauguration of its 100th store in North America, where long lines formed in anticipation of its famous Jolly Crispy Chicken and other beloved menu items. This growth reflects the Jollibee Group's expertise in building globally craved brands, reinforcing its commitment to quality and customer satisfaction.

The Coffee Bean & Tea Leaf Recognized Among Top Franchise and Top Breakfast Chains in America in 2024

The Coffee Bean & Tea Leaf proudly ranks within the top 35% of leading franchise brands on the 2024 Franchise Times Top 400 list. It has also been named one of the Top 20 Breakfast Restaurant Chains in America by VictoriaAdvocate.com. These recognitions reflect our commitment to cultivating a loyal customer base across generations by staying true to our handcrafted quality while innovating to align with evolving market trends.

The Coffee Bean & Tea Leaf® Named Top 10 Brand in Kuwait for Customer Satisfaction

The Coffee Bean & Tea Leaf® (CBTL), owned by Jollibee Group, has been recognized as one of the Top 10 Brands in Kuwait for customer satisfaction in the 2023 Service Hero Customer Satisfaction Index (CSI) Awards, ranking first in the Café Category. The CSI Awards honour companies for exceptional customer service based on factors like expectations, satisfaction, and likelihood to recommend. Launched in Kuwait in 2004, CBTL currently operates 73 cafés and aims to reach 100 by 2025.

Coffee Bean and Tea Leaf Unveils Boba and tokidoki Viral Collaboration in the US

The Coffee Bean & Tea Leaf (CBTL) has sweetened summer with their “How Do You Boba?” campaign, introducing brown sugar boba pearls in two new drinks: the Iced Brown Sugar Latte with Boba and the Iced Ceylon Milk Tea with Brown Sugar Boba. This campaign has sparked excitement online, achieving record engagement. Additionally, CBTL launched a second collaboration with tokidoki, featuring a colorful merchandise collection at a Santa Monica event, which saw impressive sales. They also introduced three tokidoki-inspired drinks: Chocotella, Strawberry Milk, and Boba Bob, marking a successful launch for Team USA.

Smashburger Ushers in a New Era with Brand Transformation and Enhanced Menu Launch

In celebration of its 17th anniversary, Smashburger has unveiled a dynamic brand transformation, introducing a revamped menu and fresh visual identity. This new chapter emphasizes the brand's signature juicy smash burgers, crispy fries, and bold flavors. The updated menu features eight new items, including the All-American Smash® and the Scorchin’ Hot Crispy Chicken Sandwich, alongside four enhanced classics like the BBQ Bacon Smash® and the Truffle Mushroom Smash®. Additionally, Smashburger refreshed its brand identity with redesigned logos, new colors, and a modern look to create a welcoming atmosphere.

Smashburger Executives Recognized for Pioneering Marketing and Catering Success

Thomas Prather, Chief Marketing Officer of Smashburger, has been honoured as CMO of the Week by Brand Innovators, a leading platform that celebrates marketing leaders and innovative strategies. Thomas shared his vision for revitalizing Smashburger’s bold new identity, advancing menu innovations, and reconnecting with the brand’s roots to deepen customer engagement.

Arleen Hughes, National Catering Sales Manager, was named among the Top 30 Movers and Shakers in Catering by Fast Casual and Lunchbox, a recognition celebrating visionaries redefining the catering industry. Arleen plays a pivotal role in driving sales, building client relationships, and spearheading initiatives that elevate Smashburger’s catering offerings.

These accolades highlight Smashburger's commitment to leadership, innovation, and customer excellence.

Highlands Coffee Named Vietnam’s Top F&B Brand in Customer Experience

In June 2024, Highlands Coffee was recognized as the top food and beverage brand for customer experience in KPMG's 2023 Customer Experience Excellence Study. This accolade highlights Highlands Coffee’s commitment to delivering exceptional service and product quality, positioning it above competitors in the industry.

The study engaged Vietnamese consumers across various sectors, and Highlands Coffee excelled in KPMG’s Six Pillars of Experience methodology, which includes Integrity, Empathy, and Personalization. The brand notably climbed 22 spots from the previous year, reflecting increased customer satisfaction and loyalty, particularly in its face-to-face and

digital channels. Founded in 1999, Highlands Coffee has expanded significantly since the Jollibee Group acquired a 50% stake in 2012, growing its network from 56 to 723 stores in Vietnam and 779 globally. With a commanding market share of 35-40% in Vietnamese coffee, Highlands Coffee continues to resonate strongly with consumers, underscoring its role as a community hub that celebrates Vietnam's rich coffee culture.

Jollibee EMEAA Regional Marketing Head Nico Reyes Named Young Market Master for Marketing Management

Dominic Rowell “Nico” Reyes, Jollibee’s Head of Regional Marketing for EMEAA, has been honoured at the 2024 Mansmith Young Market Masters Awards (YMMA). Recognized for his innovative marketing strategies across 14 markets, Reyes has played a pivotal role in adapting Jollibee to local tastes and driving impressive growth, even during the pandemic. His previous leadership in Jollibee UK resulted in record sales and high customer satisfaction. Reyes emphasizes the importance of customer relevance and is dedicated to fostering a world-class reputation for both Jollibee and Filipino talent on the international stage.

Mang Inasal Shines as the Only Philippine Restaurant Winner at the 21st International Business Awards

Mang Inasal has made a significant mark on the global stage by being the only restaurant from the Philippines to be honoured at the 21st International Business Awards (IBA) held in Istanbul, Turkey. The brand was recognized for its innovative marketing and community engagement, winning four awards, including two Golds. Notably, the Mang Inasal Creators’ Circle won Gold for Influencer Marketing Campaign of the Year, while the Mang Inasal Nation Facebook Group was awarded Gold for Engaged Community of the Year. Additionally, the brand received Silver for its viral partnership with NBA star Dwight Howard. These accolades highlight Mang Inasal's commitment to fostering strong customer relationships and celebrating Filipino culture, further solidifying its leadership in the quick-service restaurant industry.

3.2.3 Responsible Sourcing

At the Jollibee Group, we recognize the critical role of responsible sourcing in safeguarding the well-being of our people, the quality of our food, and the health of our planet. Our commitment to sustainability and ethical stewardship guides our focus on key food categories integral to our operations. To reinforce this commitment, we have implemented in 2023 a comprehensive responsible sourcing program that governs the procurement of raw materials across six key categories: poultry & eggs, palm oil, beef, packaging, dairy, and coffee. This program addresses key sustainability priorities, including animal welfare, responsible antibiotic use, deforestation, and greenhouse gas emissions.

3.2.3.1 Our Commitment to Responsible Sourcing

As one of the fastest growing global companies in the restaurant industry, we are committed to responsible sourcing as an integral part of our mission to provide great-tasting food and to bring the joy of eating to everyone worldwide.

We leverage our scale to make a positive impact on Food, People, and Planet within our supply chain with our renowned brands and vast network of restaurants across the globe.

We adopt a comprehensive approach to responsible sourcing, recognizing that our actions influence the livelihoods of individuals, the wellbeing of our shared planet, and the welfare of animals. We firmly believe in the importance of demonstrating respect for each of these elements.

We demonstrate our dedication to sustainable and ethical practices throughout our sourcing processes, focusing on priority ingredients where we have the greatest impact such as poultry & eggs, palm oil, beef, dairy, consumer-facing packaging (fiber and resin), and coffee.

Areas of focus include animal health and welfare, deforestation, responsible antibiotic use, cage free farming, and greenhouse gas emissions.

3.2.3.2 Key Categories and Areas of Focus

Key Categories Status & Commitments: Poultry & Eggs, Palm Oil, Beef, Packaging, Dairy, Coffee

Category	Commitment	2024 Status	Areas of Focus
Poultry & Eggs ¹¹	• We will source 100% cage free eggs in the US by 2025, and aim for 100% cage free eggs globally by 2035 • We will leverage on the Jollibee Group's Poultry Supplier Council and our membership in the IPWA / US RSPE to deepen our understanding of poultry & eggs sustainability and set meaningful targets and programs on animal welfare and antibiotic use, that go beyond regulatory compliance • We will baseline GHG emissions of our poultry supply chain	• In North America, we are 100% cage free in Jollibee, Red Ribbon, and Chowking company-owned and franchise restaurants. Approximately 90% of Smashburger restaurants are no longer serving eggs, with the remaining restaurants, primarily in airports with special circumstances, are on track to achieve cage free within 2025. 100% of Coffee Bean and Tea Leaf's company-owned restaurants in the US are Cage-Free. We continue to work on our glidepath to 100% cage free globally by 2035 • 100% of our chicken suppliers practice responsible antibiotic use and are certified in markets that require antibiotic usage certification¹, where antibiotics are administered only when necessary • We source 100% of our chicken requirements from suppliers that fully comply with animal welfare regulations of countries of origin and use² • In the U.S., we adhere to California Prop 12, while in the Philippines, we require Good Animal Husbandry Practices (GAHP) certification for poultry and eggs	Animal Welfare, Antibiotics, GHG
Palm Oil ¹²	• 100% of our palm oil sourced from Roundtable for Sustainable Palm Oil (RSPO) member companies by 2025 • 100% RSPO-certified palm oil by 2035 • We respect the rights and livelihoods of communities and workers in palm oil-producing regions and aim to contribute positively to the social fabric and economic well-being of these regions	• 96% of the palm oil we use globally comes from RSPO-certified companies³ • We use 100% RSPO-certified palm oil in Burger King Philippines, and we continue to work on our glidepath to 100% sustainable palm by 2035 • Two main commissaries in the Philippines have been RSPO-certified in 2024⁴	Deforestation

Beef ¹³	• We will leverage on the Jollibee Group Beef Supplier Council and our membership in the Global Roundtable for Sustainable Beef (GRSB) to enhance our understanding of beef sustainability and to set meaningful targets and programs on animal welfare and antibiotic use, that go beyond regulatory compliance • We will baseline GHG emissions of our beef supply chain	• 100% of our directly sourced beef from lead global beef suppliers⁵ are compliant with local policies and regulations on animal welfare and responsible antibiotics use, where antibiotics are administered only when necessary • We source 100% of our beef requirements from suppliers that fully comply with animal welfare regulations of countries of origin and use⁶	Animal Welfare, Antibiotics, GHG
Packaging	• Source 100% of consumer-facing packaging, both fiber and plastic, from renewable, recycled, or certified sources by 2035 • Explore initiatives that will provide guests with recycling opportunities in markets with advance infrastructures • Reduce problematic or unnecessary plastic – those which are difficult to recycle or compost due to their format, composition, or size • Fully eliminate the use of expanded polystyrene (EPS) foam packaging by 2025 in remaining markets	• Completed packaging baselining in 2024⁷ • 43% of our consumer-facing, fiber-based packaging suppliers are chain of custody-certified (COC). We continue to work on our glidepath to 100% COC-certified packaging by 2035 • All markets are EPS-free, except Jollibee Vietnam, which is set to transition by 2025, following Chowking UAE and Jollibee North America's shift in 2024	Deforestation
Dairy ¹⁴	• We will leverage the Jollibee Group Beef Supplier Council and our GRSB membership to enhance beef sustainability, setting ambitious targets for animal welfare and antibiotic use beyond regulatory standards. • We shall baseline GHG emissions of our dairy supply chain	• Completed dairy baselining in 2024 for both Philippines⁸ and Other Markets⁹ • 62% of suppliers compliant to animal welfare standards in countries of origin and have sustainability programs. 51% are members in Dairy Sustainability Organizations • 47% of suppliers measure GHG emissions	Animal Welfare, Antibiotics, GHG
Coffee ¹⁵	• We will continue to partner with suppliers who are dedicated to upholding sustainable and deforestation-free practices, and collaborate with various stakeholders to strengthen our coffee-bean sourcing goals • We will assess and enhance our strategies and practices to consistently	• Green coffee beans sourced globally are 3.2% Certified Organic & 0.44% Certified organic/Fairtrade¹⁰	Deforestation GHG

	uphold our commitment to a child labor- free coffee supply chain • Collaborate with farmers and other stakeholders to explore opportunities towards regenerative farming		
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¹Markets that require Antibiotics-Usage Certification include the PH, US, CA, and EU¹Markets that require Antibiotics-Usage Certification include the PH, US, CA, and EU

²Chicken sourced from Brazil, Brunei, Canada, Italy, KSA, Kuwait, Malaysia, Philippines, Poland, Thailand, Vietnam, and the US

³Palm Oil Scope. Includes PH and all IO markets that use Palm Oil in their operations. IO markets include VN, SG, BN, MAL, HK & MACAO, KSA, KW, QA, BA, OM, and UAE. Remaining 4% supplied by distributors to PH, HK/Macau, and Brunei.

⁴Certification is valid until Dec. 18, 2029. RSPO certification of our commissaries allow us to make claims.

⁵Beef Scope. Markets where JFC is buying beef raw material for own commissary use – PH, CN, VN, and Smashburger – North America. These account for 86% of total global beef spend.

⁶Beef sourced from Australia, Brazil, Ireland, New Zealand, and the US

⁷PH accounts for 82% of Jollibee Group volume and comprising of 79% Fiber and 21% Resin. Other Markets (OM) account for 18% of Jollibee Group volume and comprising of 58% Fiber and 42% Resin

⁸Scope of PH Dairy Baseline Survey: PH suppliers accounting for the Top 80% of PH spend on Dairy. Animal Welfare Compliance of suppliers to the PH market: 100% for cheese suppliers, 40% for Milk & Butter suppliers, 100% for Soft serve Suppliers Membership in Dairy Sustainability Organizations of suppliers to the PH market: 41% for Cheese suppliers, 30% for Milk & Butter Suppliers while 53% of dairy suppliers to other markets.

⁹Scope of Other Markets Dairy Baseline Supplier Survey: 42 out of 93 suppliers from all OM (excluding Qatar) responded to the survey. Suppliers to the OM market: 60% Animal Welfare Compliance, 48% Measure GHG Emissions, 53% Have Partnerships/Organizations/Certifications related to Sustainability.

¹⁰CBTL Global - Green coffee beans sourced from Mexico, Guatemala, Sumatra, Colombia, and Papua New Guinea

¹¹Poultry Baseline Scope. only includes Active Suppliers in 2023 and Direct Purchase of Raw Chicken, Processed Chicken as Raw Material (further processed in the commissary), and Marinated Chicken Products (Cut-Ups, Fillets, Tenders). Data includes JB, MI, CK, GW, SB, CBTL (MY&SG), HZY, (CN). THW (CN), and YHK (CN). This covers 98% of total Global poultry spend. Markets with broiler cage-free regulations include the US, CA and, EU. Markets that require Antibiotics-Usage Certification include the PH, US, CA, and EU

¹²Palm Oil Scope. Includes PH and all IO markets that use Palm Oil in their operations. IO markets include VN, SG, BN, MAL, HK & MACAO, KSA, KW, QA, BA, OM, and UAE.

¹³Beef Scope. Markets where JFC is buying beef raw material for own commissary use – PH, CN, VN, and Smashburger – North America. These account for 86% of total global beef spend

¹⁴Dairy Scope. Includes only suppliers that account for the top 80% of PH spend on Dairy. Equivalent spend on dairy ingredients in Cheese, Milk & Butter, and Softserve is about 68%.

¹⁵Coffee Scope: The Coffee Bean and Tea Leaf

3.2.3.3 Sustainable Supply Chain

Jollibee Group ensures our suppliers comply with all relevant market regulations and legislation at source and at point of use. Suppliers must meet import regulations of the receiving country and fulfil Jollibee Group's requirements and standards, whether they are global standards or those specified by our individual brands. Compliance with all the provisions in the Mutual Non-Disclosure Agreement (MNDA), Standard Terms and Conditions for the Purchase of Goods/Services (STC), and supplier agreements is essential.

Jollibee Group has a robust system in place to address and resolve potential non-compliance issues. We promptly flag and escalate any issues locally, engaging relevant teams such as Quality Management (QM), Research and Development (R&D), Restaurant Systems, Legal, and others, depending on the nature of the problem. Through cross-collaboration among these teams, we effectively address potential non-compliance and implement appropriate corrective actions.

In our pursuit of a sustainable supply chain, Jollibee Group has implemented various practices to promote sustainability within our food supply chain. We prioritize suppliers who demonstrate environmentally friendly practices that align with our sustainability objectives. We establish accreditation processes for new suppliers and work closely with long-term suppliers to ensure alignment with our sustainability goals.

In cases where a supplier is found or alleged to have a negative impact on our people, food, and the planet, we investigate and take decisive action based on the magnitude and scope of the impact. This may involve issuing warnings, reducing business allocation, imposing suspensions, or, in severe cases, de-listing the supplier. These measures underscore our commitment to holding suppliers accountable for their actions and fostering a sustainable supply chain.

Our Supplier Code of Conduct establishes clear expectations for our partners, ensuring responsible business practices, which has been effectively cascaded across our supplier network.

View the Jollibee Group's Supplier Code of Conduct: <https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2023/11/JFC-Supplier-Code-of-Conduct.pdf>

Farmer Entrepreneurship Program (FEP):

The Farmer Entrepreneurship Program (FEP) is a joint initiative by the Jollibee Group Foundation and Jollibee Group that empowers small-holder farmers in the Philippines to deliver their produce directly to the Jollibee Group. This includes essential ingredients like white onions, green bell peppers, tomatoes, calamansi, ginger, and other vegetables used in the products of Jollibee, Chowking, Greenwich, and Mang Inasal. The program ensures a reliable supply chain and provides training to enhance skills of farmers to comply with standards such as the Philippines Good Agricultural Practices. Through FEP, over a thousand smallholder farmers have delivered their produce directly to Jollibee Group, promoting entrepreneurship and sustainable practices in local farming communities.

Over **1,200** smallholder farmers have delivered their produce directly to the Jollibee Group

3.3 Nutrition & Transparency

We are dedicated to improving the nutritional profile of our products while upholding the highest standards of quality and flavour. This involves reducing the use of artificial ingredients wherever possible and ensuring greater transparency by providing nutritional and allergen information. We adhere to responsible marketing practices, respecting parents as the primary decision-makers for their children's food and beverage choices.

3.3.1 Nutrition Content

Our primary objective is to offer delicious, and safe food that people can trust. Our strategy revolves around continually improving the nutrient profile of our products, expanding choices, and ensuring greater transparency to meet the evolving needs of our customers.

We are dedicated to providing customers with a wide array of options by aligning our brands with Jollibee Group's Global Nutritional Criteria and adhering to the dietary guidelines set by the World Health Organization, starting with Jollibee brand's key markets.

To measure our progress, we track the number of meal options that meet Jollibee Group's Global Nutritional Criteria, which limits the calorie count to 750 or less. We also focus on reducing sodium, sugar, and fat content in accordance with the World Health Organization's guidelines for adults.

NUTRITION		
To provide customers with a variety of options, by ensuring that our brands offer meal choices that are satiating, and in line with Jollibee Group's Global Nutritional Criteria, and the World Health Organization's dietary guidelines, starting with the Jollibee brand's Key markets*	GOAL	
	/	2024 STATUS
		• Identify at least 5 meal options that are 750 calories or less in key Jollibee Markets
		• In 2024, we introduced five meal options under the "Meals under 750 calories" category, available through Jollibee Philippines Website, App, and SOK. We are in the process of expanding this effort to other markets
	SODIUM	• Reduce Sodium by 10% in best sellers and sides by 2027
	SUGAR	• We are actively studying and testing to stay on track toward our 2027 goal
		• For the beverage category, we aim to remove at least 20% Sugar by 2026 by offering more sugar free beverage options
		• We are currently looking at our selection of beverage offerings to find lower sugar options, to stay on track toward our 2026 goal

<i>Scope: Jollibee brand key markets, Philippines, United States, United Kingdom, and United Arab Emirates.</i>	FAT	• Reduce the presence of animal-based fat by 10% with plant-based fat in our manufacturing processes by 2027. We are committed to the reduction of fat by 10% by 2027 for burgers and spaghetti	• We are actively studying and testing to stay on track toward our 2027 goal
	PLANT BASED PRODUCTS	• Partner with market leaders in Plant Based Protein to develop a Plant Based options in selected key markets, concurrent with our other global brands already offering Plant Based products	• In 2022, Jollibee Singapore launched a zero-beef burger and won the Vegan Great Taste Award from People for the Ethical Treatment of Animals (PETA). Smashburger offered jackfruit-based veggie burger in partnership with Jack & Annie's at locations in New York, New Jersey and Colorado. We continue to explore opportunities for further implementation moving forward
	KIDS MEALS	We aim to work towards making 50% or more of Kids Meals Bundle Offerings, meet WHO Meal Nutrition Criteria (kids 13 yrs and under) <600 Calories <650 mg of Sodium <52 gm of total Sugar <69 gm of Fat	• Efforts are ongoing to develop 4 new kids meals by 2026

3.3.2 Artificial Ingredients

Jollibee Group requires all our operations worldwide to comply with regulatory requirements concerning food and nutrition. Furthermore, we strive to enhance the nutrient profile of our food by eliminating or reducing where possible, the use of artificial flavors and colors from artificial sources, Partially Hydrogenated Oils (PHOs), and Transfat in our main menu products. We are also committed to reducing artificial preservatives whenever possible, starting with Jollibee Group's key markets. Currently, all our Jollibee brand products are Trans-fat and PHO-free.

Additionally, Jollibee's Research and Development team conducts a thorough review of all products to ensure they meet acceptable levels of ingredients, in accordance with CODEX global guidelines.

ARTIFICIAL INGREDIENTS GOALS*	2024 STATUS
ARTIFICIAL INGREDIENTS • We strive to continue improving the nutritional profile of our food by removing	• Today, all our Jollibee brands products worldwide are free of Trans-

Partially Hydrogenated Oils (PHOs), and Trans-fat from our main menu products, as well as reducing artificial flavors, added colors from artificial sources and artificial preservatives where possible, in our main menu items, starting with the Jollibee brand's key markets	fat Partially Hydrogenated Oils (PHOs)
KIDS MEALS • We aim to remove artificial flavors and artificial preservatives, as well as reduce added colors from artificial sources where possible, from our kids meals	• In 2024, we phased out the use of artificial colorant in all of our pie crust for all of our fried pies across all Jollibee markets • In 2024, we have removed all colorant from our breading in our supreme chicken sandwich in the Philippines. • Today, all our Jollibee brands products worldwide are free of Trans-fat Partially Hydrogenated Oils (PHOs)

**Scope, Jollibee Philippines, North America, United Kingdom, and United Arab Emirates*

3.3.3 Access to Allergen and Nutritional Content Information

Ensuring food safety includes effectively managing allergen and nutritional information and providing accessible disclosure to guide customers in making informed choices.

Our comprehensive Allergen Management Program offers customers detailed information about the allergen and nutritional content of our products. The Jollibee Group Allergen Management Program establishes a holistic framework for controlling allergenic materials across the Jollibee Group's Food Chain and ensuring customers have the necessary information.

Allergen Management is now an integral part of our Quality Management department's Food Safety Assessment. Consequently, we have commenced evaluating the allergen and nutritional content of our products and creating an allergen matrix that enables us to quickly identify products with significant allergens.

All our Philippine brands' allergen information is accessible through their respective websites. Moreover, we conducted training programs in our Philippine restaurants and commissaries to empower front-line personnel and managers to readily and adequately answer customers' allergen-related queries. The training covers the rationale behind the program, allergen management concepts, communication strategies, common food allergens, intolerance characteristics, and related policies. We also established restaurant protocols for the operations team to follow when responding to allergen inquiries or complaints.

In regions such as North America and Europe, our brands comply with the legal requirements for declaring allergen content. In North America, the nutritional information and calorie counts for all our brands are readily available in the restaurants and accessible through the brand websites. In China, our advertising materials for cereal soya milk include "allergen tips". We also label takeaway cups for soya milk beverages to indicate "Non-GMO soybeans" and related allergens. Additionally, we provide information on our menu and social media about the suitability and recommended daily intake of certain ingredients, such as ginseng, peach gum, and seafood, with explanatory notes for specific age groups.

All pre-packaged foods used across our brands in China display nutrition labels to ensure transparency.

3.3.4 Responsible Marketing

We have always been mindful of responsible marketing practices and comply with local laws and regulations on marketing communication compliance within the countries in which we operate. In 2022, we set out a goal to accelerate our commitment to Responsible Marketing. Since then, we are pleased to share that in August 2023, we released our Responsible Marketing Policy for the Jollibee brand and held training sessions reaching every marketing team across all global regions. As part of our policy, we do not advertise Jollibee products in any measured media channel where 30% or more of the media audience is under 13 years old. Placements for Jollibee advertising materials exclude child-directed programs on TV and digital platforms (Meta, TikTok, YouTube, Programmatic Advertising Platforms).

The scope will be expanded to include other Jollibee group brands in succeeding years.

Responsible Marketing Policy

Access a full copy of the policy here: <https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2023/09/Jollibee-Responsible-Marketing-Policy.pdf>

3.3.5 Research and Development

To fulfil our long-term commitment to providing safe and nutritious food to customers, our company invests in research and development (R&D). Combining culinary arts and food science to achieve superiority in food innovation, our R&D departments worldwide support our mission to develop and serve delicious, quality, safe, sustainable, best-tasting food with good value for money that everyone can enjoy.

Our dedicated R&D teams worldwide focus on enhancing our products by combining the timeless flavors of diverse cuisines and optimizing kitchen and service operations.

R&D plays a pivotal role in the overall strategies of Jollibee Group through a range of initiatives, including:

- Ensuring quality of our suppliers' offerings
- Pioneering new innovative products
- Establishing stringent product standards
- Promoting sustainability for long-term business viability
- Supporting expansion of our network and business channels to accelerate growth
- Cultivating world-class research and development capabilities rooted in Jollibee Group values and culture

In the product development process, Jollibee Group listens to the voice of different stakeholders, including:

- **Suppliers:** Evaluating the availability of materials and the capabilities of suppliers to meet quality and production requirements
- **Commissary:** Evaluating manufacturing and commissary capabilities to ensure consistent production and quality of the food product

- **Restaurants:** Identifying procedures or restaurant systems that need improvement to enhance or optimize kitchen workflows, processes, and equipment efficiency
- **Customers:** Assessing consumer preferences and acceptance through in-restaurant surveys, with the findings presented to the R&D team to inform product development and enhancements

In response to stakeholder feedback, our R&D departments develop strategic initiatives and action plans to address concerns effectively. Product reformulations, whether for existing or new offerings, follow a rigorous approval process based on the objectives and scope of the changes. This process may include reviews and endorsements from the Chief Taste Officer (CTO), the Executive Board, and the Product Board, ensuring that all products meet our standards for taste superiority.

We continuously strengthen our research and development teams through regular talent reviews and providing learning opportunities, including training in food science, food engineering, and business competency.

Jollibee Group also ensures that subject matter experts are actively involved in the research and development of all our brands. For example, our team comprises food technologists, bakery scientists, and a nutritionist who possess expertise in Flour Technology, Cake and Bread Technology, Dairy Science, Chocolate Technology, Food Science, and Commercial Baking.

Jollibee Group has a robust team of R&D experts assigned to each country and brand across the globe. We also extend R&D technical support to suppliers and all commissaries worldwide. In the North American region, we place a strong emphasis on expanding and upgrading the R&D research center and testing kitchens for Jollibee, Red Ribbon, and Chowking.

OUR FOOD GOALS

OUR FOOD GOALS			
PILLAR	FOCUS AREAS	JOLLIBEE GROUP	
		GOALS	2024 STATUS
FOOD We Serve Food People Trust	Food Safety	Continue to serve great tasting and safe foods through rigorous audits and certifications yearly across all our stores, commissaries, and logistics	• Over 11,788 Food Safety, Cleanliness, and Condition Audits were conducted across stores, and 100% of commissaries and logistics worldwide have completed internal and/or third-party audits
		Ensure food safety systems are in place starting from the source of our ingredients thru audits and certification across all our suppliers	• 93% of our global suppliers underwent at least one internal audit, while 91% obtained third-party certification. • 100% of accreditation for the Philippines and Global Categories were successfully conducted thru our online Ivalua platform in 2024
	Food Quality	Responsibly source key ingredients from suppliers	• We remain committed to advancing the goals established under our Responsible Sourcing Program, which focuses on key categories including poultry & eggs, beef, packaging, palm oil, coffee, and dairy, with the areas of focus on animal welfare, antibiotics, greenhouse gas reduction, and deforestation. Refer to the Responsible Sourcing section for detailed progress.
		Ensure customer satisfaction with the overall restaurant experience, including food quality and service	• Achieved a Net Promoter Score of 93, surpassing the industry benchmark of 50.
	Nutrition & Transparency	Provide customers with a variety of options, by ensuring that our brands offer meal choices that are in line with Jollibee Group's Global Nutritional Criteria, and the World Health Organization's dietary guidelines, starting with Jollibee Group Key Markets.	• We introduced five meal options under the "Meals under 750 calories" category, available through Jollibee Philippines Website, App, and SOK, in 2024. We are in the process of expanding this effort to other markets.
			• In 2022, Jollibee Singapore launched a zero-beef burger and won the Vegan Great Taste Award from People for the Ethical Treatment of Animals (PETA). Smashburger offered jackfruit-based veggie burger in partnership with Jack & Annie's at locations in New York, New Jersey and Colorado. Looking ahead, we have initiated collaborations with various partners to create great-tasting plant-based foods tailored for the different Jollibee markets, concurrent with our other global brands already offering Plant Based products.

		Remove artificial flavors, added colors from artificial sources, Partially Hydrogenated Oils (PHOs), and Transfat from our main menu products, as well as reduce artificial preservatives where possible, starting with Jollibee Group Key Markets.	• Today, all our Jollibee brands products worldwide are free of Trans-fat Partially Hydrogenated Oils (PHOs). • In 2024, we phased out the use of artificial colorant in all our pie crust for all of our fried pies across all Jollibee markets. • In 2024, we have removed all colorant from our breadings in our supreme chicken sandwich in the Philippines.
		Provide consumers access to information on allergen and nutritional content	• The allergen information and nutritional information for all our brands in the US are accessible through their websites or stores. In the Philippines, all allergen information for key brands is available through their websites or stores.
		Accelerate our Commitment to Responsible Marketing of Products	• The Jollibee brand's Responsible Marketing policy has been cascaded across all global regions, reaching every marketing team. Access the policy here: https://bucketeer-3eb16243-2c1c-43d2-be4e-lc2b3664d293.s3.amazonaws.com/2023/09/Jollibee-Responsible-Marketing-Policy.pdf

4. People

We Help Make People's Lives Better

"We foster an inclusive work environment for the growth and development of our employees, farmers, and communities."

4.1 Employee Welfare

"Choose Joy!" is Jollibee Group's Employer Value Proposition (EVP), designed to attract, engage, and retain top talent by clearly defining what makes the Jollibee Group a great place to work. The EVP serves as a strategic tool to differentiate the Jollibee Group from other employers, ensuring that potential and current employees understand the unique opportunities and experiences the company offers. It highlights the company's commitment to providing Purposeful Journeys for individual growth, building Meaningful Connections across teams, creating Impactful Brands that inspire, and empowering people to pursue Big Dreams. The objective of the EVP is to make Jollibee Group an employer of choice by demonstrating its dedication to supporting employee development, fostering a positive and joyful work environment. By aligning the company's values with the needs and aspirations of its people the EVP, which is expressed through our employer brand "Choose Joy!", brings to life the joyful experience that helps build a workforce that is engaged, motivated, and aligned with the company's long-term goals.

4.1.1 Learning and Development

We are dedicated to investing time and resources in building a holistic and comprehensive approach to talent development, recognizing the critical role of continuous competency building and skills enhancement. Our Learning and Development programs aim to empower our employees to achieve their career milestones and aspirations. As part of our commitment to providing and enabling purposeful career development, we enhance our employees' capabilities in alignment with organizational goals. We aim to help our employees grow and advance by offering comprehensive training and skill-building opportunities.

Aligned with the Jollibee Groups commitment to employee experience, we prioritize development in both leadership and functional areas through the 4Es Model of Continuous Learning Approach by Bersin by Deloitte, a learning approach achieved through Experience, Exposure, Education, and Environment.

At the core of the Leaders cycle and the anchor of Jollibee Group Leadership Development Program is the Leadership Brand, "Inspire Joy", which establishes clear standards of behavior for great leadership within the organization. It was introduced in 2023 and was fully cascaded in 2024 to ensure alignment among all leaders.

Additionally, in 2024, the Capability Framework was developed and approved to further enhance our comprehensive and holistic approach to employee development. The framework integrates Leadership, Shared, and Functional Competencies, ensuring a holistic and structured path for growth and development and can be used as an anchor for the employee's Individual Development Plan (IDP). Completed as part of the company's annual performance review cycle, the IDP is a plan co-created by the employee and their immediate superior, focused on development for their current role and

to help prepare them for the next level role or for their aspiration. Specific developmental interventions using the continuous learning approach are identified and monitored for the year.

Learning and Development Programs

In 2024, we provided an average of **29.6 training hours per employee** globally.

- **Inspire Joy, Jollibee Group Leadership Brand:** The Jollibee Group Leadership Brand establishes the mindset and set of behaviors essential in building leaders who lead and build teams and brands that perform well today and transform our organization for the future.
- **Boris Groysberg Leadership Series:** Named after Professor Boris Groysberg, a renowned Harvard professor and longtime consultant of the Jollibee Group, this is a quarterly gathering of our Senior Leaders from all markets, brands, and business units facilitated by Professor Boris himself. Senior Leaders gather virtually or in-person to learn from various cases across industries or discuss current and upcoming issues, trends, or events that can impact the business. It is also a time to share wins or learnings from their own experience and an opportunity to create collaborations that may be beneficial not only for their respective brands but for the entire group.
- **Accelerate, Fast-tracked Development Program:** In 2024, Accelerate provided fast-track development for selected leaders to expand their capability and prepare them for the company's growth and global business expansion. The talents participated in high-impact learning and challenges through targeted and real-world experiences, leading to their completion of a business challenge project. This year, Accelerate included Future Leaders Program (FLP) for Operations and Support in the Philippines, and Accelerate Level 3 in the Philippines, China, and North America.
- **Agile Transformation:** As part of the Agile Transformation, various Mission Teams were formed to address specific business problems at a faster and more agile phase. Learning sessions on Agile 101 to introduce the Agile Ways of Working to the broader organization were also provided.
- **One Basic Operations Training Program (1BOTP):** 1BOTP is one of the ongoing programs that is part of onboarding and assimilation specifically of Restaurant Management Teams. The program is comprised of Restaurant Operations, Sales & Profit Management, and People Management and Development.
- **CORE Development Program:** Builds operations readiness of Philippine Restaurant Managers through the identification and building capabilities based on business priorities. In 2024, the focus areas are Quality, Agile, Digital Technology, Franchising and Taste.
- **Individual Development Plan (IDP):** All employees in the Philippines and North America are involved in an IDP that includes development interventions in Exposure, Experience, Environment, and Education (4Es).
- **Mainstream Leadership and Technical Training Programs:** Jollibee Group provides leadership and technical skills competency training for employees in the Philippines.

- **Leadership Top 50:** A specialized weekly training and learning session designed for the top 50 talents in China.
- **Jollibee Group China Debate Competition:** An interactive and fun competition that provides young talents in China with an opportunity to showcase their skills.
- **Training for Regional Operations and Shop Management Talent:** In China, we organize Regional Operations Manager Training Camps to systematically develop a pipeline of grassroots management personnel. These camps ensure a steady supply of qualified talent to support the company's newly opened stores, developing leadership and operational excellence at the regional level.
- **Professional Talent Development:** In China, we prioritize training for frontline core positions. To complement traditional training, we host a National Professional Skills Competition, leveraging the competitive format to enhance the pool of skilled frontline professionals.
- **Road to King:** We have developed an online platform and mobile application, called Road to King, to make training and development planning more accessible and convenient. This app was successfully utilized by 100% of team leaders in China, management trainees, supervisors, associate managers, and senior associate managers to complete their customized career development paths.
- **Crew Certifications:** In the UK, 100% of the crew received certification in their mother station, and at least 50% were cross trained in another station. In Spain, we achieved 100% certification of all crew members in the mother station.
- **Operations Excellence Training:** Focused on restaurant operations, employees across all levels receive continuous training to strengthen their technical and customer service skills, ensuring consistency and excellence in line with Jollibee's high standards.
- **Emerging Leaders program:** A program conducted in Vietnam to develop key talents.
- **Area Manager Development Program:** Achieved 100% completion rate for the development and growth of Area Managers in Vietnam.
- **The Coffee Bean & Tea Leaf® Barista Championship 2024:** The Coffee Bean & Tea Leaf® Barista Championship, held on September 19, 2024, celebrated barista creativity and skill in crafting exceptional beverages. This event encouraged participants to push their boundaries, experiment with new techniques, and showcase their unique signature drinks. Judged on precision and innovation, baristas competed fiercely, culminating in a vibrant atmosphere filled with coffee enthusiasts and industry professionals. The championship recognized individual talent while fostering community among baristas.

4.1.2 Employee Engagement

Employee engagement is foundational to our mission of delivering the joy of eating to everyone and to fulfilling our promise of providing a joyful experience in the Jollibee Group. To achieve this, we recognize the importance of fostering an optimal and joyful work environment, where our team members feel inspired and empowered to perform at their best. Integral to this commitment are our efforts in measuring employee engagement and

implementing targeted interventions to address the findings. These core elements are not just pivotal to employee engagement but are essential in nurturing a culture where every individual feels valued, secure, and motivated to contribute to our collective success.

4.1.2.1 Employee Engagement Activities

We strive to foster a positive and dynamic work environment by actively engaging our employees. Various initiatives were implemented in 2024 to motivate and connect employees to our mission and ensure they feel valued.

"My Voice Matters" is Jollibee Group's global annual employee engagement survey, where we utilize Gallup's Q12 Employee Engagement framework, alongside a variety of other tailored surveys. Through this we are able to assess employees' sentiments on key aspects of their work experience, such as alignment with our purpose, relationships with colleagues and supervisors, opportunities for growth, and overall well-being. By analyzing survey results, leaders gain actionable insights into the challenges their teams face and collaborate on targeted action plans to enhance engagement. Teams are empowered to identify specific needs, implement interventions, and track progress, fostering a culture of accountability and continuous improvement. In 2024, 67% of employees were classified as engaged, surpassing the worldwide average of 23%. This places Jollibee Group at the 74th percentile of Gallup's global database.

Received the Gallup Exceptional Workplace Award for the Third Time (2020, 2023, 2024)

In 2024, we received the Gallup Exceptional Workplace Award (GEWA) for the third time. This award recognizes organizations that prioritize employee engagement and maintain a strong workplace culture. The Jollibee Group is the first and still the only Philippine-based organization to receive this award in 2020.

The Gallup Employee Engagement Survey covers 3.3 million workers across 100,000+ teams around the globe. It is based on Gallup's comprehensive and rigorous workplace study and the GEWA recognizes world-class organizations that integrate engagement into their workplace culture.

Jollibee Group Named One of TIME's 'World's Best Companies' (2023, 2024)

The Jollibee Group has proudly earned a spot on TIME Magazine's "World's Best Companies" list for two consecutive years, a testament to its commitment to employee engagement and sustainable business practices. Global President and CEO Ernesto Tanmantiong expressed gratitude for this recognition, attributing the achievement to the hard work and dedication of its employees, franchisees, and partners.

Evaluated on employee satisfaction, revenue growth, and sustainability transparency, the Jollibee Group scored an impressive 84.81, reflecting its robust financial performance and dedication to its people. In 2023, the company reported a 16% increase in net income and a remarkable focus on employee welfare through its People Agenda, which prioritizes development, safety, and well-being.

Jollibee Group Awarded as Employer of the Year by the People Management Association of the Philippines

On October 17, 2024, the Jollibee Group was awarded Employer of the Year by the People Management Association of the Philippines (PMAP) during its 48th Annual Awarding Ceremonies, where they recognized Regional and National Winners in three major categories, including Employer of the Year and People Manager of the Year.

The Employer of the Year recognition highlights organizations that successfully achieve business goals while fulfilling social responsibilities. Jollibee Group was chosen for its effective HR-driven solutions that produce strong business outcomes and positively impact employees and the community. Following a significant recovery from a net income loss in 2020, the company achieved record sales and net operating income in 2022 and 2023, along with all-time high employee engagement scores. The award reflects the company's commitment to a people-centric culture, encapsulated in its "Choose Joy" value proposition, which prioritizes employee happiness and fulfilment, ensuring engagement, development and overall well-being.

PMAP also awarded Jollibee Group Global Chief Human Resources Officer Arsenio Sabado as People Manager of the Year. Sabado was chosen among other outstanding Chief HR Officers in the country for his "exceptional people management initiatives and programs addressing business and organizational challenges". Coupled with his track record in strategic leadership, he was also selected for exemplifying an outstanding record of related professional experiences, as well as significant contribution to the development of the HR profession in the Philippines.

Jollibee Group Makes It to the Fortune Southeast Asia 500 List

Jollibee Group was among the 38 Philippine companies included in the inaugural Fortune Southeast Asia 500. Fortune, a global multi-platform media company known for their Fortune 500 list, ranked the largest companies in the region by their total revenues for the 2023 fiscal year. The Jollibee Group was ranked 86th in the overall list, with a revenue of USD4,391.1 million and a profit of USD157.7 million. It was also the 9th highest ranked Philippine-based company.

4.1.3 Diversity and Inclusion

Our commitment is to implement Jollibee Group's Diversity and Inclusion strategy by fostering a zero-discrimination environment, providing equal opportunities, and supporting vulnerable sectors through employment.

Throughout the talent life cycle, we design inclusive experiences to ensure that every talent is chosen, onboarded, developed, and engaged with fairness, respect, and without bias. We give everyone access to opportunities for growth so they can reach their full potential. In order to dismantle obstacles and enable special growth possibilities, we invite, embrace, celebrate, and nurture our true selves and our collective uniqueness. Our goal is to create people managers that sincerely care about each individual, listen intently, and commit to growing as leaders.

4.1.3.1 Our D&I Vision, Joy For All

We have established our Diversity and Inclusion Vision entitled "Joy for All". The Jollibee Group is committed to cultivating an inclusive environment for our internal talent, external partners, and consumers so that they can choose and create joyful experiences anchored on their individuality and uniqueness. We value the differences that each person brings to the organization based on their personal background, life experiences, and other diverse qualities that they possess. Through these, we champion mutual respect, belonging, and empowerment that promote dialogue, collaboration, creativity, innovation, and the opportunities to be one's authentic and best self every day, today, and tomorrow... Because in the Jollibee Group, the joy of eating and the joy of being know no boundaries.

For more information on Joy For All, visit: https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2024/05/Joy-for-All_JFCs-DI-Vision-and-Commitments-1.pdf

JOY in one's personal journey	JOY through connections	JOY through organizational systems	JOY in our impact on the community
We create inclusive experiences throughout the employee life cycle, so that each talent is treated fairly, respectfully, and without bias when they are selected, onboarded, developed, and engaged. We offer equal opportunities for self-development to fulfill each person's potential.	We invite, embrace, celebrate, and nurture our authentic selves and collective differences to remove barriers and empower unique growth opportunities. We are committed to developing people managers who listen and dedicate themselves to becoming better leaders and genuinely caring about every single individual.	We constantly learn how to eliminate biases and address the needs of diverse groups. We do not tolerate prejudice and discrimination, and we safeguard each person's psychological safety. We promote a workplace that cultivates belongingness, trust, collaboration, and innovation through which we drive the achievement of our organizational goals.	We respect the differences across the communities where we are present and believe that our D&I practices make a difference to the world. We reflect the people that we serve and apply inclusion principles in our interactions with consumers, external partners, and communities with the aim of championing joyful experiences for all.
INDIVIDUAL	COLLECTIVE	ORGANIZATION	SOCIETY
Unique individual experience and career in Jollibee Group	Relationships that harness collective differences	Systems and mechanisms that promote inclusion and psychological safety	Making a difference in the world through our D&I practices

Focus Areas	Espousing JOY FOR ALL is particularly relevant as we increase participation in the global arena and embrace diversity on a wider scale. In this regard, our objectives for the next three years are related but not limited to the following primary areas:	
GENDER DIVERSITY& INCLUSION Promoting fair representation of different genders and having equal opportunities available that aren't limited by one's sex, gender identity, or sexual orientation	GENERATIONAL DIVERSITY& INCLUSION Harnessing the power of a multigenerational workforce through the inclusion of individuals belonging to different age ranges and experiences	CULTURAL DIVERSITY& INCLUSION Understanding and celebrating the collective programming of diverse peoples as obtained throughout the course of their lives

We are also learning new techniques to eliminate prejudices and meet the requirements of different groups. We encourage an environment at work that fosters innovation, cooperation, trust, and a sense of belonging to advance the accomplishment of our corporate objectives. In order to promote joyful experiences for everyone, we implement our inclusion principles in our interactions with customers, outside partners, and communities, reflecting the people we serve.

To support these efforts, we have established a formal governance mechanism for our Joy for All initiative. This includes a Steering Committee responsible for overall direction and decision-making, which is accountable to the Board of Directors for D&I outcomes. Complementing this is the Joy for All Council, composed of representatives from various business units. The council provides leadership and advice to advance D&I initiatives, fostering innovative actions and connecting D&I efforts with business imperatives while promoting our sustainability agenda. The council chair acts as the overall D&I champion, overseeing activities and reporting to the Executive Team, while council members, who are senior leaders across the organization, offer guidance on enhancing D&I efforts.

In addition to governance, we developed various events and campaigns. Our International Women's Month Celebration and Allyship Webinar raised awareness of gender equality and provided tools for allyship, empowering participants to support their colleagues. The Purposeful Journeys x Intergeneration Week campaign featured webinars aimed at promoting understanding and collaboration across generations, emphasizing the importance of diverse perspectives. We also hosted a World Day for Cultural Diversity internal campaign to celebrate cultural diversity within our organization and encouraged employees to share their cultural experiences. Furthermore, the Pride Month Celebration and Gender Diversity Webinar focused on LGBTQ+ rights, engaging employees in discussions about inclusivity and acceptance.

To ensure our strategies align with the unique needs of our workforce, we launched a D&I Strategy Survey in October 2024. This survey assessed the specific requirements of our various organizations and businesses, enabling us to create a targeted strategy roadmap that aligns with our enterprise-wide goals. Collectively, these initiatives exemplify our commitment to fostering an inclusive culture and creating joyful experiences for all stakeholders.

4.1.3.2 Equal Opportunities

We are firmly dedicated to providing equal opportunities for all individuals and taking a strong stance against workplace discrimination. Our efforts are focused on eradicating any form of discrimination based on factors such as age, health status, disability, gender identity, race, class, ethnicity, and religion, among others, so that talent decisions will be based on merit and contribution, and not influenced by demographics.

In 2024, women make up 54% of senior management positions, and 54% of our total workforce globally.

We have also welcomed over 400 hires from senior citizen and persons with disabilities into our restaurants in the Philippines.

The Jollibee Group is committed to cultivating an inclusive environment that celebrates the individuality and joy of our talent, external partners, and consumers. Each person brings to our organization unique characteristics and a diverse perspective, including their personal background and life experiences. We encourage open dialogue, collaboration, creativity, and innovation by fostering mutual respect, belonging, and empowerment.

Development of Female Employees to Become Leaders in Their Field

The Jollibee Group is dedicated to empowering our female employees worldwide and creating a supportive work environment. Female employees hold the majority of management positions within the Jollibee Group who are breaking barriers and achieving remarkable success in their respective roles.

Atty. Valerie Feria Amante was appointed as the Jollibee Group's first Chief Legal, Ethics, and Compliance Officer. With nearly two decades at the group, Amante's leadership exemplifies the company's commitment to merit-based advancement, stating that her disability and gender have never been points of discussion.

Ma. Celina Leonardo, Senior Director of Global Financial Planning for Coffee Bean & Tea Leaf (CBTL), is making waves in finance as a finalist in the FutureCFO Excellence Awards for Controller of the Year. Leonardo's journey reflects her passion for finance, coupled with her love for coffee and tea, as she navigates the complexities of setting up CBTL's Global Function in Singapore.

Beth Dela Cruz, President for North America, also stands out as a trailblazer. She was recognized in the 39th Annual Women of the Year Awards for her advocacy in equity, diversity, and inclusion. Starting as a store management trainee in 1986, Dela Cruz has played a pivotal role in Jollibee's expansion in North America, emphasizing the importance of uplifting other women leaders within her team.

These inspiring women represent a community of female leaders within the Jollibee Group who are instrumental in realizing our vision of becoming one of the top five restaurant companies globally. Their stories highlight the Jollibee Group's commitment to fostering a culture where women can thrive and lead in their fields.

Employment Opportunities

Talent Acquisition

Our employees are vital to communicating information about our work culture and environment with customers. Hence, we coached our store members to become employer

brand ambassadors. Our team members are encouraged to share their positive experiences at the Jollibee Group. Additionally, we implemented an employee referral program called Finding Joy, recognizing the value of employee recommendations in attracting top talent. Employee advocacy programs and referral programs also help us to strengthen our employer brand and attract high-quality candidates.

Employment Opportunities for the Vulnerable Sector

In supporting vulnerable sectors in communities where we operate, we focus on empowering underprivileged youth, seniors, and persons with disabilities, providing meaningful roles that enable them to contribute and thrive within our organization.

Through our Access, Curriculum, Employability (ACE) Scholarship Program, in partnership with technical-vocational skills training institutions, we provide mentorship to indigent out-of-school students. This program equips them with the necessary skills in Quick Service Restaurant Operations (QSRO) and Agro-entrepreneurship, enabling them to gain employment and contribute to the workforce. Since 2016, we have supported more than 3,155 underprivileged youth in the Philippines through these scholarships, opening up livelihood opportunities so they can support their families.

Providing Jobs to Filipino Youth with Philippine Business for Education and the United States Agency for International Development

We partnered with the Philippine Business for Education (PBE) to participate in the United States Agency for International Development (USAID)-backed YouthWorks PH project as part of our Access, Curriculum, Employability (ACE) Scholarship Program. This endeavor is geared towards addressing youth unemployment in the Philippines through quality training and employment opportunities.

As of September 2024, the inaugural batch of 21 youth trainees, classified as “Not in Education, Employment, or Training” (NEET), has commenced their on-the-job training in select Jollibee, Chowking, and Greenwich stores in Cebu. This follows a 10-week classroom training funded by the Jollibee Group, which covered the trainees’ allowances and accommodation. The training curriculum for the Quick Service Restaurant Operations (QSRO) track was developed in collaboration with the Primary Structures Educational Foundation, Inc. – School of Knowledge for Industrial Labor, Leadership, and Service (PSEFI-SKILLS).

The Supervised Industry Learning (SIL) component of the YouthWorks PH program ran from September to December 2024. During this phase, trainees worked alongside experienced store managers and crew members, engaging in customer service, food handling, maintaining cleanliness, and other operational procedures.

Through this comprehensive training program, we aim to open more employment opportunities for low-income youth in the QSRO sector, helping them build practical skills and gain valuable work experience.

Offering Jobs for Senior Citizens and Persons with Disabilities through the Inclusive Employment Program

In 2023, we revived our inclusive employment program in Manila, collaborating with the local government to hire senior citizens and persons with disabilities (PWDs) as customer relations staff across various Jollibee, Chowking, Greenwich, and Burger King branches. This initiative demonstrates our commitment to support the local government and establish similar partnerships with other local government units (LGUs).

In 2024, we expanded our inclusive employment program in partnership with the local government of Quezon City, allowing over 200 senior citizens and persons with disabilities (PWDs) to find employment in more than 50 Jollibee Group stores, including Jollibee, Chowking, Greenwich, and Burger King.

We also signed an agreement with Muntinlupa to provide temporary jobs for qualified senior citizens and PWDs, with the city's Public Employment Service Office assisting in the hiring process. Additionally, in November 2024, we partnered with the provincial government of Rizal to offer jobs to senior citizens and PWDs, marking the first provincial-level partnership for Jollibee and the largest of its kind in the food industry. As of September 2024, the program has successfully hired over 400 qualified senior citizens and PWDs across various cities.

Offering Jobs for Underprivileged Youth through a Special Program for the Employment of Students

In 2024, the Jollibee Group has forged partnerships with the Philippine Department of Labor and Employment (DOLE) on the Special Program for Employment of Students (SPES) to provide short-term job opportunities for 900 underprivileged students, out-of-school youth, and dependents of displaced workers in the Philippines. DOLE will supervise the overall implementation of SPES while Jollibee Group will be tasked to process and evaluate applicants endorsed by the Public Employment Service Office (PESO) for final selection and engagement of qualified SPES beneficiaries. The Company's partnership with DOLE on SPES is aligned with the group's employer value proposition branding called "Choose Joy!" This encapsulates the Company's commitment to providing joyful work experiences through meaningful careers, inclusive work culture, and the opportunity to participate in the Company's mission of serving great-tasting food, bringing the joy of eating to everyone. This program hopes to help address the unemployment rate among youth in the Philippines.

Zero Discrimination

We are dedicated to cultivating a work environment that is free from harassment, intimidation, and discrimination. To achieve this, D&I has been identified as a priority of the Human Resources team, actively working on eliminating unconscious biases in every stage of the employee lifecycle and customer experience journey.

To foster a zero-discrimination environment, we prioritize educating our employees on the value and benefits of an inclusive workplace. Through training programs on Unconscious Bias (UB), Diversity and Inclusion (D&I), we aim to raise awareness and promote understanding across all levels of our workforce.

Respect for the dignity of every individual is at the core of our principles, and we maintain zero-tolerance towards any form of disrespect, discrimination, harassment, violence, or intimidation. We strive to build an inclusive environment where diversity is embraced and without discrimination. Our decisions are made based on merit, while also recognizing and respecting cultural differences and diverse beliefs.

In our North America operations, we updated our recruitment process to ensure that our job postings and visuals reflect a diverse and multicultural approach. Additionally, we are committed to significantly enhancing workforce diversity in Europe, the Middle East, and Asia (EMEA) to better align with the markets in which we operate.

We strictly prohibit any form of unlawful discrimination against applicants, prospective applicants, or employees based on various factors, including but not limited to, race, sex (including pregnancy, lactation, childbirth, or related medical conditions), religious creed, marital status, national origin or ancestry, age, citizenship status, sexual orientation, gender, gender identity, gender expression, military or veteran status, or any other status protected by federal, state, provincial, or local law.

Recognizing the importance of extending our zero-discrimination initiatives beyond the Philippines, we have taken proactive steps to introduce learning sessions on Diversity and Inclusion, as well as Inclusive Leadership, for our leaders in selected countries worldwide. In Spain, we align our operations with the Spanish government's Equality Plan to ensure compliance with local regulations and foster an environment of fairness and equal opportunity.

These company-wide activities reflect our unwavering dedication to creating an inclusive environment where every individual is valued and has equal opportunities to thrive, regardless of their background. We firmly believe that diversity and inclusion are essential for supporting innovation, driving growth, and building a strong and united workforce.

Jollibee Group Partners with Philippine Business Coalition for Women Empowerment on Championing Women in the Workplace

In 2024, the Jollibee Group, the first quick service restaurant member company of the PBCWE, reaffirmed its commitment to women empowerment and diversity through two key initiatives launched during International Women's Month. The partnership between the Jollibee Group and the PBCWE kicked off with the conduct of a virtual learning series on anti-sexual harassment for over 10,000 Jollibee Group store teams and employees in 2023. This initiative was in collaboration with the Employers Confederation of the Philippines (ECOP). Continuing to champion women in the workplace, the Jollibee Group conducted another virtual learning session with PBCWE on "Supporting our #SuperHERoes: A Guide to Becoming a Better Ally to Women at Work" in 2024. The learning session, attended by Jollibee Group employees both in the Philippines and international markets, aimed to help employees translate their personal visions into collective family strategies, creating supportive and organized "home teams." The training module used gender equality concepts to foster genuine collaboration and establish effective support structures among family members.

4.1.4 Employee Benefits, Health & Safety, and Human Rights

4.1.4.1 Compensation and Benefits

Jollibee Group recognizes the importance of fair compensation and benefits in fostering job satisfaction. We regularly benchmark and update our compensation practices and salary structure against market data and mandatory wage guidelines, ensuring fairness and competitiveness. Additionally, we conduct annual evaluations of our benefits policies and practices, benchmarking them against industry standards, not only to motivate and engage our employees but also to attract and retain top talents. By prioritizing competitive compensation and comprehensive benefits, we aim to create a positive and supportive work environment.

As part of our commitment to performance-based rewards, our compensation framework is built on principles that recognize and incentivize excellence.

- Variable Pay: Bonuses, employee share options, and sales incentives for eligible employees.
- Merit Increases: Adjustments based on performance and prevailing business circumstances.
- Sign-On Bonuses: Offered to selected candidates to attract talent and compensate for forfeited bonuses from previous employers.
- Clawback Provisions: Whenever misconduct or actions undermine sustainability efforts, we implement clawback provisions for long-term incentive-based compensation. A clawback provision is included in sign-on bonuses if employees leave voluntarily.

Jollibee Group believes that compensation goes beyond financial rewards by balancing meaningful incentives with financial stability to support business sustainability.

- Departments are held accountable for outcomes, with performance influencing merit increases, variable pay, and long-term incentives.
- The company rewards employees who actively support sustainable practices and demonstrate responsible business conduct.

We also provide retirement benefits that exceed statutory requirements, including adherence to pension contributions to the government social security program and additional retirement packages designed to support employees beyond their tenure.

In 2024, we launched the Retirement Program, a three-phased transition program designed to help employees transition from full-time work to retirement. The program's objectives are to equip employees with tools and information they may need upon retirement and to provide support and resources to employees throughout the various stages of the retirement processes such as check-ins and workshops, partnering with reputable companies who excels in this type of change to guide the employees through the process.

To further support employees, Jollibee Group offers a robust benefits package that includes health and wellness programs such as medical plans, outpatient reimbursement, insurance, and annual medical checks. Other benefits include:

- Flexible work arrangements like Work-From-Home and Flexible Work Time.
- Meal allowances, discounts, and access to emergency and tuition loans.

- Transportation reimbursements and allowances.

Additionally, in the Philippines, we offer our Flexible Benefits Program, which allows employees to convert specific benefits into points for e-vouchers in an online marketplace, catering to their specific needs and preferences.

4.1.4.2 Occupational Health and Safety

Ensuring the health and safety of our people is a top priority for us. The Jollibee Group implement comprehensive measures to prevent work-related health issues by strictly adhering to Occupational Health and Safety (OHS) protocols, guidelines and work rules of the country or state the company operates in across the different divisions and units.

Annual safety audits are conducted to identify potential hazards and assess risks using a Hazard Identification, Risk Assessment, and Control (HIRAC) framework. Hazards are identified through work condition assessments that involve site inspections, task observations, equipment evaluations, and reviews of manufacturers' manuals, safety data sheets, and incident reports. Employees conducting these assessments must be trained and certified Safety Officers, having completed a 40-hour basic occupational safety and health training course. Commonly identified hazards include slips, trips, falls, contact with high-temperature equipment, manual lifting of heavy objects, and electrical hazards. The findings from the hazard and risk assessments are discussed in the monthly meetings of the Safety and Health Committee, providing crucial feedback for the system to eliminate safety and health incidents through the implementation of corrective action plans.

In the Philippines, our occupational health and safety management system is developed in compliance with legal requirements, particularly the Department of Labor and Employment (DOLE) Occupational Safety and Health Standards. It follows the Plan-Do-Check-Act (PDCA) framework to manage risks and achieve continuous improvement. This comprehensive OHS program covers all aspects of our operations and all types of workers. It includes a commitment to meet OHS requirements, general safety programs that cover medical surveillance for early detection of occupational diseases, and emergency medical services. We also promote health through initiatives addressing HIV/AIDS, tuberculosis, and maintaining a drug-free workplace. Moreover, in 2024, stores, commissaries and main office sites in the Philippines have no findings for Occupational Safety and Health (OSH) and General Labor Standards violations by DOLE.

To further support our commitment to health and safety, we provide access to occupational health services, including annual physical examinations and health check-ups. OHS-related training is prioritized during paid working hours and encompasses various programs such as Basic Occupational Safety and Health Training, electrical safety programs, first aid training, and fire safety awareness training. Regular training and education on safety practices are conducted, along with toolbox meetings to ensure ongoing awareness among employees. We systematically carry out accident and incident investigations with appropriate reporting mechanisms in place.

An OSH Committee oversees safety protocols and is supported by safety personnel, such as Safety Officers and First Aiders. The provision and use of personal protective equipment (PPE) are strictly enforced, and safety signage is maintained throughout our facilities.

In Vietnam, our safety measures include audits, the provision of labor protection equipment, and health initiatives like regular check-ups. We adhere to ISO 22000

procedures and conduct internal audits to maintain compliance. Preventative measures for work-related injuries and diseases are in place, alongside training programs for leadership and store operations. A health and safety committee oversees the implementation of policies related to a drug-free workplace, HIV/AIDS, anti-sexual harassment, hepatitis B, and tuberculosis, conducting regular fire and earthquake drills.

We prioritize safety to maintain an environment free from risks to the health and lives of our customers and employees. To achieve our goal of zero critical incidents, we have implemented a comprehensive safety and security manual with rigorous standards covering various areas, including cleaning practices, fire safety, and emergency preparedness for potential crises, such as prolonged power failures and natural disasters.

4.1.4.3 Freedom of Association and Collective Bargaining

At Jollibee Group, we uphold the rights of our employees to freely raise concerns, engage in collective bargaining, and respect their freedom of association. In Vietnam, 100% of Jollibee employees are covered by Collective Bargaining Agreements (CBAs). In China, this coverage extends to 100% of employees at Yonghe King, Tim Ho Wan, Hong Zhuang Yuan, and our main office. In the Philippines, CBAs cover 11% of our employees and address important aspects such as wages, working hours, and terms of employment.

Employees covered by the collective bargaining agreement receive negotiated wage increases, leaves, medical benefits, uniforms, among others.

Specific to our Philippine operations, the CBAs include general provisions that encompass several areas, such as:

- Union Security
- Grievance Machinery
- Labor-Management Cooperation
- Reproductive Health
- Education
- Wage Increase
- Wage-Related Benefits (Overtime Pay, Rest Day Premium, Holiday Pay, Night Differential)
- Bonuses
- Leaves
- Medical and Hospitalization Benefits
- Loyalty/Service Awards
- Retirement
- No Strike-No Lockout

4.2 Farmers Livelihood

4.2.1 Farmer Entrepreneurship Program (FEP)

The Jollibee Group Foundation (JGF) established FEP in the Philippines to help smallholder farmers in improving their livelihoods and income by providing direct access to supply institutional markets, including Jollibee Group. Initially, companies struggled to find farmers capable of engaging directly with markets due to limited access to technology and business development services. There was also a lack of trust between farmers and companies. Farmers were hesitant about unfamiliar company processes and their reliability as markets. Similarly, companies were uncertain about the farmers' ability to meet quality, quantity, and timeliness requirements. Issues such as side-selling and contract reneging further complicated trust-building efforts within the value chain.

To address these challenges, JGF recognized the need for a comprehensive set of interventions to develop farmers' mindsets and business skills, enabling them to successfully engage with the company and other corporate markets. Close cooperation and coordination among various stakeholders, including local government units, non-government organizations, financing institutions, academic institutions, and the farmers themselves, were essential. Within Jollibee Group, collaboration between different business units such as Procurement, Research and Development, Commissaries, Logistics, and Finance was crucial to strengthen inclusive business practices and provide the necessary support for farmers to participate in economic success. JGF acted as a bridge and facilitator in these collaborations.

A specific project that helped farmer groups engage with institutional markets is the publicly-run Agro-entrepreneurship for Inclusive Value Chains Training Program which JGF conducts with Xavier University – Ateneo de Cagayan. This program expanded into a full training course, with 2 new courses launched in 2024: Fundamentals of Agro-Enterprise Clustering Approach (AECA) and the Facilitators Skills Training.

The program has trained various organizations working with farmers on the Agro-Enterprise Clustering Approach (AECA). Most participants are from local government units, farmer cooperatives, and national government agencies like the Department of Agriculture (DA). Since 2022, JGF's partnership with DA to embed AECA into its programs, particularly through the Farm and Fisheries Clustering and Consolidation Program (F2C2) and the Philippine Rural Development Project (PRDP), has expanded the program's reach, with over 200 DA personnel participating in 2024.

Moreover, the collaboration of JGF for six years with PUM Netherlands Senior Experts to introduce agri-innovation techniques to enhance productivity and sustainability of FEP farmers. From 2019 – 2024, JGF and PUM have conducted multiple advise-on-location missions and remote coaching sessions benefiting over 500 farmers. These sessions taught farmers techniques on soil health regeneration, and integrated pest and disease management. These kinds of initiatives demonstrate JGF's systemic approach, leveraging core strengths and fostering collaboration.

In 2024, FEP farmers achieved a major milestone by delivering the highest annual volume of vegetables to Jollibee Group since the program's inception in 2008. A total of 2,744 MT of assorted vegetables, primarily onions, were supplied, with 1,237 farmers actively delivering directly to the company.

Farmer Entrepreneurship Program	2023	2024
Number of small holder farmer groups delivering for the year	17	18
Number of small holder farmers who delivered directly to Jollibee Group	1,037	1,237
Metric tons of vegetables delivered to Jollibee Group for the year	1,367	2,744

Total sales generated for FEP Farmers, in PHP cumulative since 2008 to 2024	PHP 703,000,000
Number of small holder farmers engaged ¹ , cumulative since the start of the program in 2008	4,954
Number of smallholder farmers who have been trained , since start of the course on Agro-entrepreneurship for Inclusive Value Chains in 2021	2,863

¹Farmers engaged is the total number of farmers trained and farmers who have delivered since 2008; Farmers trained is those trained by graduates of JGF's Agro-entrepreneurship for Inclusive Value Chains course; and Farmers delivered are part of the Farmer Entrepreneurship Program delivering directly to the Jollibee Group.

JGF Launches Agri-Tech Facilitator Program to Transform Smallholder Farmers' Lives

The Jollibee Group Foundation (JGF) has launched the Agri-Tech Facilitator (ATF) Program to enhance the skills of small holder farmers, enabling them to identify new technologies and guide their fellow farmers to update their farming methods. This is in partnership with Xavier University – Ateneo de Cagayan and Central Luzon State University. The first batch of trainings took place last October 2024, focusing on fostering collaboration and promoting innovative agricultural practices. Gisela Tiongson, JGF President, emphasized the program's role in building farmers' confidence and ensuring sustainable productivity in their agro-enterprises.

The last two training modules for the first batch of the ATF Program are scheduled for 2025, focusing on practical applications to maximize the impact of the newly trained facilitators in their communities.

Journey to Growth Forum: Building Capacity for Agro-Entrepreneurs

In June 2024, JGF hosted the Journey to Growth Forum aimed at empowering small holder farmers and enhancing their entrepreneurial skills. This event featured interactive learning sessions on agri-innovation, industry trends, and strategic business planning workshops tailored to equip participants with the tools necessary for success in agriculture. The forum also included discussions on vital topics such as supply chain

resilience and modern farming techniques, reinforcing the foundation's commitment to fostering sustainable agricultural practices. Annually, JGF conducts business planning sessions to help farmers adapt to market trends, with a goal to increase their share of Jollibee Group's onion requirements.

Supporting Farmers in Building Climate Resilience

The 2022 World Risk Index report identified the Philippines as the country most at risk from natural disasters and their impacts. To strengthen climate resilience among smallholder farmers, the Jollibee Group Foundation (JGF) established the Farmer Livelihood Recovery Program (FLRP). This program supports farmers affected by calamities by immediately providing essential resources such as seedlings and fertilizers to hasten the replacement of damaged crops.

In 2024, through FLRP, JGF supported the recovery of 10 farmer groups, comprising 179 farmers, impacted by six typhoons in the Philippines which hit in a span of 3 weeks. This additional support further enhances their recovery efforts and strengthens their resilience to future climate challenges.

FEP receives multiple prestigious awards for empowering farmers

The Farmer Entrepreneurship Program (FEP) has received recognition for its impact, winning two prestigious awards at the regional ESG Business Awards 2024: the 'Entrepreneurship Development Programme Award' and the 'Social Welfare Award.' In addition, FEP has also been recognized as one of the 2024 Steward Leadership 25 Honors List, among 122 organizations across 25 countries. This award solidifies the foundation's commitment to empowering Filipino farmers and promoting sustainable agriculture. Pepot Miñana Jr., Chief Sustainability and Public Affairs Officer, noted the program's role in equipping farmers with essential skills to overcome challenges and achieve food security.

4.3 Community Support

4.3.1 Jollibee Group FoodAID

Jollibee Group Food AID is a program in the Philippines that brings together the efforts of the Jollibee Group to provide relief and aid during times of disaster. Since 2013, this program has been actively responding to calls for help and ensuring that communities affected by disasters have immediate access to food. By utilizing our expertise in producing and distributing food items that are easy to prepare and store, the program has been able to support communities in provinces and regions that have been hit by calamities. Since 2020 up to 2024, in collaboration with franchisees and various partners, we have distributed more than 15 million meals and other food products to communities in need.

In response to Typhoons Carina and Kristine (international names Gaemi and Trami), JGF swiftly mobilized relief efforts through its FoodAID program, providing hot meals to thousands in collaboration with its partners. Prepositioned congee mix in typhoon-prone areas ensured immediate and efficient distribution in affected areas. Strategically stored with partners even before the onset of calamities, these enable the rapid provision of meals during emergencies.

Additionally, the Jollibee Group Foundation has strengthened its commitment to food security by collaborating with Kawa Pilipinas Foundation Inc. (Kawa Pilipinas). With 44.7% of the Philippine population facing moderate or severe food insecurity, JGF has actively addressed this crisis by providing essential food items, including congee mixes, since August 2020. Kawa Pilipinas has produced over 315,000 meals for its beneficiaries, known as "beloveds," emphasizing the transformative power of food not just for recipients, but also for volunteers who build camaraderie and self-confidence through their service.

Over 15,509,000 meals have been donated thru FoodAID program since 2020.

FoodAID	2023	2024
Number of meals donated for the year	3,120,000	2,689,000
Value of food assistance for the year	56,000,000	34,249,000

4.3.2 Access, Curriculum, Employability (ACE) Scholarship Program

JGF has implemented the ACE Scholarship Program since 2005 to empower underprivileged youth. In recent years, JGF focused on strengthening the curriculum aspect by establishing Agro-Enterprise Resource Centers (AERCs) to support agricultural initiatives. These collaborations with ACE partners involve curriculum development and scholarships, aiming to foster interest in agro-entrepreneurship among the youth. The AERCs offer the Agro- entrepreneurship National Certificate II course, accredited by the Technical Education and Skills Development Authority (TESDA). Currently, there are five AERCs located in different regions of the Philippines.

Additionally, JGF supports the training of youth scholars for the Quick Service Restaurant Operations (QSRO) program, which provides relevant training for the food service industry. In 2024, the Jollibee Group and JGF partnered with Primary Structures Educational Foundation, Inc. and Philippine Business for Education, to implement a customized food service training program for the QSRO track, which is designed to fill the gap for professional training in the food service industry. The inaugural batch of 18 youth trainees completed their on-the-job training in select stores in Cebu of Jollibee, Chowking, and Greenwich.

These trainees, previously categorized as "Not in Education, Employment, or Training" (NEET), completed 10 weeks of classroom training funded by JGF and have gained hands-on experience alongside experienced store managers and crew members. This practical aspect of the program, which ran from September to December 2024, aims to equip them with essential skills in customer service, food handling, and operational procedures.

JGF President Gisela Tiongson emphasized the importance of investing in youth education to create pathways for success. One of the trainees described the program as a "transformative gift," providing her with the skills needed to thrive in the food and beverage sector.

Over 3,155 youth provided with scholarship since the program started in 2005.

ACE	2023	2024
Number of youths provided with scholarship for the year	357	401
Scholarships granted for the year for priority courses ¹ for the year	218	375
Agri-Tech Voc Scholars who received Certification ² on AE for the year	77	60

¹ Combination of Agri and QSRO Scholars, which are the priority courses of ACE. This excludes other type of scholarships, which have also been granted, and are counted under the cumulative total number of youth provided with scholarships.

² These are Agri-Tech Voc Scholars who graduated and proceeded to take an AE Certification afterwards

4.3.3 Busog, Lusog, Talino (BLT) Kitchen Feeding Program

JGF reactivated the Busog, Lusog, Talino (BLT) Kitchen Feeding Program in 2023 when public schools resumed face-to-face classes. The BLT Program that started in 2007, helps provide daily lunch to help undernourished children remain in school and learn better. BLT School Feeding Kitchens were built to facilitate food preparation for a cluster of schools and nearby communities. Aside from providing facilities and equipment, parent volunteers in the Kitchens were also trained on preparing nutritious recipes and food safety and quality standards. The centralized process eases the implementation of the Department of Education's (DepEd) School-based Feeding Program (SBFP) and enables feeding more children with a shorter preparation time.

With the DepEd announcing its plan to have one central kitchen per division for its school-based feeding program (SBFP), the Busog, Lusog, Talino Central Kitchen of the Jollibee Group Foundation (JGF) has become the department's model for expansion.

At the start of 2023, DepEd Central reached out to JGF for a partnership that involves the following:

- Coaching regional DepEd personnel in stakeholder management, particularly pitching to local government units (LGUs) to build central kitchens for the SBFP
- Elevating 15 BLT kitchens to become training centers and operational models for those who want to have their own central kitchens
- Co-producing materials for BLT training, coaching and promotion

While construction of the BLT kitchens may be funded by JGF or a local implementing partner such as the LGU, the daily operations of the kitchens are funded by DepEd for its school-based feeding program.

On December 11, 2024, JGF signed a Memorandum of Agreement with DepEd to adopt this model, facilitating food preparation for clusters of schools. This centralized approach improves efficiency, allowing more children to be fed in less time. With ongoing collaboration among DepEd, local government units, and other organizations, BLT continues to combat hunger and promote better educational outcomes.

Over **270,000 undernourished school children reached** since 2017

BLT School Feeding Program	2024
Number of active BLT kitchens	33
No. of school children reached for the year	24,844
No. of schools served	250

4.3.4 Other Community Engagement Activities

Save Terry: Conserving Malaysia's Painted Terrapins

The Coffee Bean & Tea Leaf® Malaysia has launched the "Save Terry" campaign in collaboration with the Turtle Conservation Society of Malaysia (TCS) to protect the

endangered painted terrapin. Part of the Caring Cup program, this initiative aims to raise awareness and support for turtle conservation efforts. Malaysians can contribute by adopting a terrapin at any café or online, or by purchasing exclusive “Terry-pins,” with proceeds going to TCS. The campaign highlights the urgent need to address threats like habitat destruction and poaching, inviting the public to join in safeguarding this unique species for future generations.

Jollibee US Family Joy Nights: A New Fundraising Initiative for Community Support

In 2024, Jollibee US launched Family Joy Nights, a fundraising initiative that donates 20% of food sales during events to partner organizations, enhancing its community presence in North America’s QSR industry. To streamline operations, Jollibee partnered with a fundraising platform, allowing seamless online bookings and donation checks for both the USA and Canada. Promotional materials and word-of-mouth increased participation. Looking ahead, Jollibee plans to expand the program to enable customers and organizations to set monetary goals through specific product purchases, further supporting their causes.

Jollibee Group Partners with DTI for First MSME Learning Session

On June 14, 2024, Jollibee Group and JGF partnered with the Department of Trade and Industry (DTI) for the “Joy in Learning: MSME Meet and Learn” session, benefiting over 30 micro, small, and medium enterprises (MSMEs). This initiative, in line with Republic Act 9501, focused on capacity building to enhance business skills. The session provided valuable insights into procurement processes and criteria for partnering with larger companies, aiming to empower MSMEs to scale their operations effectively.

4.4 Good Governance

At Jollibee Group, our commitment to excellence extends beyond our employees and communities as we actively engage with various stakeholders, including employees, board of directors, customers, investors, shareholders, business associates, and regulators. Through continuous improvement efforts, we consistently exceed customer expectations while upholding ethical and sustainable business practices. We uphold strong corporate governance principles, prioritizing stakeholder interests, protecting human rights, and making responsible decisions that align with our mission to enhance lives.

4.4.1 Governance Structure

We are committed to good governance, ethics, integrity, and competence within our board structure and processes.

Our Board of Directors plays a vital role in guiding the organization and promoting responsible governance practices. The Board of Directors, as of the end of 2024 is composed of nine members, with Dr. Tony Tan Caktiong (Executive Chairman) serving as the Board Chairperson. Members of our board have extensive experience in protecting stakeholder interests and maintaining transparency and accountability in all of our financial and business dealings.

4.4.1.1 Sustainability Ingrained in our Governance

Sustainability is a fundamental component of our vision of becoming one of the world's leading restaurant companies. We have established a dedicated sustainability department, as well as appointed a Chief Sustainability Officer to evaluate and continuously improve the environmental and societal impact of our operations.

The ESG Council oversees and guides our efforts in environmental sustainability, social responsibility, and good governance. The Global Chief Executive Officer and President is the sponsor of the council, and among the members are the Global Chief Sustainability and Public Affairs Officer, the Global Chief Financial and Risk Officer, the Global Chief Marketing Officer, the Global Chief Human Resources Officer, the Global Chief Procurement Officer, Global Chief Legal, Ethics, and Compliance Officer, the President Manufacturing & Logistics JFC Philippines, and the Global Head of Quality Management. The ESG Council provides oversight of sustainability strategy and ensures alignment across our organization.

Our Board of Directors' Audit, Ethics, and Compliance Committee is responsible for overseeing ethical conduct through its oversight of the Global Ethics Council, chaired by a member of the Audit, Ethics, and Compliance Committee that consists of the most senior global executives of the HR, Audit, and Legal Functions. Ethics policies and decisions on material ethics matters are approved by the Global Ethics Council. The design and implementation of the Ethics and Compliance Program of the Company is led by the Global Chief Legal, Ethics, and Compliance Officer who, in her capacity as Ethics and Compliance Officer, reports directly to the Chairman of the Jollibee Group Board of Directors.

Furthermore, the Board conducts an annual self-evaluation to determine areas of improvement and assess its performance. Evaluations have also improved the processes and practices of the Board and the Jollibee Group.

In September 2024, we formally launched and cascaded the Jollibee Group Global Sustainability Organization Governance Framework, establishing a unified approach to advancing sustainability. Over 160 Sustainability Champions are appointed to collaborate to drive our Joy For Tomorrow agenda, with regular meetings and OKR (Objectives and Key Results) integration ensuring continuous progress, accountability, and recognition. Jollibee Group Global Sustainability Organization Governance Framework comprise of the following champions:

ESG Council

Comprising C-suite executives, the ESG Council deliberates and approves high-level sustainability strategies, directions, and goals, including the overarching Joy For Tomorrow Sustainability Agenda.

Advisory Champions

Business Unit or Region Heads who oversee the integration of sustainability into their respective regions or business units, ensuring alignment with the agenda.

Sustainability Division

A dedicated team led by the Chief Sustainability Officer, responsible for championing and driving the strategic direction of sustainability initiatives across the global organization.

Sustainability Global Champions

High-level management representatives appointed from each department. These champions oversee Joy For Tomorrow goals and initiatives on a global scale for their specific function, ensuring alignment and coherence across all operations.

Country/Brand/Site Champions

Employee representatives appointed from specific countries, brands, business units, and/or functions to ensure the execution of sustainability strategies at the operational level.

This governance framework reflects Jollibee Group's commitment to embedding sustainability at every level, aligning initiatives with our mission, vision, and long-term goals.

Jollibee Group Wins Corporate Governance Award for the Third Consecutive Year (2022, 2023, 2024)

The Jollibee Group has earned the 1-Golden Arrow Recognition from the Institute of Corporate Directors (ICD) for the third consecutive year, underscoring its commitment to transparency, accountability, and ethical leadership. The award, presented during the Golden Arrow Awards, highlights the company's adherence to strong governance practices, as evaluated through the ASEAN Corporate Governance Scorecard (ACGS). This recognition reflects Jollibee's dedication to upholding the highest corporate

governance standards and advancing its goal of becoming one of the top five restaurant companies globally.

The ACGS evaluates publicly listed companies on key governance principles, including shareholder rights, equitable stakeholder treatment, transparency, and board oversight. Achieving a score of 80 points or higher signifies alignment with the Philippine Code of Corporate Governance and international best practices. Jollibee Group's consistent recognition reaffirms its leadership in corporate responsibility and its focus on sustaining long-term investor confidence.

Jollibee Group Earns Spot in 2024 Steward Leadership 25 Honors List

The Jollibee Group, through its Farmer Entrepreneurship Program (FEP) under the Jollibee Group Foundation, has been recognized in the prestigious 2024 Steward Leadership 25 (SL25) honours list for its efforts in empowering over 1,400 smallholder farmers across the Philippines. The award highlights the company's commitment to sustainability and social impact, as FEP transforms smallholder farmers into strategic suppliers for Jollibee's restaurant brands while addressing food security and social inequality. The program provides farmers with entrepreneurial training, fair market access, and support to boost productivity and profitability. Since its launch, FEP farmers have delivered over 12 million kilos of vegetables, generating more than PHP 600 million in sales for smallholder farming communities.

This recognition underscores the Jollibee Group's leadership in stewarding positive change as part of the Joy for Tomorrow sustainability agenda, which focuses on empowering people, supporting food security, and building a sustainable future. By integrating smallholder farmers into its supply chain, the company not only strengthens its operations but also contributes to global efforts to uplift rural communities and promote sustainable agriculture.

Jollibee Group Awarded Global Good Governance Nod for Social Development Initiative

The Jollibee Group was honoured with the prestigious 3G Championship Award for Community Development and Philanthropy 2024 at the 9th Global Good Governance (3G) Awards held in Manila. This recognition, conferred by Cambridge International Finance Advisory (Cambridge IFA), highlights the company's impactful community programs led by its social development arm, the Jollibee Group Foundation (JGF). The award acknowledges Jollibee's contributions to the UN Sustainable Development Goals through initiatives such as the Farmer Entrepreneurship Program, the Busog Lusog Talino Feeding Program, the ACE Scholarship Program, and the FoodAID disaster response program. JGF also actively supports environmental stewardship through mangrove reforestation efforts in partnership with the Department of Environment and Natural Resources.

Jollibee Group President and CEO, Ernesto Tanmantiong, expressed gratitude for the recognition, emphasizing the collective contributions of government partners, NGOs, and employee volunteers in expanding the company's social impact. He reaffirmed the company's commitment to strengthening business practices while empowering communities and employees worldwide. The 3G Awards, which celebrate good

governance, transparency, and social responsibility, were attended by global leaders from various sectors and marked the first time the ceremony was held in Manila

4.4.1.2 Cross-board Membership

The disclosure of our Board of Directors' board memberships in other companies, listed and non-listed, is included in our Annual Report, Information Statement, and Integrated Annual Corporate Governance Report, ensuring transparency and allowing stakeholders to be aware of the directors' involvement in external organizations.

4.4.1.3 Existence of Controlling Shareholder

In order to maintain transparency in our shareholding structure, Jollibee Group discloses relevant information to the Philippine Stock Exchange (PSE) and the Securities and Exchange Commission (SEC). In addition to filing a General Information Sheet (GIS) with the SEC, we submit a Public Ownership Report to the PSE, both of which disclose the shareholdings of our directors, officers, and significant shareholders. As a result, stakeholders have access to clear and accurate information regarding our shareholding structure.

4.4.1.4 Related Party Disclosure

In our Annual Report, we also disclose any relevant relationships among key individuals. We disclose that Dr. Tony Tan Caktiong, Ernesto Tanmantiong, and William Tan Untiong are siblings. We also mention that Ang Cho Sit is Dr. Tony Tan Caktiong's brother-in-law, and Antonio Chua Poe Eng is the brother-in-law of Dr. Tony Tan Caktiong, Ernesto Tanmantiong, and William Tan Untiong. Furthermore, it should be noted that some of our directors have ownership of franchises or hold minority interests in companies that operate franchised stores of Jollibee Group. All such franchises are subject to contracts which have been entered into on an arms-length basis and on terms similar to those granted to other franchisees.

4.4.1.5 Board Remuneration

Regular directors receive a per diem of PHP60,000.00 or USD1,200.00 for attendance in a board meeting, as well as for attendance in committee meetings. Jollibee Group also pays some of its non-executive directors a quarterly fee of USD12,500.00 or PHP625,000.00. Board meetings are scheduled monthly. Jollibee Group has no other arrangements pursuant to which a director is compensated or to be compensated, directly or indirectly.

4.4.1.5.1 Jollibee Group Management Stock Option Program (MSOP)

The MSOP is a part of the Jollibee Group Senior Management Stock Option and Incentive Plan and serves as an incentive program. It allows eligible participants to earn stock options based on specific eligibility criteria. The program's goal is to provide an annual stock option grant that complements participants' total cash compensation and aligns their

interests with those of shareholders. It is designed to incentivize performance and reward participants with stock options based on the company's performance.

The MSOP Stock Options are granted to members of management committees and key talents within the Jollibee Group. This includes senior management individuals identified by the Chairman of the Board and Chief Executive Officer, such as heads of Business Units and Corporate Functions.

4.4.1.5.2 Jollibee Group Executive Long-term Incentive Program (ELTIP)

The ELTIP is a component of the Jollibee Group Senior Management Stock Option and Incentive Plan, serving as a performance-linked program. It allows participants to earn stock options upon achieving specific medium to long-term goals. The program aims to provide stock ownership as an incentive to reinforce entrepreneurial behavior and long-term commitment. It also provides a mechanism to reward exceptional performance in attaining medium to long-term objectives.

The ELTIP Stock Options are granted to senior executives within the Jollibee Group of Companies. This includes heads of business units, regional business units, and global functions of legal entities that are wholly owned by Jollibee Group subsidiaries.

4.4.1.5.3 Jollibee Group Restricted Stock Unit Program (RSUP)

The RSUP is the latest feature of the Jollibee Group Senior Management Stock Option and Incentive Plan. It allows eligible participants to earn stock units following the achievement of Jollibee Group's three-year performance key performance indicators (KPIs) on share price growth rate. It aims to provide a selective restricted stock unit grant as a retention tool for executives and an equity-based incentive to encourage and reward loyalty and superior performance of selected executives based on key performance indicators. The RSUP is available to members of the leadership team, key talents and designated consultants.

4.4.1.6 Ethics and Compliance Program

The objectives of the Ethics and Compliance (E&C) Program include establishing and promoting standards of ethical behavior and legal compliance, embedding E&C into our ways and standards of doing business, establishing mechanisms to alert management when breaches of such standards occur or are at risk of occurring, ensuring that breaches are responded to effectively and responsibly, and meeting compliance obligations based on relevant regulations.

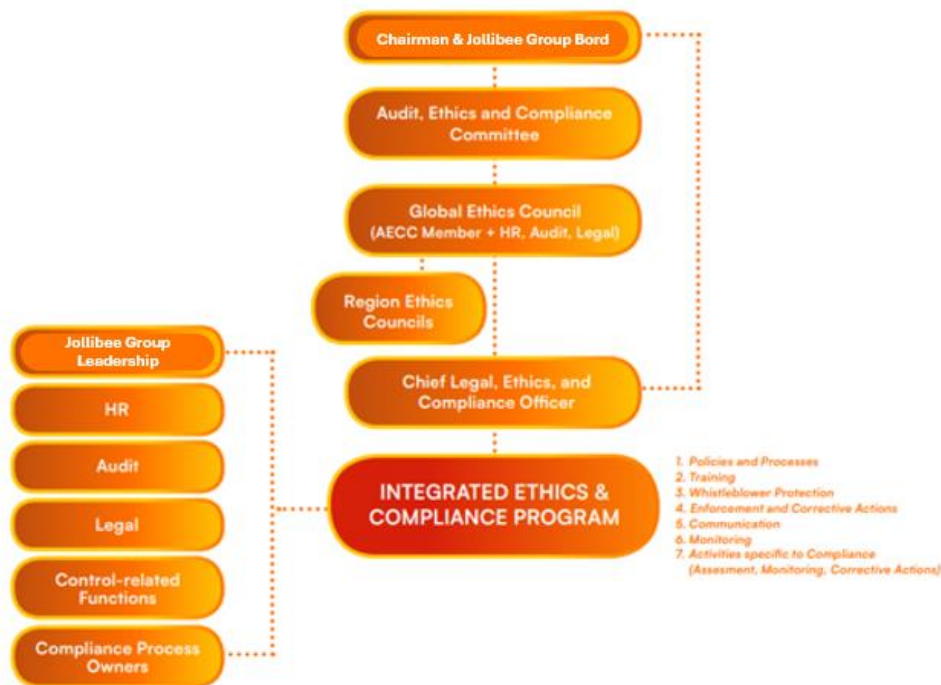
For more information on the Jollibee Group's Ethics and Compliance Program, please refer to the framework which provides an overview of the Integrated Ethics and Compliance Program ("[E&C Program](#)").

4.4.1.7 Ethics and Compliance Organization

Since its inception in 2016, the Ethics Program, which is anchored on the Code of Business Ethics (“CoBE”), has been overseen by the Jollibee Group Board of Directors (“JFC Board”) through its Audit, Ethics, and Compliance Committee, whose functions include oversight over the Global Ethics Council in the latter’s performance of its functions, reviewing reports of the Global Ethics Council to monitor disposition of any ethical violations, and assessing the effectiveness of the implementation of the Group’s global Ethics program.

The Global Ethics Council is chaired by a member of the JFC Board and of the Board’s Audit, Ethics, and Compliance Committee, with the highest-ranking Human Resources, Audit, and Legal executives of the Jollibee Group — the Global Chief Human Resources Officer, Global Internal Audit Head, and Global Chief Legal, Ethics, and Compliance Officer - as its members. It is the approving body for all ethics-related initiatives, programs and policies of the Jollibee Group. Corresponding ethics councils have likewise been created at the regional level, under the Global Ethics Council’s oversight. The Ethics Program was designed, and its implementation is driven by, the Global Chief Legal, Ethics, and Compliance Officer.

The Compliance Officer is the Chief Legal, Ethics, and Compliance Officer. The E&C organization structure is summarized below. However, all persons within the Jollibee Group share responsibility for E&C, with all leaders driving E&C forward as a routine part of doing business, and the E&C organization serving as an advocate and resource.



4.4.1.8 Code of Business Ethics and Other Policies

The Code of Business Ethics (“CoBE”) of the Jollibee Group was approved by the Board of Directors on February 9, 2016. It is a statement of shared ethical standards within the group in the conduct of business worldwide. The purpose of the CoBE is to provide a framework to guide actions and decisions of the Jollibee Group and its directors, officers and employees as they exercise their judgment in the course of carrying out their day-to-day responsibilities, so that they consistently reflect the company’s values in the course of doing business. The CoBE emphasizes conducting business with integrity, treating everyone with respect, committing to lawful business practices, and safeguarding the Company’s resources and interests. Employees must submit annual disclosure forms and declarations of compliance as part of the reinforcement process, which serves as a refresher on the policies.

The CoBE and policies are made part of the onboarding of employees as well as directors and officers. Annual training is also provided to employees of the organization on the COBE and relevant policies.

For our CoBE and ethics-related policies, we include these as part of the materials and training during the onboarding of new employees. This is called the Fundamentals program as part of the New Employee Onboarding Program (NEOP), where employees watch videos on the principles and answer a quiz applying the principles using the available platform depending on the region.

We also hold a yearly eCoBE refresher course where employees review our COBE and policies and are required to answer a quiz on these materials, using the available online platforms depending on the region. In the Philippines, the materials and quizzes are folded into the Success Factors platform where employees also have access to their employee profiles, objective setting and performance monitoring.

For more details on our CoBE, please visit: <https://bucketeer-7d3e45fd-6c25-41b2-b572-f1a987947f0e.s3.amazonaws.com/jfc-interim/Investor%20Relations%20Page/Corporate%20Governance/Code%20of%20Business%20Ethics%20and%20Business%20Conduct/COBE%20Manual.pdf>

POLICIES		COMPANY PHILOSOPHY / LINK TO SOURCES
Anti-Discrimination Policy	Code of Business Ethics	We treat everyone with respect. We respect the dignity of all persons. We accord respect to all individuals and do not tolerate any disrespect, discrimination, harassment, violence, or intimidation.
	Code of Business Ethics	We treat everyone with respect. We embrace diversity. We strive to be inclusive. We do not discriminate. We make decisions based on merit. We recognize and respect differences in cultures and beliefs.
Diversity and Inclusion	Joy For All	We have established our Diversity and Inclusion Vision entitled “Joy for All”, with corresponding commitments. For more information, please visit: https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2024/02/Joy-for-All-JFCs-DI-Vision-and-Commitments.pdf
Bribery and anticorruption Policy	Anti-Bribery and Corruption Policy	We are committed to lawful business practices. Our Anti-Bribery and Corruption Policy issued on Sept. 1, 2021 provides that we conduct business with integrity, and are committed to doing business lawfully. Bribery and corruption are not only contrary to the Jollibee Group values but will also expose both the employee and Jollibee Group to fines, penalties, and/or imprisonment to the extent that these are prohibited by applicable laws, as well as reputational damage. We require our vendors to comply with all applicable laws. For more information, please visit: https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2021/12/Policy-on-Anti-Bribery-and-Corruption-2021-updated.pdf
Evidence of child labor provision in the internal policy	Code of Business Ethics	We are committed to lawful business practices. We comply with laws and regulations in the territories where we operate. The various aspects of our business are governed by multiple laws and regulations, some spanning multiple territories. We ensure that our business practices are in accordance with such laws and regulations as they apply to us. Due to the complexity of laws, we will consult the respective territory’s legal department for clarification regarding the law applicable to a specific course of action. We respect the rights of all persons. We respect the rights of all persons as may be provided by law or contract. We require our vendors to comply with all applicable laws.

Evidence of forced labor provision in the internal policy	Code of Business Ethics	We are committed to lawful business practices. We comply with laws and regulations in the territories where we operate. The various aspects of our business are governed by multiple laws and regulations, some spanning multiple territories. We ensure that our business practices are in accordance with such laws and regulations as they apply to us. Due to the complexity of laws, we will consult the respective territory's legal department for clarification regarding the law applicable to a specific course of action. We respect the rights of all persons. We respect the rights of all persons as may be provided by law or contract. We require our vendors to comply with all applicable laws.
Evidence of Freedom of Association provision in internal policy	Code of Business Ethics	We respect the rights of all persons. We respect the rights of all persons as may be provided by law or contract.

4.4.1.9 Anti-Bribery and Corruption Policy

The Policy on Anti-Bribery and Corruption formalizes and operationalizes the Jollibee Group's policy on compliance with laws on anti-bribery and corruption. The Code of Business Ethics provides that the Jollibee Group conducts business with integrity and is committed to doing business lawfully. Bribery and corruption are not only contrary to the Jollibee Group's values but will also expose both the employee and the Jollibee Group to fines, penalties, and/or imprisonment to the extent that these are prohibited by applicable laws, as well as reputational damage. This policy supports the implementation of the Jollibee Group's COBE and the Company's compliance with anti-bribery and corruption laws.

For more information, please visit: <https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2021/12/Policy-on-Anti-Bribery-and-Corruption-2021-updated.pdf>

4.4.1.10 Policy on Gifts

The Jollibee Group is committed to conducting business with integrity. We do business, build relationships and make decisions based on merit. Any situation that may create conflict of interest, whether actual or perceived, or that will put employees in a situation where their integrity or objectivity may be questioned, shall always be avoided. Thus, employees shall refrain from giving to or receiving gifts from Third Parties other than as expressly allowed the Policy on Gifts.

For more information, please visit: [Policy on Gifts.](#)

4.4.1.11 Conflict of Interest

The Jollibee Group's Policy on Conflict of Interest provides that the Corporation expects that employees at all levels of the Corporation and its subsidiaries will act in the best interest of the Corporation and its subsidiaries. Therefore, every employee shall avoid interests, relationships, transactions or activities that may impair or appear to impair the performance of his duties to the best of his ability. Likewise, every employee shall exercise objectivity and impartiality when fulfilling his function and avoid circumstances that may compromise or appear to compromise such objectivity and impartiality. All employees are required to complete a Conflict of Interest Disclosure Form as a means of ensuring this transparency. It is also expected that employees exercise discretion and sound judgment when reporting actual or potential conflicts.

For more information, please visit: <https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2022/01/Policy-on-Conflict-of-Interest-2016.pdf>

4.4.1.12 Supplier Code of Conduct

The Jollibee Group is committed to acting ethically. This commitment is reflected in our JFC Way and Code of Business Ethics. Our ethical standards have been part of the reason for our success and will serve as a cornerstone for our future growth. For this reason, we expect that everyone with whom we do business, including suppliers of goods and services, demonstrates the same standards of ethical business behavior reflective of the

same values that the Jollibee Group advocates, as a condition for a continued business relationship with us.

For more information, please visit: <https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2024/09/06-Supplier Code of Conduct EN.pdf>

4.4.1.13 Whistleblowing Policy

Compliance with internal policies is ensured by providing employees an avenue to participate and report any breaches of our policies. Under the CoBE, employees have the duty to report actual or perceived violations.

Under the Whistleblower Policy, a whistleblower is entitled to remain anonymous, to be safe from retaliation, including harassment or disciplinary action in connection with such reports. The appropriate Legal office is tasked to coordinate with Human Resources for the implementation of measures to safeguard the anonymity and safety of the whistleblower. The reports are raised directly to Global Legal, Ethics, and Compliance and the appropriate Ethics Council within the region concerned, and are monitored by the Global Ethics Council and the Audit, Ethics, and Compliance Committee

For any violations of the Company's CoBE and related policies, employees may report through the following channels:

Website: <https://www.integritycounts.ca/org/jollibeegroup>

Email: jollibeegroup@integritycounts.ca

Toll Free Numbers:

- Philippines - 1800 1 322 0363
- United Kingdom - 0-800-092-3586
- Italy - 00-800-2002-0033
- Spain - 900 876 122
- Vietnam - 120-85-2329
- USA - 1-866-921-6714
- Canada - 1-866-921-6714
- China - 400-120-8514

Smashburger shall continue to receive reports through its current hotline's channels provided below:

Website: <http://www.lighthouse-services.com/smashburger>

Email: reports@lighthouse-services.com (must include company name with report)

Phone:

English speaking USA and Canada: 844-640-0022 (not available from Mexico)

Spanish speaking North America: 800-216-1288

For more information, please visit: [Whistleblower Policy](#)

4.4.1.14 Employee Training on Ethics

The Ethics & Compliance (E&C) Program provides for collaborations with the Jollibee Group's Human Resources on E&C training for new hires and annual E&C refreshers, as well as additional training programs, including approval of initiatives made at the region level. Other collaborations with HR include designing and implementing training reinforcement programs (coaching, etc.)

The E&C Training Program documents the training component of the integrated E&C Program for the Jollibee Group, and covers all employees of the Jollibee Group, whether full-time or part-time, and regardless of employment status.

The Jollibee Group is not legally allowed to provide training to employees of third-party contractors that it has engaged to provide services. However, it requires its third-party contractors to ensure that their employees are equipped with appropriate training following their own standards of ethics and conduct, that are not inconsistent with ours. To this end, we require our contractors to submit yearly certifications that proper and adequate ethics and compliance training, in line with our own standards, has been conducted.

Members of the Board of Directors shall also be provided with regular updates on relevant ethics and compliance policies of the Jollibee Group in such manner as will be appropriate, as aligned among Global Human Resources, Global Legal, Ethics, and Compliance, and the Office of the Chairman.

For more information, please visit: <https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2023/05/JFC-Group-E-C-Training-Write-Up-for-Posting.pdf>

4.4.1.15 Audit of Ethics and Policy Procedures

The Jollibee Group's Global Internal Audit's Ethics Policies & Procedures Review Guide provides the guidelines that sets out the overall commitments over the maintenance of high level of effectiveness and efficiency of the company's Ethics & Compliance Program. The objective of the guide is to formalize practices on the exercise of Global Internal Audit and Global Legal, Ethics and Compliance to maintain the company's Ethics & Compliance Program and the relevant ethics policies/procedures in line with the most updated regulations and generally accepted best business practice.

The Global Internal Audit unit of the Company ensures the maintenance of high level of effectiveness and efficiency of the company's Ethics & Compliance Program by establishing formal practices to maintain the company's Ethics & Compliance Program and the relevant ethics policies/procedures in line with the most updated regulations and generally accepted best business practice. Regular Ethics P&P review is undertaken to assess the Company's ethics standards and principles, and the effectiveness of its processes, policies and procedures to promote such standards and principles across all levels of the Company, the effectiveness to present the risks associated with the fraud triangle.

Each year, as part of its audit planning, Global Internal Audit conducts a top-down risk assessment to ascertain these current business risks as a result of changes in organizations, business practices, and laws and regulations. All of the company's operations are in the scope of annual risk assessment process.

Aligning with the Company's risk strategy and appetite, an annual audit plan is developed to ensure sufficient audits are executed over significant risks while moderate and low risks

may be assessed on a rotational basis. Such plans shall be continuously optimized to reflect the changing business risks as well as the Company's appetite. Ethics Policies and Procedure Review shall be conjunct with the overall Global Internal Audit plan and leverage the cumulative audit knowledge obtained through the other current and prior audit projects. Such review shall be conducted, at a minimum, once every three years.

For more information, please visit: [https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2023/01/JFC-Ethical-Process-Review-Policy-VFA-Comments.rev-12202022Clean-v3.1 .pdf](https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2023/01/JFC-Ethical-Process-Review-Policy-VFA-Comments.rev-12202022Clean-v3.1.pdf)

4.4.2 Finance

4.4.2.1 Transparency in Financial Performance

Jollibee Group adheres strictly to financial reporting policies to ensure responsible financial management. Managing risks requires transparency in financial transactions and leadership accountability.

As a publicly listed company, the Jollibee Group complies with reportorial requirements of the Philippines Securities and Exchange Commission (PSEC) and the Philippines Stock Exchange (PSE). The Jollibee Group discloses its quarterly (unaudited) and annual (audited) financial statements within the time frame set by the Philippine regulators. The SEC Form 17-Q (Quarterly Report), SEC Form 17-A (Annual Report) and SEC Form 17-C include a comprehensive Management Discussion Analysis which gives a narrative explanation of the financial statements to help enhance investors' and analysts' understanding of the Jollibee Group's financial condition, changes in financial condition, results of operations, and the Group's quarterly financial performance. These reports are uploaded in the PSE Edge portal and the Jollibee Group's corporate website that are accessible to the public.

In addition to the formal financial reporting, the Jollibee Group engages with investors and analysts through a variety of channels such as: one-on-one meetings, teleconferences, quarterly investor and analyst briefings, broker-hosted conferences, and the annual shareholders' meeting. To ensure accessibility, presentation decks and recordings of quarterly investor and analyst briefings are uploaded to the Jollibee Group's corporate website. The Jollibee Group Chief Financial Officer also conducts media briefings for the Jollibee Group's quarterly results. The Jollibee Group's financial performance is better understood through these engagements that promote open communication and financial transparency.

The Jollibee Group also posts its quarterly financial results and press releases in the internal online employee communication portal, corporate website, and email channels to keep internal stakeholders informed. During the 'CEO's Hour,' employees also receive brief updates on the company's financial performance.

The Jollibee Group's comprehensive communication efforts to ensure transparency, accountability, and active engagement with its stakeholders not only satisfy regulatory requirements, but also build trust, attract investment, and support informed decision-making, contributing to the overall success and sustainability of the business.

4.4.2.2 Mitigating Financial Risks

With centralized cash flow management, the Jollibee Group is able to keep track of the cash positions of all business units and predict financial needs. Bank credit facilities and strong relationships with various banks enable the Jollibee Group to access liquidity immediately, while cash buffers provide liquidity coverage for financial flexibility, especially in volatile and uncertain environments. The Jollibee Group actively monitors leverage ratios and allocate capital to investments with high expected returns. The financial resources are managed through fund allocation based on periodic business unit reviews. By actively tracking its debt maturity profile, cash flows, and assessing incremental cash flows from the loan's use of proceeds, the Jollibee Group ensures adherence to its agreed repayment schedule of its financial obligations.

The Jollibee Group is committed in strengthening its posture in relation to risks by adopting a more defined Enterprise Risk Management (ERM) Policy in accordance with ISO 31000 and COSO Standards. The ERM process includes a systematic approach of identifying, assessing, evaluating, treating, and monitoring risks. The ERM program ensures Corporate Governance Compliance and upholds corporate stability and financial strength. Financial Risks such as Credit Risks, Liquidity Risks, Foreign currency risks, and Interest rate risks are the identified risks of the Jollibee Group.

To ensure the effective availability of essential and critical services, the Jollibee Group also maintains its Business Continuity Management Policy with the aim of ensuring organizational resiliency is achievable, and immediate risk management is executable.

4.4.2.3 Finance and Tax

Recognizing the invaluable contributions of its employees to the success of the Jollibee Group, the company remains dedicated to fulfilling their needs by offering a range of allowances and benefits. These include health plans, insurance coverage, performance bonuses, and incentives to recognize exceptional work performance. The Jollibee Group also has well-defined retirement plans in place for its employees.

The Parent Company and certain Philippine-based subsidiaries do not have a formal asset-liability matching strategy. The overall investment policy and strategy of the retirement plans is based on the client suitability assessment, as provided by trustee banks, in compliance with the BSP requirements. Nevertheless, the Parent Company and certain Philippine-based subsidiaries ensure that there will be sufficient assets to pay the retirement benefits as they fall due while attempting to mitigate the various risks of the plans.

The Parent Company and certain Philippine-based subsidiaries contribute to the retirement fund based on the results of Annual Actuarial Valuation Reports by 3rd Party Actuary. The Jollibee Group and its Philippines-based subsidiaries are the sole contributors to the existing retirement plans. Other business units comply with mandatory retirement benefit regulations and contribute to their respective retirement liabilities. Retirement or pension plans for employees in other countries are based on prevailing practices in those locations.

The plan assets are primarily exposed to financial risks such as liquidity risk and price risk. Liquidity risk pertains to the plans' ability to meet obligation to the employees upon retirement. To effectively manage liquidity risk, the trustee banks maintain assets in cash and short-term deposits. Price risk pertains mainly to fluctuation in market prices of the

retirement funds' marketable securities. In order to effectively manage price risk, the trustee banks continuously assess these risks by closely monitoring the market value of the securities and implementing prudent investment strategies.

The Jollibee Group is committed to 100% compliance with tax laws and regulations using ethical and transparent approaches.

The Jollibee Group adheres to tax requirements in the Philippines and other jurisdictions where subsidiaries operate, staying up to date on tax authority issuances. Regular checkpoints are conducted to ensure overall tax compliance while seeking opportunities for efficiency within the tax structure. The tax strategy aligns with the Jollibee Group's business and sustainable development strategies. Major decisions undergo review by the Global Tax Team, guided by ethical guidelines and procedures for reporting. The Chief Financial Officer reviews and approves tax strategies, and those with significant impact requiring Board Approval are presented to the Board of Directors.

Jollibee Group's Richard CW Shin makes history as 2024 ING-FINEX CFO of the Year

In a historic turn for the ING-FINEX CFO of the Year Award, Richard CW Shin of Jollibee Foods Corporation has been named the 2024 awardee, becoming the first non-Filipino to win the country's longest-running and most prestigious honour for finance chiefs. In 2022, he was appointed Chief Finance Officer of Jollibee Group. In only his first two years at the post, the minimum tenure required to be even nominated for the ING-FINEX CFO of the Year, Shin has exemplified the qualities of a #GameChangingDifferenceMakingCFO. The theme serves as the guidelines of this year's ING-FINEX CFO of the Year Award, presented since 2006 through a permanent partnership between Dutch financial giant ING Bank N.V. and the Financial Executives Institute of the Philippines (FINEX), the country's premier organization for finance and business professionals.

Under Shin's leadership, Jollibee Group achieved record system-wide sales and revenue in back-to-back years in 2022 and 2023. The 57-year-old CFO is also one of the chief architects of the bold five-year enterprise strategy to triple the business in five years (grow NIAT three-fold by end-2028 and reach 20% enterprise ROIC)—set to bolster the company's lofty goal of becoming one of the top 5 restaurant companies in the world. Key to the plan were game-changing deals for Jollibee Group. This includes acquisitions of South Korean value coffee brand Compose Coffee and Hong Kong dim sum restaurant chain Tim Ho Wan, along with a significant investment in beverage tech company Botrista, to name a few. Shin's strategic vision and risk management expertise have also been pivotal in navigating the complexities of global expansion and sustaining operational excellence.

4.4.3 Data Privacy and Security

Jollibee Group places a strong focus and commitment on data privacy and information security in today's technology-driven world. We value and prioritize the protection of customer information and implement robust measures to protect it. Our policies and procedures are in line with industry best practices, and we abide by relevant privacy regulations to ensure the confidentiality and integrity of personal data and company information.

As part of our data protection and information security policies, we process, store, and access data securely, restrict access and encrypt data appropriately, and perform security

and risk assessments regularly. As part of Jollibee Group's holistic commitment to data privacy and security, we also conduct periodic Cyber Maturity Assessment, which likewise includes periodic phishing tests with follow-up. Our goal is to maintain the trust and confidence of our customers, business associates, and employees by protecting company and personal information and ensuring data privacy.

Practical solutions and infrastructure are implemented which may include the following but not limited to installation of firewalls, appropriate hardware, software, and applications security settings, as well as building and maintaining secure enterprise network and system. We also incorporate and conduct vulnerability assessments and other related and updated security technologies and process management in protecting systems against malware or similar threats.

In addition, we provide comprehensive trainings, information drives, and periodic reminders to our employees to foster a culture of privacy and security. The training covers topics which span from theoretical concepts, down to practical application, activities, and solutions that touches on the fundamentals of People, Process, Technology, and Governance.

We also conduct periodic data privacy trainings, updates, and infomercials to ensure compliance with data privacy standards, and understanding of the general principles of legitimate purposes, transparency, and proportionality.

The Jollibee Group has established its Global Information Security Policy (GISP), with Institutional Computer Based Training, that was a mandatory requirement for all employees to accomplish. For sustainability, this training has been institutionalized as part of New Employee Onboarding requirement for all new hires.

Likewise, to ensure that all employees are apprised with relevant topics and to establish a regular commitment measure towards Information Security & Data Privacy. The GISP computer-based training, conducted annually, is a compulsory course for all employees, which comes with an exam, and contains new and supplementary content and materials.

No of Employees who Received Data Privacy Management Training In 2024	11,807
No of Employees who Received Cybersecurity Training In 2024	11,804

We also dedicate a month, annually, into advocating Security & Data Privacy through infomercials, games, and webinars, on top of the periodic reminders being sent via email all year round. All these signifies Jollibee Group's thrust in valuing and upholding Security & Privacy among its employees and business practices.

OUR PEOPLE GOALS

OUR PEOPLE GOALS			
PILLAR	FOCUS AREAS	GOALS	2024 STATUS
PEOPLE We Help Make People's Lives Better	Employee Welfare	Provide all employees with learning and development that empowers them to achieve career milestones	• We provided an average of 29.6 training hours per employee. Our employees follow an Individual Development Plan in the Philippines and North America, where each employee goes through development intervention through Exposure, Experience, Environment, or Education.
		Target for high employee engagement as we aim for everyone's experience in the organization to be an optimal and joyful one	• 67% of employees were classified as engaged, surpassing the worldwide average of 23%. This places JFC at the 74th percentile of Gallup's Q12 Percentile Ranking global database. We also received the prestigious Gallup Exceptional Workplace Award for the third time (2020, 2023, 2024). • Earned a spot on TIME Magazine's "World's Best Companies" list for two consecutive years (2023, 2024) • Awarded Employer of the Year by the People Management Association of the Philippines in 2024
		Providing equal opportunities across diverse sets of people, regardless of gender, ethnicity, age, and vulnerability	• Within the Jollibee Group, Women represent 54% of senior management positions, and 54% of our global workforce • 10,000 employees trained on anti-sexual harassment in 2023. Global virtual learning sessions on "Supporting our #SuperHERoes: A Guide to Becoming a Better Ally to Women at Work", "Purposeful Journeys x Intergeneration Week" to promote understating across generations, and "Pride Month Celebration and Gender Diversity Webinar" focusing on LGBTQ+ rights • In 2021, we had the distinction of being one of just three companies in the Philippines recognized by Forbes as one of the World's Top Female-Friendly Companies.
		Foster a zero-discrimination environment	• Over 400 qualified senior citizens and PWD hired across various cities in the Philippines, in collaboration with Local Government Units • In 2024, 21 youth began on-the-job training at Jollibee, Chowking, and Greenwich stores in Cebu, in collaboration with YouthWorks PH
	Farmers Livelihood	Provide farmers with access to training and education	• Since 2008, 4,954 small holder farmers who are part of the Farmer Entrepreneurship Program (FEP) delivering directly to Jollibee Group, as well as other farmers trained by graduates of the Agro-entrepreneurship for Inclusive Value Chains, have been trained to actively participate in agricultural value chains

		Source vegetables directly from small holder farmers, providing more farmers access to fair market	• In 2024, FEP farmers delivered the highest annual volume in the program's history, with a total of 2,744 MT of assorted vegetables, primarily onions, were supplied, with 1,237 farmers actively delivering directly to the Jollibee Group • Since the start of the program in 2008, Php 703,000,000 of sales has been generated for FEP Farmer
	Community Support	Provide food relief and support to communities in need	• 15,509,000 meals have been donated thru FoodAID program since 2020 • Jollibee US launched Family Joy Nights, a fundraising initiative that donates 20% of food sales during events to partner organizations
		Provide additional underprivileged youth with growth opportunities through educational scholarships	• Over 3,155 underprivileged youth provided with educational scholarships since ACE program started in 2005, enabling them to pursue employment within or outside the company
	Good Governance	Uphold good governance, respect human rights, and exercise ethical practices across the organization	• The JFC Code of Business Ethics (COBE) is cascaded to all new employees during onboarding, with annual reinforcement provided to existing employees to ensure consistent awareness and adherence. • Received the ASEAN Corporate Governance Scorecard (ACGS) Award for the third consecutive year (2022, 2023, 2024), recognizing our commitment to good corporate governance and our dedication to upholding responsible business practices. • Received the prestigious 3G Championship Award for Community Development and Philanthropy 2024 at the 9th Global Good Governance (3G) Awards

5. Planet

5.1 Packaging & Recycling

Jollibee Group is dedicated to advancing sustainable packaging by prioritizing innovations that improve product safety, quality, regulatory compliance, and environmental sustainability across our operations. Acknowledging the environmental impact of food packaging, we continuously explore new technologies, systems, and processes to make our packaging more environmentally responsible. Our efforts focus on promoting reuse, recycling, and the use of sustainable materials.

5.1.1 Packaging Initiatives at Our Restaurants

5.1.1.1 Single-use Packaging Material Reduction

Our goal is to drive innovation and improve the environmental sustainability of our packaging. To achieve this, our Responsible Sourcing Program identifies packaging as a key priority, ensuring focused efforts toward sustainable solutions. We adhere to the laws and regulations of the countries in which we operate. Furthermore, we implemented initiatives for repurposing and recycling in select stores across various regions worldwide.

Single-use packaging material reduction initiative	Brands
Utilize reusable wares to minimize waste for dine-in service	• Jollibee Group worldwide
Re-use of empty packaging containers of raw materials as waste storage bins	
Strawless drinks	• Jollibee Philippines, Singapore, Malaysia, Hong Kong • Mang Inasal • Chowking • Greenwich • Panda Express
Adopting biodegradable packaging	• Jollibee Philippines • Red Ribbon US • Tim Ho Wan China • Hong Zhuang Yuan • Chowking
Utilizing lighter-weight packaging materials based on robustness and durability for delivery and take-away	• Hong Zhuang Yuan China
Streamlined the packaging structure and remove unnecessary layers and components to reduce weight and waste	
The packaging of raw materials adopts the maximum packaging size according	• Tim Ho Wan

to the demand for quantity, reducing the amount of packaging waste	
Utilizing bagasse as the raw material for family tray from 2023	• Panda Express
Implementing systemwide roll-out of paper straws and wooden stirrer from 2023	• Burger King
Started replacing plastic pizza sleeves with paper pizza sleeves in kiosks in 2023	• Greenwich
Substituting plastic condiment bags with paper-based alternative from 2023	• Greenwich • Red Ribbon Philippines
Removal of rice wrapper for dine-in meals from 2023	• Greenwich
Shifting party pan material from plastic to paper	• Mang Inasal
Reducing material weight of packaging such as Chao Fan Cups, chicken boxes and Wonton Mami Soup packaging, starting in 2024	• Chowking
“Skip the Straw” campaign which includes the display of marketing materials at cashier tables to encourage customers to reduce their plastic usage	• Jollibee Group Philippine brands
Widespread use of bamboo stirrers for coffee and hot drinks	
Introducing reusable tumblers	• Jollibee Philippines

5.1.1.2 Sustainable Material Replacement

Sustainable material replacement in packaging is a vital step toward reducing environmental impact and promoting responsible resource use. Below are some key initiatives driving progress in this area.

Sustainable material replacement initiative	Brands
Adopted “Project Wash” which is to utilize reusable wares for dine-in as an alternative to single-use items	• Jollibee Group selected brands worldwide
Shifting paper menus to digital menu boards	• Jollibee Group selected brands worldwide
Bio-degradable packaging for takeaways	• Jollibee • Red Ribbon US • Chowking
Use of environmentally safe inks and printing techniques on single-use	• Hong Zhuang Yuan China

packaging to minimize the chemical impact on the environment	
Choosing recyclable materials to make it easier for customers to recover and recycle packaging	
Replacing plastic packaging with paper packaging	• Burger King
Use of cup sealing instead of plastic lids	
Exploring transition from polystyrene (PS) to paper/non-PS material for sauce cups and lids, and smaller-size rice and Siopao wrappers	• Chowking Philippines
Systemwide implementation of bamboo stirrers for coffee	• Jollibee Group Philippine brands

In the Philippines, we are fully compliant with the requirements of the Extended Producer Responsibility (EPR) Law, which extended producer responsibility on plastic packaging waste to allow the reduction of the volume of plastic waste and the increase of life of plastics through upcycling or recycling.

We continued our partnership for the second year with Republic Cement, a leading cement manufacturer in the Philippines and pioneer in co-processing, to support our environmental responsibility and compliance with the EPR law. In line with the law's goal to reduce plastic waste and promote upcycling or recycling, we recover and divert post-consumer plastic packaging waste from landfills and waterways. These materials are sent to Republic Cement for co-processing, where they are used as alternative fuel in cement manufacturing, demonstrating our commitment to sustainable practices.

We have set our plastic recovery targets in compliance to EPR Law in the Philippines.

Year	Plastic recovery target	Progress
2023	20%	Achieved
2024	40%	Achieved
2025	50%	In progress
2026	60%	In progress
2027	70%	In progress
2028	80%	In progress

Packaging is one of the six key categories identified in our Responsible Sourcing Program. Under the program, we set a target to source 100% of our consumer-facing packaging, including both fiber and plastic, from renewable, recycled, or certified sources by 2035. We've also set a goal to fully eliminate the use of expanded polystyrene (EPS) foam packaging by 2025. As of 2024, all our markets are EPS-free, except Jollibee Vietnam, which is set to transition by 2025.

5.1.2 Packaging Initiatives at Our Manufacturing Sites

We are committed to reducing our reliance on single-use plastics by implementing initiatives focused on reducing, recovering, and recycling plastics used in raw material packaging and primary packaging for premixes and finished products. As a result of these efforts, by 2024, we have significantly minimized single-use packaging materials across our manufacturing sites in the Philippines:

- Upsize containers for raw materials and exercise RTV (Return-To-Vendor) for selected raw materials packaging for reuse, to reduce the use of single-use packaging materials.
- Downsizing of LDPE film and pre-packs PE film
- Increase the batch sizes of pre-packed products to reduce the need for excessive packaging materials
- Engage with our third-party waste collector to facilitate the recovery and recycling of plastic waste
- Reselling and recycling scrap waste such as cartons, plastic containers to reduce waste across our commissaries
- Use of Velcro or other means of pallet wrapping to replace cling-wrap
- Adopt washable containers as an alternative to single-use plastic items

Recovering and Recycling Plastic and Paper Waste

Jollibee Group continued working with Gamilla Trading to handle various waste materials, such as outdated cartons, residual plastics, and gallon plastics, for recycling and recovery this year. Gamilla Trading conducts the collection, segregation, washing, drying, and sorting of these materials before partnering with specialized external processors. For instance, one partner transforms recovered plastics into recycled plastic pellets, which are then used to create new products like tubs and basins. Since 2019, this initiative was conducted at the C3-Zen3, Canlubang Baking Facility, and Chowking Sucat commissaries, and will continue in 2025. This further demonstrates our commitment to sustainable waste management and circular economy practices.

Transforming Mixed Solid Waste into Cement Through Co-Processing

In 2024, Jollibee Group commissaries in the Philippines continued their collaboration with Geocycle Philippines, a subsidiary of the Holcim Group's global waste management division. Certified under ISO 14001, ISO 45001, and ISO 9001, Geocycle Philippines adheres to international standards for quality and safety. This partnership focuses on repurposing mixed solid waste into alternative fuel and raw materials for cement production, reducing dependence on fossil fuels and natural resources. Currently, approximately 3.3 metric tons of solid wastes are incorporated into cement co-processing procedure per month. So far, the initiative has played a key role in cutting greenhouse gas emissions, underscoring our dedication to climate action.

5.2 Waste Reduction

By implementing waste reduction initiatives across our operations, we strive to contribute to natural resource conservation. To support this goal, Jollibee Group has introduced sustainable practices aimed at improving production and consumption processes. These efforts include reducing food loss during manufacturing and minimizing food waste in our stores.

5.2.1 Reduction of Food Loss and Waste in Our Manufacturing Sites

In 2024, we effectively reduced waste by improving Overall Equipment Effectiveness (OEE) through implementation of TPM & LEAN tools across our manufacturing facilities in the Philippines. Of our 16 manufacturing sites, 11 are located in the Philippines, comprising the majority and representing our largest and most significant operations.

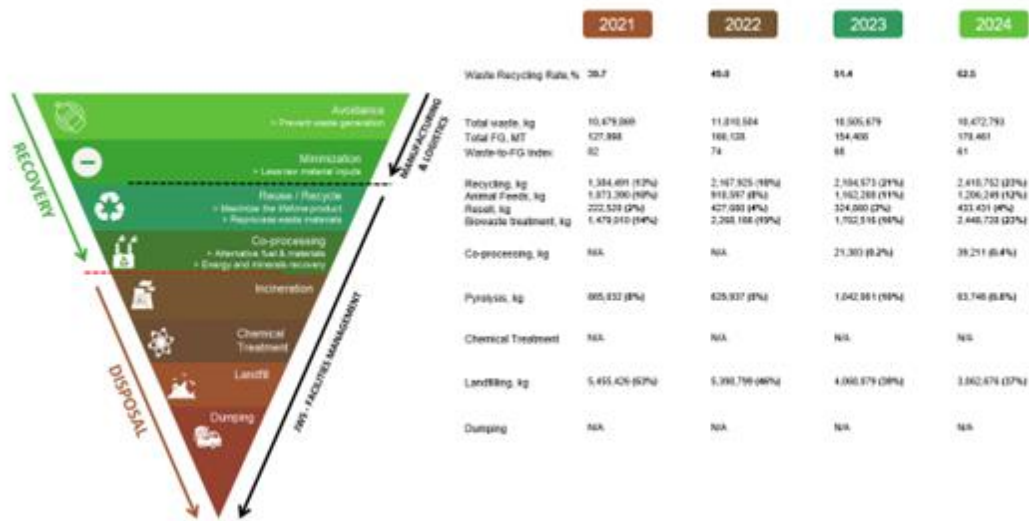
The Philippine sites achieved a 44.4% reduction in waste-generated ratio (waste per metric tons of products produced) vs. 2020 baseline.

Below initiatives have been implemented to address food loss and waste reduction:

- Improving usage variance by reducing the number of manufacturing rejects
- Optimizing our Sales and Operations Planning (S&OP) and Production Planning processes for yield management and lapsing risks reduction
- Implementing the practice of using washable containers for work-in-process (WIP) materials
- Ensuring timely and proper maintenance of critical equipment, such as servicing of ovens, cookers, pan and crate washers, evaporative condensers, boilers, and other energy and water-intensive equipment
- Upsizing batch size preparation and conducting campaigns to minimize line losses
- Installing aluminium plate to reduce the side gap between sheeter and roller, with an annual reduction of food loss of 10,000 kg
- Establishing a Core Group focusing on reduction of bun line rejection rate
- For factories in China, waste recycling agreements are signed every 3 months and waste is removed at least 3 times a week

In line with our commitment to reducing landfill waste, we have introduced programs within our Philippine manufacturing operations focused on recovery, reuse, and recycling. By 2024, we have achieved notable advancements in our sustainable waste management efforts.

Waste Management Approach



The proportion of waste disposed thru sustainable means has seen a notable increase rising from 39% in 2021 to 62% in 2024.

Recycling efforts have been instrumental, with materials such as biowaste and plastics being repurposed, contributing to 23% of total waste recovery in 2024. The introduction of co-processing in 2023 further enabled the use of waste as alternative fuel and raw materials, supporting energy recovery and reducing dependence on fossil fuels. Total waste generation decreased by approximately 28% over the four-year period, reflecting enhanced efficiency and effective waste-to-finished-goods management.

As of 2024, 62% of waste is disposed thru sustainable means, diverted away from landfill:

	2022		2023		2024	
	kg	%	kg	%	kg	%
Waste disposed through sustainable means (recycling, bioremediation, recycling, reselling, etc.)	5,781,767	49%	5,395,539	51%	6,546,371	62.5
Waste to landfill	6,028,735	51%	5,732,671	49%	3,926,423	37.5

*Covers all Philippine manufacturing sites

These initiatives include a strong focus on recycling and material circularity to maximize the utilization of resources:

- Repurposing of inherent meat trimmings by filleting, reselling bone scrap and composting the remaining meat waste
- Repurposing cake trimmings as animal foods to animal shelters and dog rescue centres
- Selling of selected scrap items such as plastic gallons and corrugated cartons from raw material packaging for recycling
- Improve the transfer conveyor to reduce the splatter of vegetable to increase the production yield
- Eliminate excess crust trimming issue by reducing the side gap between the sheeter and rollers
- Reduce bun rejection rate by creating core groups to focus on normal rejects, process rejects and equipment rejects of buns
- Conducting sustainable biological treatment processes such as “Bioremediation” and “Black Soldier Fly Technology”, specifically targeting meat wastes and mixed food wastes for material circularity.
- Processing of selected non-organic wastes such as plastics, contaminated cartons, and other non-organic wastes from landfilling to “co-processing,”. These wastes are utilized as an alternative fuel in the cement production process. This sustainable disposal practice is recognized and acknowledged by the Philippine Department of Environment and Natural Resources in the Philippines

Mang Inasal's Marilao Commissary Achieves Zero-Waste to Landfill Status

In 2024, the Marilao Commissary successfully maintained its achievement of 100% sustainable waste disposal, a milestone first reached in June 2023. This accomplishment resulted from years of dedicated efforts, including repurposing and recycling scrap waste, converting organic waste into compost, and co-processing residual waste as alternative fuel for cement production.

The commissary’s journey toward sustainable waste management began in 2020, with a baseline showing 53% of waste sustainably disposed of. Continuous improvements led to disposal rates of 85% in 2021, 91% in 2022, and 97% by early 2023.

Today, the Marilao Commissary stands as a benchmark for other Jollibee Group manufacturing sites, reinforcing the company’s commitment to sustainable practices.

Waste Donation to Island Animal Rescue Organization

Since 2022, the Jollibee Group has partnered with the Island Rescue Organization (IRO), an NGO dedicated to caring for stray and abused animals. Through this initiative, we repurpose meat waste from our production—such as spillage, rejects, and machine waste—that is safe but no longer recommended for human consumption. This waste is properly packaged and delivered to IRO’s shelter feeding programs. In 2024, the initiative expanded to include other types of food waste, such as eggshells and buns. This effort resulted in monthly donations of approximately 3.7 metric tonnes of food waste, significantly reducing landfill contributions and associated emissions. In its first year alone, the partnership saved an estimated 837,170 kg of CO₂e emissions and PHP 190,000 in

waste treatment costs. The IRO President, Analyn Aizpuru, highlighted the transformative impact on over 200 rescues, who are now healthier and more energetic thanks to these contributions.

Transforming Waste into Sustainable Livestock Feed

At the Canlubang Baking Facility (CBF) and Red Ribbon Davao Commissary, the Jollibee Group partnered with Wesscon to convert food waste, such as cake trimmings and other by-products, into feed for livestock. These items, previously sent to landfills, are now sustainably processed into animal feed mill material. The transition has significantly improved waste recycling rates at both sites, rising from 19% to 55% at CBF and from 26% to 56% at Red Ribbon Davao Commissary. The process involves on-site destruction and blending of waste, followed by treatment with corn dust before delivery to Wesscon for final processing. This initiative not only reduces landfill dependency but also creates value by contributing to the agricultural sector.

Advancing Organic Waste Management Through Biological Treatment Processes

The Jollibee Group continues to innovate in waste management by adopting biological treatment solutions that repurpose organic waste into valuable resources. Two key initiatives—using Black Soldier Fly (BSF) technology and bioremediation—demonstrate the company's commitment to sustainability, circular economy practices, and reducing environmental impact.

The Red Ribbon Bacolod Commissary in the Philippines has successfully implemented Black Soldier Fly (BSF) technology to manage approximately 8.4 metric tonnes of organic waste monthly. This process utilizes the larvae of the Black Soldier Fly to decompose food scraps and agricultural by-products, transforming them into frass, a nutrient-rich organic fertilizer. This initiative, carried out in collaboration with the local government unit (LGU) and an external partner, replaces less sustainable methods such as pyrolysis and landfilling. The resulting fertilizer supports agriculture, horticulture, and soil enrichment while significantly reducing the environmental footprint of organic waste. Building on this success, the Jollibee Group plans to expand BSF technology to selected Luzon commissary sites in partnership with Nutricycle Inc. by 2025.

In partnership with Cleanway Environmental Management Solutions Inc., the Jollibee Group has adopted bioremediation to process meat and mixed food waste from its commissary sites in the Philippines. This natural process uses microorganisms and other biological agents to transform waste into nutrient-rich soil. At the C3-Zen3 Commissary, 51 metric tonnes of meat waste are processed monthly, while the Chowking Commissary handles 35 metric tonnes of combined meat and food waste. The waste is shredded, blended in a composting chamber using a mechanical gantry mixer, and enriched with soil during the curing phase. Over time, it decomposes naturally, producing a valuable soil conditioner that supports sustainable agriculture and land rehabilitation. This initiative reduces landfill contributions while enabling the reuse of organic materials in a way that benefits the environment.

By adopting BSF technology and bioremediation, the company reduces its environmental impact, diverts waste from landfills, and creates valuable products such as organic fertilizers and soil conditioners. These efforts underscore the Jollibee Group's dedication to sustainability, innovation, and environmental stewardship.

At the end of 2024, our manufacturing sites in the Philippines achieved a cumulative 44% reduction in waste-generated ratio vs. 2020 baseline

5.2.2 Reduction of Food Loss and Waste in Our Restaurants

Our restaurants are dedicated to reducing food waste by adopting effective production and waste management strategies. In the Philippines, we continue to implement the Hazardous Waste Management Plan, which includes expanding cluster hauling programs to ensure efficient and cost-effective disposal of potentially hazardous waste from our stores. Additionally, we repurpose used cooking oil by partnering with a Department of Environment and Natural Resources-accredited treater for upcycling.

To strengthen waste management efforts, solid waste bins have been installed in both the dining and food preparation areas of our stores in the Philippines. Waste segregation is reinforced through extensive training and seminars conducted across all Strategic Business Units (SBUs). To reduce landfill contributions, stores have enhanced weight measurement processes for biodegradable and non-biodegradable waste. Employees from the Network Development Group (NDG) and Red Ribbon monitor solid waste weights daily to track progress in waste reduction. Refresher training on waste management will continue for all store employees, who are also required to adhere to production guidelines to minimize food waste generation.

In the U.S., restaurants have adopted waste segregation practices to enable customers to separate dry and liquid food waste, while a garbage classification system is used to organize recyclables and other types of waste.

Across countries in EMEAA, the Jollibee Group complies with local government regulations on proper waste disposal. Protocols include the segregation of solid and liquid waste, regular grease trap maintenance, and waste collection by government-accredited collectors to ensure proper handling and disposal.

5.2.3 Waste Management in our Logistics

In the Philippines, the Jollibee Group remains committed to reducing annual waste generation through ongoing and upcoming initiatives. To comply with local regulations, the Group works with service providers accredited by the Department of Environment and Natural Resources (DENR) for the proper collection and treatment of both hazardous and non-hazardous waste. Daily waste generated is collected by a designated material recovery facility and then transferred to accredited haulers for disposal. In the Dry Warehouse and Cold Storage areas, essential documents such as the Surplus Declaration Form (SDF) and Request for Quality Inspection (RQI) are prepared to record waste item descriptions and volumes.

All documentation and waste data are reviewed and approved by the Site Logistics and Engineering Support Team before being uploaded for monthly monitoring. To further reduce landfill waste, the logistics unit has implemented a comprehensive waste segregation program.

Additionally, the Group partners with a waste custodian to carry out an additional round of segregation, focusing specifically on recyclable materials. This collaborative effort is designed to increase recycling rates and reduce the volume of waste sent to landfills.

5.2.4 Waste Management in our Main Offices

At the Jollibee Group's main offices, we prioritize proper waste segregation, treatment, and disposal to foster a productive and healthy workplace while protecting community well-being. Our proactive approach includes regular monitoring and management of waste disposal processes. We collaborate closely with property administrators, custodial teams, accredited agencies, and local government units to ensure waste management is both efficient and effective.

In the Philippines, waste is sorted and disposed of through accredited haulers, with recyclable materials sent to recycling facilities for proper processing. Additionally, the offices implement a Return-to-Vendor (RTV) program for specific items, including office supplies like printer cartridges, allowing vendors to reuse these resources responsibly.

In the U.S., the main office collaborates with a third-party service provider to oversee and audit waste management processes, helping to improve waste diversion rates. Employee and tenant education on recycling and waste reduction is a key focus to encourage sustainable practices. To further demonstrate its commitment to sustainability, the office incorporates green certifications, serving as third-party recognition of its sustainable operations.

The company also promotes waste reduction by encouraging employees to use reusable items, such as water bottles and lunch containers, to minimize plastic waste. Internal resources like printing paper and office supplies are reused whenever possible, fostering a culture of sustainability within the organization.

Jollibee Group's Collaboration with LLDA for Waste Recovery

In July 2024, Jollibee Group partnered with the Laguna Lake Development Authority (LLDA) for the “Abot-Kamay Para sa Laguna de Bay: Mission in Action-Solid Waste Recovery” program. 30 employee volunteers from Jollibee, Mang Inasal, and Greenwich participated in a cleanup drive in Barangay Poblacion, Biñan, Laguna. The effort successfully recovered 670 kilos of plastic waste, contributing to the program's goal of mitigating the adverse impact of plastic pollution. Earlier, on April 30, in celebration of Earth Day, volunteers from Jollibee, Chowking, Greenwich, and Burger King joined another LLDA cleanup in Barangay Sucat, Muntinlupa City, where the Jollibee Group also provided meals for 200 volunteers from various organizations. Through these collaborations, Jollibee Group continues to reinforce its commitment to creating a positive impact on communities and the environment through waste recovery.

5.3 Energy & Water Efficiency

Jollibee Group remains dedicated to reducing energy use and conserving natural resources by implementing policies and programs that enhance business resilience and promote long-term growth, all while safeguarding the environment. By prioritizing energy-saving measures and water stewardship, we aim to minimize energy and water consumption across all aspects of our operations.

5.3.1 Energy Efficiency

The Jollibee Group emphasizes a balanced approach to achieving both sustainability goals and financial objectives. By efficiently managing electricity usage, waste gas, and surplus energy, we address these priorities effectively. Our commitment to energy and emissions management not only lowers production costs and boosts product competitiveness but also supports efforts to foster a greener and more sustainable environment.

5.3.1.1 Energy Efficiency in our Manufacturing Sites

Optimizing Manufacturing Process

In the Philippines, we have implemented several initiatives as part of the Corporate Manufacturing & Logistics (M&L) Sustainability Program, with a strong emphasis on improving energy and water efficiencies. To ensure ongoing progress, we have outlined four focus areas, as shown below. Each site also utilizes the M&L Energy Management Assessment Checklist to evaluate its Energy Management program. This process helps identify opportunities, address gaps, and develop actionable steps, allowing us to create effective energy reduction plans and initiatives specific to each site.

Focus Areas in Corporate Manufacturing & Logistics Sustainability Program

Culture	Process Optimizations	Maintenance	Technology
• Introduced educational campaigns to increase employees' environmental awareness and behaviour • Daily Direction Setting, PDCA meetings, Leak Hunting, leaders' walkthroughs, and training • Reward & Recognition for Sustainability	• Improve Overall Equipment Effectiveness (OEE) in our manufacturing processes • Refrigeration System optimization • Boiler System optimization • Lighting optimization	• Implementing Defect Handling & Preventive Maintenance through SAP systems in order to ensure timely and properly maintain the base condition equipment	• Roof top Solar Panels • Variable frequency drives • Process automation • Cold Storage Jamison doors • Machine interlocks • Boiler Economizers • Cosmotor Energy Saving Devices • Motion sensors • Automated controller • Control Panel timers

The Jollibee Group continues to make significant strides in optimizing operations and managing energy more efficiently. The manufacturing sites have adopted a weekly PDCA (Plan-Do-Check-Act) review across all locations to enhance governance of performance measures. This proactive approach enables the development of more strategic action plans to eliminate losses, optimize production processes, and improve operational efficiency. For instance, at the Canlubang Baking Facility, we installed time-in piping to optimize the use of the air compressor and air drier, ensuring backflow of compressed air. Additionally, we revised shift transition activities for the production line to reduce stoppages, increasing capacity and maximizing baseload while better controlling utilities during nonproduction periods.

To further improve energy efficiency, we rolled out Enercon 2.0 across various sites. This program adopts a standardized approach to enhancing utility systems, including

refrigeration, ammonia compressors, steam systems, and lighting. These measures are designed to drive energy savings and operational efficiency.

Aligned with the Energy Efficiency and Conservation Act (Republic Act No. 11285) and renewable energy policies, we remain committed to decarbonizing our value chain. The Corporate Supply Chain issued a Sustainability in Energy, Water, and Waste Management Policy, which emphasizes improving systems, programs, and processes for more efficient resource use. To encourage participation, we recognize and reward outstanding sites and individuals contributing to energy, water, and food loss reductions through programs like the 2022 Sustainability Champions for Energy, Water, and Food Loss Reduction. These initiatives inspire our teams to continue advancing sustainability efforts and reducing environmental impact.

In our China manufacturing sites, we achieved measurable reductions in energy consumption per ton of product through technological advancements. By implementing pre-cooling technology, we reduced electricity usage in quick-freezing processes. Additionally, the replacement of high energy-consuming power frequency air compression equipment with energy-efficient frequency conversion alternatives further decreased energy consumption in refrigeration. Energy usage under refrigeration is monitored daily, allowing us to analyze reductions compared to previous years. For example, between April and September 2023, air compressor electricity consumption totalled 84,000 kWh, which decreased to 74,540 kWh in 2024.

We also eliminated coal usage by replacing coal-fired boiler equipment with advanced gas-fired alternatives. Other energy conservation measures include combining equipment usage, utilizing microwave ovens, and shutting down certain equipment during peak periods.

In the U.S., we implemented multiple energy-saving initiatives, such as converting to LED lighting and installing temperature sensors to monitor cooling storage and detect open doors. Red Ribbon US commissaries began transitioning to LED lights in 2020, followed by the installation of sensors in 2021. These measures have reduced electricity consumption and improved energy efficiency.

Across both China and the U.S., we prioritize routine maintenance and inspections of critical equipment and facilities on a weekly, monthly, and annual basis. This proactive approach ensures optimal performance, enhances efficiency, and reduces energy consumption, reinforcing our commitment to sustainability and operational excellence.

As part of our strategy to decarbonize the supply chain, we collaborated with First Gen Corporation through Pi Energy Inc., for Jollibee Group commissaries and logistics facilities in the Philippines, to install a total of 16,800 solar panels by the end of 2024, generating 9.1 megawatts of renewable energy. This milestone supports the company's global sustainability agenda, reinforcing its commitment to integrating renewable energy into operations and reducing environmental impact.

At the end of 2024, our manufacturing facilities in the Philippines delivered a 31.9% reduction in energy use ratio versus a 2020 baseline.

5.3.1.2 Energy Efficiency in our Restaurants

The Jollibee Group continues to prioritize sustainability by actively addressing energy consumption across its operations. A significant portion of our energy use comes from kitchen, storage, heating, ventilation, and air conditioning systems. To mitigate this, the company is implementing innovative energy-saving initiatives and exploring sustainable solutions to meet its environmental goals.

Energy Efficiency Measures adopted by our Restaurants

In the Philippines, energy-intensive activities are managed by adopting more efficient equipment and ensuring compliance with facility management regulations. Additionally, an enhanced database system tracks monthly power consumption, enabling better monitoring of energy usage and raising environmental awareness among store personnel to encourage active participation in energy-saving practices.

Our Network Development Group is committed to identifying and assessing new technologies aimed at reducing energy consumption and enhancing energy efficiency across our business units. These efforts have resulted in noticeable improvements in store economics, especially in areas with higher electricity costs. By integrating these energy-saving innovations, we can enhance the sustainability and cost-efficiency of our operations.

We offer various training programs and initiatives, including Energy Management, Project Greenovation, the Sustainability Survey, and the Pollution Control Officer Training program, among others. These sessions are held throughout the year to equip our personnel with the necessary knowledge and skills to effectively conserve energy and integrate sustainability into their daily operations. Additionally, our in-house technicians receive regular and timely training to maintain high standards of efficiency.

The Restaurant Systems Department has established standard store practices to effectively manage risks and operational challenges, with a key focus on promptly addressing refrigerant leaks in damaged air conditioning and refrigeration systems. To minimize leaks and ensure optimal equipment performance, we have expanded the scope of preventive maintenance while regularly evaluating the competency of our service providers and providing targeted training programs to enhance their skills. To further reduce the impacts due to refrigeration, all our air conditioning and refrigeration equipment utilizes Ozone Depletion Potential (ODP) and low Global Warming Potential (GWP) technologies, reinforcing our commitment to environmentally responsible operations.

Among other energy efficiency initiatives in our stores include installing solar panels, solar parking lights across the stores to replace conventional LED lights, solar window films for regulating the indoor temperatures, high-efficiency motors for optimizing the exhaust system, light-motion sensors, automatic low-flow faucets and wastewater treatment and rainwater recycling systems.

As of 2024, a total of 119 stores in the Philippines were equipped with solar panels, including 64 Jollibee, 17 Chowking, 13 Burger King, 5 Mang Inasal, 4 Panda Express, and 1 Red Ribbon.

Jollibee Philippines Tuguegarao Restaurant Levels-Up with Sustainable Solutions

In 2024, Jollibee Philippines opened its latest store in Tuguegarao City, which features more green technologies, offering a variety of solutions aimed at reducing overall waste and utilizing renewable sources. This include solar panels that reduce energy consumption by as much as 30%, a solar water heater for kitchen use, solar window films that generate and regulate temperature to repel outside heat. Additionally, high-efficiency motors are installed to better manage the exhaust system and provide fresh air supply in the kitchen. They converted pylon light into LED which reduces energy-use by 80%. Restroom feature light motion sensors, and automatic low flow faucets to ensure no energy and water is wasted when not in use. The store is also equipped with state-of-the-art wastewater treatment facility, and a water recycling system to convert rainwater for use in general upkeep activities.

In China, kitchen equipment accounts for a significant portion of energy usage. To address this, energy consumption during peak periods has been reduced by combining equipment and incorporating microwave ovens. Yonghe King has successfully lowered energy use from its production equipment as part of these efforts. Looking ahead, we aim to enhance energy efficiency further by implementing an annual improvement plan focused on technology-based solutions and encouraging innovation in energy technologies. Additionally, the Jollibee Group will establish and monitor standards for product energy consumption, making adjustments as necessary to optimize usage. As part of these ongoing initiatives, we are set to pilot an intelligent control system for managing exhaust and air-conditioning systems in our restaurants by 2025. This system is anticipated to deliver significant energy savings, reinforcing our commitment to sustainability and reducing our environmental impact.

In EMEA, we introduced various initiatives to lower energy consumption in stores. These include scheduling equipment usage, conducting preventive maintenance with accredited service providers, and equipping in-house technicians with training to handle basic equipment upkeep. In countries such as Vietnam, the UK, Italy, and Spain, energy efficiency has been further improved by carefully timing the activation of equipment during store opening routines. Together, these efforts have led to a significant reduction in energy usage across the region.

Earth Hour 2024

The Jollibee Group continued to participate in Earth Hour, with over 4,700 restaurants and facilities across the Philippines, China, North America, Europe, the Middle East, and Asia turning off their non-essential lights for an hour on 23 March 2024. Participating brands include Jollibee, Mang Inasal, Chowking, Greenwich, Red Ribbon, Panda Express, Burger King, and The Coffee Bean and Tea Leaf, and more.

5.3.1.3 Energy Efficiency in our Main Offices

At the Jollibee Group's main offices, we prioritize proper waste segregation, treatment, and disposal to foster a productive and healthy workplace while protecting community well-being.

In the Philippines, we have initiated measures such as implementing a hybrid work schedule which triggered adjustments in our operation schedules, maintenance activities, and audit efforts accordingly, to recalibrate and improve efficiency. To help manage our energy consumption, we have implemented energy-saving initiatives such as use of motion sensor lighting, proactive maintenance activities, and scheduled ACU (Air Conditioning Unit) lights out. By implementing these measures, we aim to enhance energy efficiency and promote sustainability in our main offices. Our goal is to create a workplace that is both environmentally responsible and conducive to the well-being of our employees.

To further promote energy conservation in our operations, we envision to install devices such as Lamp Posts and Solar Panels which harnesses energy from renewable sources such as solar energy. The specific main office locations most suited for these initiatives are Jollibee Plaza and JJACCIS building. We are also exploring to implement Smart Building initiatives, which utilize automation, sensors, and the Internet of Things (IoT) to optimize energy consumption and improve efficiency in building operations. Furthermore, Energy Mapping Systems is utilized to create baseline data and analyse energy usage patterns, which helps us identify areas where we can further reduce energy consumption. We measure the effectiveness of initiatives by monitoring the energy consumption from each site monthly.

In the U.S., the main office collaborates with a third-party service provider to oversee and audit waste management processes, helping to improve waste diversion rates. Employee and tenant education on recycling and waste reduction is a key focus to encourage sustainable practices. To further demonstrate its commitment to sustainability, the office incorporates green certifications, serving as third-party recognition of its sustainable operations.

Mangrove Reforestation Activities

Led by the Jollibee Group Foundation (JGF) in 2024, a total of 21,500 mangrove propagules were planted in the Philippines. This included 7,500 seedlings across three sites—Pangasinan, Cebu, and Cavite—supported by 315 employee volunteers, LGUs, DENR, and other partners. Additionally, 14,000 seedlings were planted across six hectares in partnership with the Philippine Tropical Forest Conservation Foundation, Inc. (PTFCF), engaging four community organizations in Lawaan and Quinapondan, Eastern Samar.

Mangroves play a vital role in protecting coastal communities from storm surges, supporting marine biodiversity, and absorbing carbon to help mitigate climate change. Recognizing their importance, JGF collaborates with national agencies and local communities to ensure proper mangrove planting—selecting the right species, planting in

suitable locations, and aligning with the right season—all critical factors for survival and growth.

This reforestation initiative began in 2023 with over 200 employee volunteers from Jollibee, Greenwich, Red Ribbon, Zenith Foods Corporation, and Jollibee Worldwide Services Logistics. We remain committed to sustaining these efforts in the years ahead.

5.3.2 Water Efficiency

The Jollibee Group is committed to reducing water consumption in its manufacturing processes to address potential risks such as resource depletion and water supply scarcity. In the Philippines, we are set to implement comprehensive water stewardship plans that encompass both short-term and long-term strategies as part of our operational efforts.

5.3.2.1 Water Stewardship in the Manufacturing Process

Jollibee Group is committed to meeting all government regulatory requirements, with a specific focus on adhering to DAO 2016-08 and the recently introduced DAO 2021-19 in the Philippines. Our prominent sites are at the forefront of achieving ISO 14000 accreditation, while our smaller plant operates in accordance with ISO Standards guidelines. External consultants were involved to perform ISO14001 audits for selected site in 2024, while our internal environmental audit is performed twice a year. All findings are forwarded to concerned department and must be closed in a defined deadline. Results of the audit are reported to management through Management Review conducted at least once a year.

Regular reviews of General Effluent Standards (GES) for wastewater treatment performance are conducted to ensure compliance with relevant laws and regulations. Pollution Control Offices (PCOs) of each plant provide Self-Monitoring Reports (SMR) to the DENR-EMB and discuss GES results as well as gaps to ensure continued compliance.

In line with our dedication to sustainability, a Supply Chain Water Management Assessment is used in the Philippines to assess each manufacturing site's water management program, and identify opportunities, identify gaps, and develop plans and initiatives to reduce water usage. As a result, we established various water management programs aligning principle of Reduce, Reuse, and Replace.

Water Conservation and Efficiency Programs were implemented to reduce consumption such as:

- Installation of nozzles to all rinse hoses
- Recovery and reuse of reverse osmosis reject water for lower quality use
- Use of recovered final rinse water for pre-rinse application or pre-washing for crate washing
- Recovery and collection of rainwater for cleaning purposes
- Water treatment processes have been optimized such as the filter and membrane backwash/cleaning process, which are based on measurements versus set schedules/times

- Utility of water chemistry for monitoring to prevent scaling and reduce water blowdown in boilers
- Use of low flow high-efficiency faucet fixtures and toilet water saving devise such as use dual flush toilet converters
- Condensate recovery, blowdown optimization of evaporative condenser (EVAPCO)
- Crate Washing Optimization Initiatives

The Wastewater Treatment and Reuse Programs focus on ongoing implementation of Tertiary Water Treatment Project to treat and reuse wastewater to minimize discharges and reduce the demand on freshwater sources. The program also extends to our supply chain, where water recycling practices are promoted. Several of our sites implemented functional water recovery and reuse systems, utilizing wastewater effluent water and condensate water from unit coolers.

Improving effluent quality to ensure compliance is another key focus for us. Our Wastewater Treatment Facilities (WWTF) are upgraded to enhance biological treatment capacity. Our commissary, Chowking Sucat, introduced a membrane bioreactor and dewatering treatment system. CBF commissary converted the flat sheet MBR to hollow fiber MBR that could improve the effluent quality. The Red Ribbon-Cagayan de Oro commissary will add a MBR and a Dewatering unit to its biological treatment. As part of Fats, Oils, and Grease (FOG) recovery, RR-SMO sites continue to enhance compliance by adding treatment chemicals to coagulate and flocculate.

We implemented a comprehensive water replacement program, which involves the efficient utilization of rainwater for various essential operations such as cooling water, chemical dilution, and cleaning purposes in the Philippines. Furthermore, Jollibee Group is actively exploring alternatives to water-cooled heat exchangers by considering the adoption of air-cooled counterparts wherever feasible and practical.

At the end of 2024, our manufacturing sites in the Philippines achieved a cumulative 32.5% reduction in water use ratio versus a 2021 baseline

In China, the flow and usage of water in all wastewater production and treatment aspects are monitored and controlled according to standard processes and legal and regulatory requirements. Online monitoring of rainwater and sewage is provided by an accredited third-party provider. Sludge is collected and treated by an accredited third-party provider. Furthermore, we established a condensate collection network and treatment system in the production hall, and improved the efficiency of the water supply by collecting and reusing condensate. Likewise, standard water use targets were developed and managed to identify and encourage full participation in water conservation and measurement.

In the U.S., wastewater undergoes treatment via municipal sewers and water treatment facilities, while stormwater is handled separately through dedicated plans and permits. Our ongoing commitment involves continual enhancement of Stormwater Pollution Prevention measures. To ensure the proper management of sewage, regular inspections are carried out by governmental authorities, complemented by monitoring conducted by a

trusted third-party provider, who submits comprehensive reports to the government. Sewage is directed to government-operated sanitation plants, where strict control is maintained to ensure a pH level of six and above. To reinforce compliance with government regulations and standards, we undertake consistent monitoring, conduct quarterly testing, and implement regular sewage cleaning protocols.

5.3.2.2 Water Stewardship in Our Restaurants

In the Philippines, our stores are equipped with advanced water filtration systems and undergo regular quality monitoring to ensure the provision of safe drinking water. Our stores adhere to Cleaner Production and Pollution Prevention procedures, with a focus on removing fats, oils, and grease from wastewater to reduce its organic strength. We remain committed to our Information, Education, and Communication Campaign on water conservation, sanitation practices, and water management, which aims to foster an environmentally conscious workforce and promote improved water conservation outcomes. A comprehensive Maintenance Program is in place covering the assessment of water supply tanks and plumbing lines on a regular basis to ensure any leakage can be repaired in a timely basis. We also monitor the water consumption through water billing on a monthly basis. We conduct investigations for irregularity on the water consumption such as sudden spikes that are not attributable to potential surge of sales. We successfully launched pilot projects that expanded our range of cost-effective solutions, including implementation of the rainwater harvesting system and vacuum assisted toilets. The vacuum assisted toilet utilizes air pressure to aid wastewater flushing and water filling, which is expected to have an annual water reduction of 233.3 cum.

Our Jollibee Tuguegarao's sustainability store features a wastewater treatment facility that recycles water for toilet flushing. Additionally, a rainwater harvesting system repurposes rainwater for tasks such as watering plants and cleaning exterior areas, ensuring efficient water conservation.

In the EMEAA region, a series of measures are implemented to manage or minimize water usage, including a review of kitchen processes, the roll-out of waterless bains-marie, preventive maintenance of water supply lines, and comprehensive crew training on Cleanliness and Sanitation.

We also prioritize food safety by conducting regular water analyses. In Vietnam, Jollibee Group established a master cleaning schedule and an in-depth cleaning procedure that minimizes water consumption. Water analysis standards is performed every six months, including five test points for ice analysis, and maintenance of our wastewater tanks to ensure optimal performance.

5.3.2.3 Water Stewardship in Our Main Offices

To aid in water conservation, select Jollibee Group offices in the Philippines utilize motion-sensor and pressure-controlled fixtures to regulate consumption, as well as low-flow fixtures. To create baseline data and outline water consumption for improvement or reduction, we perform Water Usage Mapping System using water metering devices in strategic locations.

As part of our commitment to water efficiency and the well-being of our people and communities, we developed an ecosystem that includes evaluating the effectiveness of our initiatives. The Voice of the Customers (VOC) is leveraged to ensure that we are responsive to their needs and compliant with the mandates and legislations issued by national and local authorities. Through these measures, Jollibee Group strives to continuously improve and keep pace with evolving regulations and requirements.

A drinking water analysis was implemented in our offices in the Philippines. As part of the Water System Maintenance Program, regular inspections are conducted on water systems and equipment to ensure optimal performance. To measure the effectiveness of the program, we regularly review processes through Compliance and Feedback Management and Facility Inspection. Similarly, in China and the U.S., we employ various measures such as the use of barrelled water, filters, or water systems to ensure drinking water conservation and safety. Regular maintenance procedures are carried out to uphold these standards. The faucet filter device is maintained once or twice a year, while water dispensers are regularly serviced on a quarterly.

The company is committed to conserve our natural environment thru the stewardship on responsible energy and water consumption.

OUR PLANET GOALS

OUR PLANET GOALS			
PILLAR	FOCUS AREAS	JOLLIBEE GROUP	
		GOALS	STATUS
PLANET We Treat the Planet Responsibly	Packaging & Recycling	Improve packaging sustainability across our operations	• Our manufacturing group has implemented several initiatives to reduce single-use plastic packaging. These include upsizing containers, introducing returnable containers in the manufacturing process, engaging third-party collectors for recovery and recycling, and reusing empty packaging containers as waste storage bins • In our stores, we have introduced strawless drinks in Jollibee across Singapore, Malaysia and Hong Kong, alongside with our ongoing “Skip the Straw” campaign in Philippine stores to promote the use of strawless drinks. We also prioritize the use of reusable wares for dine-in across all our stores in the Philippines
	Waste Reduction	Reduce food loss and waste to landfill in the manufacturing process and food waste in stores	• We achieved a 44.0% total reduction in waste-generated ratio at the end of 2024 versus a 2021 baseline, in our Philippine manufacturing plants • 62% of waste is disposed thru sustainable means, diverted away from landfill in Philippines manufacturing plants • Across all our stores globally, we follow waste disposal protocols in compliance with local government regulations
	Energy & Water Efficiency	Reduce energy consumption in the manufacturing process	• We achieved a 31.9% reduction in energy use ratio versus a 2021 baseline as a result of the efficacy of our manufacturing initiatives in the Philippines • 16,800 solar panels across our manufacturing sites in the Philippines, generating 9.1 megawatts of clean energy
		Execute energy-saving initiatives to reduce energy consumption in our stores	• By the end of 2024, we installed solar panels in 104 stores across our various stores in the Philippines. We continue to explore and evaluate new technologies that reduce consumption and optimize the energy efficiency programs to be implemented across our business units
		Reduce water consumption in the manufacturing process	• We achieved a reduction of 32.5% in water use ratio versus a 2021 baseline in our Philippines manufacturing plants

Appendices

FOOD

Scope of data

The coverage of our 2024 reporting framework has expanded compared to the previous year's report, which may reflect variations in data across different operational areas. It's important to note that while we outline the general scope for this report, each data table or disclosure may possess its own detailed scope, specifying particular inclusions or exclusions unique to that section. This is part of our ongoing commitment to enhance both the breadth and depth of our disclosures on an annual basis.

Jollibee Foods Corporation has a diverse portfolio of 19 brands, operating a total of over 9,500 stores spread across 32 countries. Within this extensive network, 1,469 stores are company-owned, while the remaining 3,822 are a mix of franchised and joint venture establishments.

To enhance our reporting framework, we have strategically selected certain priority brands and geographical locations, both regions and countries, for inclusion in this reporting cycle.

For disclosures involving our store network, we have focused on 11 brands and 1,469 company-owned stores covering scope 1 and 2 emissions. Excluded from this reporting cycle are Scope 3 emissions, from franchised and joint venture locations, which aim to include in the coming years.

Restaurants (company-owned and excl. 3Ps)	2024	
Number of restaurants	1,469 company-owned restaurants	
Number of brands	11	
Brands	Jollibee (JB), Philippines, United Kingdom	428 stores
	Chowking (CK), Philippines	168 stores
	Red Ribbon (RR), Philippines	177 stores
	Mang Inasal (MI), Philippines	15 stores
	Greenwich (GW), Philippines	113 stores
	Burger King (BK), Philippines	127 stores
	Panda Express (PX), Philippines	30 stores
	Yoshinoya (YSH), Philippines	10 stores
	Hong Zhuang Yuan (HZY), China	34 stores
	Yonghe King (YHK), China	254 stores
	Coffee Bean & Tea Leaf (CBTL), United States	113 stores

Across our supply chain and main offices, we included 16 out of our 16 company-owned manufacturing facilities, 5 out of our 5 of our company-owned logistics, and 20 out of our

Main Offices, covering our scope 1 and 2 emissions. Excluded are Scope 3 emissions from our supply chain, which aim to include in the coming years.

Supply Chain and Main Office Coverage	2024	
	Country	Number of sites
Manufacturing (Company owned and exclude 3Ps)	Philippines (PH)	11 / 11
	China (CN)	1 / 1
	Vietnam (VN)	1 / 1
	United States (US)	3 / 3
Logistics (Company owned and exclude 3Ps)	Philippines (PH)	1 / 1
	China (CH)	3 / 3
	United States (US)	1 / 1
Main Offices (Company owned and exclude 3Ps)	Philippines (PH)	11 / 11
	China (CN)	5 / 5
	Vietnam (VN)	1 / 1
	United States (US)	3 / 3

The table below outlines the coverage of the disclosures of various divisions within the organization.

Division Coverage	2024	
	Coverage	Countries
Human Resources (HR), Data Privacy and Security (DP&S), Research & Development (R&D), Marketing, Procurement, Quality Management	Jollibee (JB)	Philippines, Singapore, Brunei, Vietnam, United Arab Emirates, United Kingdom, United States
	Chowking (CK)	Philippines, United States
	Red Ribbon (RR)	Philippines, United States
	Mang Inasal (MI)	Philippines
	Greenwich (GW)	Philippines
	Burger King (BK)	Philippines
	Panda Express (PX)	Philippines
	Yoshinoya (YSH)	Philippines
	Hong Zhuang Yuan (HZY)	China
	Yonghe King (YHK)	China
	Tim Ho Wan (THW)	China
	Coffee Bean & Tea Leaf (CBTL)	United States
	Smashburger (SB)	United States
Data Privacy & Security, Procurement, Quality Management	Global coverage	
Community Engagement	Jollibee Group Foundation (JGF)	Philippines
	Non-JGF	China, Singapore, Brunei, Vietnam, United Arab Emirates, United Kingdom, United States

Marketing and labelling

We are compliant with all marketing and labelling regulations in all the countries where we operate. The definition of assessment in this disclosure may vary. Selected brands count the assessments of new products developed over total products, which lowers the total % assessed.

Metric	Unit	2024
Percentage of significant product and service categories covered and assessed for compliance with JFC's procedures and requirements for product and service information and labeling	Percentage	83.5 ^{1, 2}
<i>No. of significant product and service categories covered and assessed</i>	<i>Number of categories</i>	2,436 ¹
<i>Total no. of product and service categories</i>	<i>Number of categories</i>	2,919 ¹
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling , by:	<i>Number of incidents</i>	0 ¹
<i>i. incidents of non-compliance with regulations resulting in a fine or penalty</i>	<i>Number of incidents</i>	0 ¹
<i>ii. incidents of non-compliance with regulations resulting in a warning</i>	<i>Number of incidents</i>	0 ¹
<i>iii. incidents of non-compliance with voluntary codes</i>	<i>Number of incidents</i>	0 ¹
If the answer to the above question is 0, kindly write a statement confirming there were no identified non-compliance with regulations and/or voluntary codes for this FY	<i>Answer Required</i>	No identified incidences of non-compliance with regulations
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications , including advertising, promotion and sponsorship, by:	<i>Number of incidents</i>	7 ^{3, 4}
<i>i. incidents of non-compliance with regulations resulting in a fine or penalty</i>	<i>Number of incidents</i>	2 ³
<i>ii. incidents of non-compliance with regulations resulting in a warning</i>	<i>Number of incidents</i>	5 ³
<i>iii. incidents of non-compliance with voluntary codes</i>	<i>Number of incidents</i>	0 ³
If the answer to the above question is 0, kindly write a statement confirming there were no identified non-compliance with regulations and/or voluntary codes for this FY. However, if there is an incident/s of non-compliance for this FY, briefly explain what this is/these are.	<i>Answer Required</i>	Incidents of non-compliance refer to ASC violations stemming from the use of influencers and ASC "Screening Violations" from PH JB and MI, respectively.
Notes		¹ Data covers R&D scope except PH JB, PX, YS; CN; EMEAA; US SB ² Significant product and service categories refer to the restaurants or facilities that have been audited

	³ Data covers Marketing scope except PH GW, PX, YSH; EMEAA VN; US SB ⁴ Violations pertain to compliance technicalities and do not involve issues with inappropriate or offensive content.
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Responsible marketing

Jollibee brand published a Responsible Marketing Policy in August 2023 and held training sessions reaching Jollibee marketing team across all global regions. The scope of the initiative will be expanded to include other JFC brands in succeeding years.

Metric	Unit	2024 ¹
Total number of marketing employees	<i>Number of employees</i>	255
Total number of marketing employees who have received training on Responsible Marketing or have reviewed the policy in the past 3 years	<i>Number of employees</i>	70 ²
Notes:		¹ Data covers Marketing scope ² No new trainings or policies in 2024

Nutritional content (Marketing)

Metric	Unit	2024 ¹
Number of advertising impressions made on children	<i>Number of impressions</i>	0
Percentage promoting products that meet national dietary guidelines for children	<i>Percentage</i>	53.3
No. of products promoted that meet national dietary guidelines for children	<i>Number of products</i>	8
Total no. of products promoted for children	<i>Number of products</i>	15
Notes:		¹ Data covers Marketing scope except PH GW, PX, YSH; EMEAA VN; US CBTL, SB

Nutritional content (R&D)

Metric	Unit	2024 ¹
Percentage of meal options consistent with national dietary guidelines (following WHO guidelines)	<i>Percentage</i>	49.1
<i>No. of meal options consistent with national dietary guidelines (following WHO guidelines)</i>	<i>Number of options</i>	188
<i>Total no. of meal options</i>	<i>Number of options</i>	383
Percentage of children's meal options consistent with national dietary guidelines for children (following WHO guidelines)	<i>Percentage</i>	0
<i>No. of meal options consistent with national dietary guidelines for children (following WHO guidelines)</i>	<i>Number of options</i>	0

<i>Total no. of meal options for children</i>	<i>Number of options</i>	2
Revenue earned from meal options consistent with national dietary guidelines (following WHO guidelines)	<i>Currency in PHP</i>	27,875,476,173
Revenue earned from meal options consistent with national dietary guidelines for children (following WHO guidelines)	<i>Currency in PHP</i>	0
Please provide any relevant context to explain the data given or not given, such as reasons for its unavailability, inapplicability, or why the value is zero.	-	PH: MI, GW, CK, and BK do not offer children's meals; RR meal options have been discontinued since 2015 US: CBTL does not offer kids meals. JB and RR currently do not offer children's meals.
Notes:		¹ Data covers R&D scope except PH BK, PX, YS; CN; EMEA; US CK, SB

Customer health and safety

To guarantee the safety of the food we provide to each and every customer, Jollibee Group conducts thorough quality and safety inspections across all aspects of our restaurants globally. In 2024, over 11,788 Food Service Cleanliness and Condition (FSC) Audits were conducted worldwide. The data below covers only the inspections by external Government or Local Government Unit, which varies in nature and frequency based on different local regulations.

Metric	Unit	2024 ¹
Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	<i>Percentage</i>	97.4
No. of significant product and service categories for which health and safety impacts are assessed for improvement	<i>Number of categories</i>	4,595 ²
Total no. of product and service categories	<i>Number of categories</i>	4,719
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by:	<i>Number of incidents</i>	5 ³
i. incidents of non-compliance with regulations resulting in a fine or penalty	<i>Number of incidents</i>	1
ii. incidents of non-compliance with regulations resulting in a warning	<i>Number of incidents</i>	2

iii. incidents of non-compliance with voluntary codes	<i>Number of incidents</i>	2
If the answer to the above question 0, kindly write a statement confirming there were no identified non-compliance with regulations and/or voluntary codes for this FY. However, if there were any confirmed incidents of non-compliance, kindly specify these and include a short description.	<i>Answer Required</i>	Incidents in MI, YHK, SG, VN and UK
Notes:		¹ Data covers Quality Management country-defined scope ² Significant product and service categories refer to the stores or facilities that have been audited ³ Non-compliance refers to incidents resulting in consequences such as fines, penalties or warnings

Food safety

Metric	Unit	2024 ¹
Percentage of restaurants inspected by a food safety oversight body	Percentage	16.0 ²
No. of restaurants inspected	<i>Number of restaurants</i>	755
Total no. of restaurants	<i>Number of restaurants</i>	4,719
Percentage receiving critical violations	<i>Percentage</i>	3.1
No. of restaurants inspected	<i>Number of restaurants</i>	146 ³
Total no. of restaurants	<i>Number of restaurants</i>	4,719
Number of food safety-related recalls issued	<i>Number of recalls</i>	0
Total amount of food product recalled	<i>Metric tons (t)</i>	0
Number of confirmed foodborne illness outbreaks	<i>Number of outbreaks</i>	0
Percentage resulting in investigation by the applicable jurisdictional legal or regulatory public health authorities (e.g. CDC, FDA)	<i>Percentage</i>	0
No. of confirmed foodborne illness outbreaks resulting in investigation by the applicable jurisdictional legal or regulatory public health authorities (e.g. CDC, FDA)	<i>Number of outbreaks</i>	0
No. of confirmed foodborne illness outbreaks	<i>Number of outbreaks</i>	0
FSC	-	
No. of stores with official FSC audit	<i>Percentage</i>	4,541
No. of stores passed the official FSC audit	<i>Percentage</i>	4,455
% FSC Passing Rate	<i>Percentage</i>	98.1

Notes:	¹ Data covers Quality Management country-defined scope ² The figure represents inspection by external Government or Local Government Unit, which varies in nature and frequency based on different local regulations. Internal JFC food safety cleanliness and condition (FSC) audits are conducted for our restaurants yearly. ³ All findings were corrected within 24 hours with operations resuming immediately.
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Customer management

The Net Promoter Score indicates the likelihood of customers recommending our brand, products, and services to others, guaranteeing the safety of the food we provide to each and every customer. In 2024, the Jollibee Group achieved a remarkable Net Promoter Score of 93%, surpassing the industry benchmark of 50%. This accomplishment highlights the satisfaction and loyalty of our customers to our global brands. In addressing complaints and feedback, our Feedback Management System utilizes multiple channels to capture feedback, including in-store surveys, in-app surveys, delivery websites, email intercepts, and social media platforms. By collecting feedback from various touchpoints, we gain insights into the customer experience and continuously enhance our procedures and guidelines. Our goal is to generate more feedback and ensure that complaints reach the appropriate resolution owners within 24 hours.

Metric	Unit	2024 ¹
Net Promoter Score	<i>Percentage</i>	93.3 ²
Total respondents		7,930,251
Promoters		7,543,022
Passives		240,491
Detractors		146,738
Percentage of promoters	<i>Percentage</i>	95.1 ⁸
Percentage of passives	<i>Percentage</i>	3.0 ⁸
Percentage of detractors	<i>Percentage</i>	1.9 ⁸
Total no. of customers complaints captured	<i>Number of complaints</i>	220,940
Total no. of invalid complaints	<i>Number of complaints</i>	68,728 ^{3, 6}
Total no. of valid complaints	<i>Number of complaints</i>	144,592 ³
Food	<i>Number of complaints</i>	31,945 ⁷
Customer service	<i>Number of complaints</i>	60,837 ⁷

Safety	<i>Number of complaints</i>	267 ⁷
Store cleanliness	<i>Number of complaints</i>	7,677 ⁷
Others	<i>Number of complaints</i>	43,866
Total number of complaints addressed	<i>Number of complaints</i>	213,606 ⁴
Complaints per million transactions	<i>CPMT</i>	264
Percentage complaints over number of transactions	<i>Percentage</i>	0.03
No. of complaints	<i>Number of complaints</i>	220,940
Total no. of transactions	<i>Number of transactions</i>	837,246,482
Feedback closure rates	<i>Percentage</i>	96.7 ⁵
No. of feedback closed	<i>Number of feedback</i>	689,753
Total no. of feedback received	<i>Number of feedback</i>	713,570
Notes:		¹ Data covers Quality Management country-defined scope ² Net Promoter Score indicates the likelihood of customers recommending our brand, products, and services to others. Data excludes BK PH and THW CN. ³ Valid complaints are traceable or related to the store's procedures or processes, while invalid complaints are not related. Some regions only track customer complaints but do not categorize them as valid or invalid or by type. As such the breakdown does not total to the total no. of customer complaints captured. ⁴ While we strive to address all complaints as part of our protocol, there are complaints with insufficient customer information needed to fully resolve or have customers that are unresponsive. ⁵ Feedback encompasses more than just complaints, such as inquiries and suggestions. Hence, "No. of feedback closed" specifically refers to resolved complaints, with the remaining 10% consisting of non-complaint feedback. ⁶ Data excludes CN ⁷ Data excludes CN YHK ⁸ Data excludes PH BK and CN THW

Supply Chain Management & Food Sourcing

Metric	Unit	2024 ¹
Percentage of food purchased that meets environmental and social sourcing standards	<i>Percentage</i>	85
<i>Cost of food (and food products) purchased that meets environmental and social standards</i>	<i>Currency in PHP</i>	79,446,194,774
<i>Total cost of food (and food products) purchased</i>	<i>Currency in PHP</i>	93,466,111,499
Percentage of food purchased that is certified to third-party environmental and/or social standards	<i>Percentage</i>	45
<i>Cost of food (and food products) purchased that has been certified to a third-party environmental or social standard</i>	<i>Currency in PHP</i>	42,059,750,175
<i>Total cost of food (and food products) purchased</i>	<i>Currency in PHP</i>	93,466,111,499
Percentage of eggs that originated from a cage-free environment	<i>Percentage</i>	99 ²
Number of eggs purchased that originated from a cage-free environment	<i>Weight in kilogram</i>	1,317,338 ²
Total number of eggs purchased	<i>Weight in kilogram</i>	1,330,750 ²
Notes:		¹ Data covers Procurement country-defined scope ² Data covers Procurement Local Suppliers – US & Canada JB, CK, RR, and SB company-owned and franchise stores. We are 100% cage free in the US and Canada JB, RR, CK brands in both Company-owned stores and Franchise operations. Approximately 90% of Smashburger restaurants are no longer serving eggs in the US and Canada, with the remaining restaurants, primarily airports and restaurants with special circumstances, are on track to target Cage-Free within 2025. Excluded from the scope is US CBTL, however, 100% CBTL US company-owned stores are already Cage-Free

Raw material sourcing

Metric	Unit	2024 ^{1, 2}
Percentage of products externally certified by agencies with the most stringent standards	Percentage	89.1
<i>No. of products externally certified by agencies with the most stringent standards</i>	<i>Number of products</i>	2,656
<i>Total no. of products</i>	<i>Number of products</i>	2,980
Percentage of products with traceable origin of raw materials	Percentage	81.3
<i>No. of products with traceable origin of raw materials</i>	<i>Number of products</i>	2,421
<i>Total no. of products</i>	<i>Number of products</i>	2,977
Notes:		¹ Data covers Procurement country-defined scope ² Key Categories include Poultry & Eggs, Palm Oil, Beef, Packaging, Dairy, and Coffee. For local suppliers – defined as not managed by global procurement

Procurement practices

Metric	Unit	2024 ^{1, 2, 3}
Percentage of the procurement budget (spend) used for significant locations of operation that is spent on suppliers local to that operation	Percentage	75
<i>Amount used to purchase products and services locally (NOT imported) in significant locations of operations</i>	<i>Currency in PHP</i>	92,324,852,514
<i>Total procurement budget (spend) for significant locations of operations</i>	<i>Currency in PHP</i>	123,111,178,398
Notes:		¹ Data covers Procurement country-defined scope ² Local suppliers – defined as not imported ³ Erratum: In 2024, we updated the definition of local suppliers to be based on country sourcing. Previously, figures may have included global suppliers, potentially leading to duplication.

Accreditation

Metric	Unit	2024 ¹
Percentage of accreditation of vendors for PH and Global categories that were successfully conducted through online Ivalua platform	Percentage	100
Notes:		¹ Data covers Global Suppliers centrally managed by Global Procurement team

PEOPLE

Employee Welfare

Employee Data

Metric	Unit	2024 ¹				
		Total	Male	Female	Others	Not disclosed
Total employee count²	<i>Number of employees</i>	31,339	14,455	16,858	0	26
Total number of employees by category³:						
Executive Management ⁴	<i>Number of employees</i>	169	88	80	0	1
Senior Management	<i>Number of employees</i>	538	230	299	0	9
Managers	<i>Number of employees</i>	1,925	755	1,158	0	12
Officer	<i>Number of employees</i>	2,204	902	1,291	0	11
Specialist	<i>Number of employees</i>	5,813	2,511	3,234	0	68
Rank & File	<i>Number of employees</i>	20,690	9,676	10,552	0	462
Total number of employees at senior management level	<i>Number of employees</i>	707	318	379	0	10
Total number of employees by work type:						
Number of permanent employees ⁵	<i>Number of employees</i>	22,864	11,468	11,395	0	1
Number of temporary employees ^{6*}	<i>Number of employees</i>	4,008	1,073	2,935	0	0

Number of non-guaranteed hours employees ^{7*}	Number of employees	0	0	0	0	0
Number of full-time employees ⁸	Number of employees	19,122	9,487	9,633	0	2
Number of part-time employees ^{9*}	Number of employees	10,898	4,349	6,547	0	2
Diversity and Equal Opportunity:						
Age group of employees ^{10:}						
<30 years old	Number of employees	12,980				
30 - 50 years old	Number of employees	11,486				
>50 years old	Number of employees	2,097				
Number of employees in minority groups ¹¹	Number of employees	7,919				
Number of employees in vulnerable groups ¹²	Number of employees	410				
Number of employees employed within the reporting country ¹³	Number of employees	24,720				
Number of senior management level employees employed within local community ¹⁴	Number of employees	494				
Rates:						
Percentage of employees per employee category in each of the following diversity categories by gender:	%		46	54		
Age group:						

<30 years old	%	41				
30 - 50 years old	%	37				
>50 years old	%	7				
Employees in minority groups	%	25				
Employees in vulnerable groups	%	1				
Employees employed within the reporting country	%	79				
Percentage of senior management at significant locations of operation that are hired from the local community	%	70				
Notes:		¹ Data covers HR scope including Main Offices, Manufacturing (except – USA – Calle Alto (CBTL)), and Logistics. ² Data excludes HR - US – CBTL, US – Smashburger ³ Data from Senior Management to Rank & File excludes HR – UK – Jollibee ⁴ Data excludes HR – BN ^{5,6} Data excludes HR - US - CBTL, Smashburger ⁷ Data excludes HR – CN - HZY, BN, US - CBTL, Smashburger; Logistics - US - Red Ribbon Logistics Center; Main Offices - US ^{8,9} Data excludes HR – CN - HZY, THW, UK ¹⁰ Data excludes HR – CN - YHK, HZY, UAE ¹¹ Data excludes HR – CN - YHK, HZY, UK, UAE ² Data excludes HR – CN - YHK, HZY, UK, UAE, US ¹³ Data excludes HR - CN - YHK, HZY ¹⁴ Data excludes HR - CN - YHK, HZY, UK, US				

Remuneration

Metric	Unit	2024
Number of workers covered by collective bargaining agreements ¹	Number of employees	3,447
Entry level wage in the reporting country	PHP	
Ratio of the entry level wage in the reporting country (by gender) ²	Ratio	4:5
Percentage of workers covered by collective bargaining agreements	%	11
Notes:		¹ Data excludes HR - CN - YHK, HZY, BN; Logistics - CN - Beijing Logistics Centre ² Data covers HR – PH and EMEAA – BN and VN

New employee hires

Metric	Unit	2024 ¹				
		Total	Male	Female	Others	Not disclosed
Total number of new employees during the reporting period: ²	Number of employees	7,496	3,973	3,519	0	4
By age group: ³						
<30 years old	Number of employees	5,401				
30 - 50 years old	Number of employees	1,651				
>50 years old	Number of employees	300				
Total voluntary employee turnovers ^{4*} :	Number of employees	8,006	4,655	3,348	0	3
By age group ⁸ :						
<30 years old	Number of employees	5,185				
30 - 50 years old	Number of employees	2,349				
>50 years old	Number of employees	461				
Total involuntary employee turnovers ^{5*} :	Number of employees	773	438	335	0	0
By age group ⁶ :						
<30 years old	Number of employees	407				
30 - 50 years old	Number of employees	281				
>50 years old	Number of employees	54				
Total voluntary and involuntary employee turnovers ^{7*} :	Number of employees	8,779	5,093	3,683	0	3
By age group ⁶ :						
<30 years old	Number of employees	5,592				
30 - 50 years old	Number of employees	2,630				
>50 years old	Number of employees	515				
Rate of new employee hire as total and gender	%	24	27	21	0	15
Rate of new employees hired						

during the reporting period:						
By age group:						
<30 years old	%	17				
30 - 50 years old	%	5				
>50 years old	%	1				
Rate of voluntary and involuntary employee turnover as total and gender	%	28	35	22	0	12
Rate of voluntary and involuntary employee turnovers:						
By age group:						
<30 years old	%	18				
30 - 50 years old	%	8				
>50 years old	%	2				
Notes:	¹ Data excludes Logistics - CN - Shenzhen Logistics Centre ² Data excludes HR - CN - YHK, HZY, BN ³ Data excludes HR - CN - YHK, HZY ⁴ Data excludes HR - CN - YHK, HZY, SG, BN; Main Offices - US - Smashburger ⁵ Data excludes HR - CN - YHK, HZY; Main Offices - US - Smashburger ⁶ Data excludes HR - CN - YHK, HZY, UAE; Main Offices - US - Smashburger ⁷ Data excludes HR - CN - YHK, HZY, SG, BN; Main Offices - US - Smashburger					

Parental leave

Metric	Unit	2024				
		Total	Male	Female	Others	Not disclosed
Number of employees entitled to parental leave ¹	Number of employees	9,158	2,626	6,532	0	0
Number of employees that took parental leave ²	Number of employees	912	236	676	0	0
Number of employees that returned to work in the reporting period after parental leave ended ²	Number of employees	905	236	669	0	0
Number of employees that returned to work after parental leave ended that were still employed 12 months after return to work ³	Number of employees	824	215	609	0	0
Number of employees returning from parental leave in the	Number of employees	808	245	563	0	0

prior reporting period ²						
Return to work rate of employees that took parental leave, by gender	%		99.2	97	0	0
Notes:		¹ Data excludes HR - CN, BN ² Data excludes HR - CN, BN, UAE ³ Data excludes HR - CN, BN, UAE, US; Logistics - CN - Shenzhen Logistics Centre, US - Red Ribbon Logistics Center; Manufacturing - US - RR (CA Valley); Main Offices - US				

Average hours of training per year per employee

Metric	Unit	2024
Total training hours provided to employees	Number of hours	927,421
Training hours by gender ¹		
Male	Number of hours	428,252
Female	Number of hours	498,471
Not disclosed	Number of hours	698
Training hours by employee category ²		
Executive Management	Number of hours	1,832.8
Senior Management	Number of hours	8,550
Managers	Number of hours	98,389.6
Officer	Number of hours	70,055.7
Specialist	Number of hours	251,528
Rank & File	Number of hours	544,129
Average hours of training by gender	Average hours	29.6
Male	Average hours	29.6
Female	Average hours	29.6
Not disclosed	Average hours	29.6
Average training hours by employee category		
Executive Management	Average hours	10.8
Senior Management	Average hours	15.9
Managers	Average hours	51.1
Officer	Average hours	32.2
Specialist	Average hours	43.3
Rank & File	Average hours	26.3
Notes:		¹ Data covers HR - PH, CN - THW, VN, US - JB, CK, RR; Logistics; Manufacturing; Main Offices except US - Smashburger, CBTL ² Data excludes HR - CN - YHK, HZY, BN, UK, UAE, US - CBTL, Smashburger, Logistics - CN -

	Shanghai Logistics Centre, CN - Beijing Logistics Centre, Logistics - CN - Shenzhen Logistics Centre, Main Offices - US - Smashburger, CBTL
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Percentage of employees receiving regular performance and career development reviews

Metric	Unit	2024
Total employees who received a regular performance and career development review during the reporting period	Number of employees	19,989
Total employees who received a regular performance and career development review during the reporting period by gender ¹		
Male	Number of employees	9,743
Female	Number of employees	10,246
Number of employees receiving performance and career development review by employee category : ²		
Executive Management	Number of employees	235
Senior Management	Number of employees	599
Managers	Number of employees	1,652
Officer	Number of employees	2,388
Specialist	Number of employees	5,403
Rank & File	Number of employees	9,885
Percentage of employees who received a regular performance and career development review during the reporting period by gender		63.8
Male	%	67
Female	%	61
Percentage of employees receiving performance and career development review by employee category :		
Executive Management	%	100%
Senior Management	%	100%
Managers	%	85.8
Officer	%	100%
Specialist	%	92.9
Rank & File	%	47.8
Notes:	¹ Data excludes HR - CN - YHK, HZY, BN, UK, US - CBTL,	

	Smashburger, Main Offices - US - Smashburger, CBTL ² Data excludes HR - CN - YHK, HZY, BN, UK, US - CBTL, Smashburger, Logistics - CN - Shanghai Logistics Centre, Main Offices - US - Smashburger, CBTL
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Incidents of discrimination and corrective actions taken

Metric	Unit	2024
Total number of incidents of discrimination during the reporting period ¹	<i>Number of incidents</i>	0
Notes:		¹ Data excludes CN, BN, US - CBTL, Smashburger, Logistics - CN - Shanghai Logistics Centre, Main Offices - US - Smashburger, CBTL

Ratio of basic salary and remuneration of women to men

Metric	2024
	Ratio
Basic salary and remuneration by employee category ¹ :	
Executive Management	1:1
Senior Management	1:1
Managers	1:1
Officer	1:1
Specialist	1:1
Rank & File	1:1
Notes:	¹ Data covers HR scope

Work-related injuries

Metric	Unit	2024 ¹
For employees:		
Number fatalities as a result of work-related injury *	<i>Number fatalities of</i>	0
<u>Number of high-consequence work-related injuries* (excluding fatalities)</u>	<i>Number injuries of</i>	0
<u>Number of cases of recordable work-related injuries*</u>	<i>Number injuries of</i>	2
Number of hours worked	<i>Number of hours</i>	599,256
Rates:		
Rate of fatalities as a result of work-related injury	%	0
Rate of high-consequence work-related injuries (excluding fatalities)	%	0
Rate of recordable work-related injuries	%	0.67
Notes:	¹ Data covers HR – Manufacturing - CN	

Work-related ill-health

Metric	Unit	2024
For employees : ¹		
Number fatalities as a result of work-related ill health *	<i>Number of fatalities</i>	0
Number of cases of recordable work-related ill health *	<i>Number of cases</i>	0
Rates:		
Number fatalities as a result of work-related ill health *	%	0
Number of cases of recordable work-related ill health	%	0
Notes:	¹ Data excludes HR - CN, BN, Logistics - CN - Shanghai Logistics Centre	

Safety & Security

Metric	Unit	2024
Safety & Security		
No. of stores with Safety & Security self-assessment	<i>Number of stores</i>	2,728 ¹
No. of stores passed the Safety & Security self-assessment	<i>Number of stores</i>	2,689 ¹
% Safety and Security Passing Rate	<i>Percentage</i>	98.6 ¹
Notes:	¹ Data does not cover US CBTL	

Community engagement

	Unit	2024
Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of:	%; per year	30 ¹
Total number of operations	Countries of operation	10
Notes:	¹ Data covers Community Engagement scope except for SG, BN, VN, UAE and UK	

Jollibee Group Foundation¹

Jollibee Group Foundation	Unit	2024
Jollibee Group Foundation	-	
i. Percentage of JFC's net income allocated to JGF	%; per year	1.5
ii. Total number of JGF's Program Partners	<i>Count, cumulative since 2008</i>	84 ²
Farmer Entrepreneurship Program (FEP)	-	
i. Total sales generated for FEP farmers	<i>PHP, cumulative since 2008</i>	703,000,000
ii. Number of smallholder farmers engaged (delivered + trained)	<i>Count, cumulative since 2008</i>	4,954 ³

a. of which number of smallholder farmers who delivered directly to JFC for the year	Count; per year	1,237
b. of which number of smallholder farmers who have been trained by the AE facilitators for the year	Count; per year	458
iii. Number of smallholder farmers who have been trained , since start of the course on Agro-entrepreneurship for Inclusive Value Chains in 2021	Count, cumulative since 2021	2,863
iv. Number of farmer groups delivering for the year	Count; per year	18
v. Vegetables delivered to JFC for the year	Metric Ton; per year	2,744
vi. Number of agro-enterprise facilitators trained for the year	Count; per year	108
Access, Curriculum and Employability Program (ACE)		
i. Total Number of Youth Provided with Scholarships since the start of the program	Count, cumulative since 2005	3,155
ii. Scholarships Granted for the year for priority courses for the year	Count; per year	375 ⁴
a. of which are Agri-Tech Voc Scholars for the year	Count; per year	350
b. of which are QSRO Scholars for the year	Count; per year	25
iii. Agri-Tech Voc Scholars who received Certification on AE for the year	Count; per year	60 ⁵
FoodAID		
i. No. of Meals Provided for the year	Count; per year	2,689,000
ii.No. of Meals provided since 2020	Count, cumulative since 2020	15,509,000
iii. Total value of Food Assistance	PHP; per year	34,249,000
Busog, Lusog, Talino (BLT)		
i. No. of Active BLT Central Kitchens	Count; per year	33
ii.No. of Schoolchildren reached	Count; per year	24,844
iii. No. of Schools served	Count; per year	250
Mangrove Reforestation Project		
i. No. of Mangrove propagules/seedlings planted	Count; per year	21,500
ii.No. of JFC Employees engaged	Count; per year	315
iii. Locations of Mangrove initiatives	Count; per year	7
Notes:		¹ Covers Jollibee Group Foundation in the Philippines ² Program partners include partners from all JGF programs; FEP, BLT, ACE, FoodAID. These include local implementing partners, training institutions, local government units, other CSO and NGOs, etc. ³ Engaged means farmers trained by the Agro Entrepreneurship (AE) Facilitators who graduated from the AE Intro Course, and the farmers who are part of the Farmer Entrepreneurship Program delivering directly to the Jollibee Group ⁴ Combination of Agri and QSRO Scholars, which are the priority courses of ACE. This excludes other type of scholarships, which have also been granted, and are counted under the cumulative total number of youth provided with scholarships. ⁵ These are Agri-Tech Voc Scholars who graduated and proceeded to take an AE Certification afterwards

Economic

Economic performance

Metric	Unit	2024 ¹
Specify the amount of economic value distributed , broken down by:	<i>Currency in Billion PHP</i>	271,944,146,006.32
Operating costs	<i>Currency in Billion PHP</i>	208,086,884,600.32
Employee wages and benefits	<i>Currency in Billion PHP</i>	44,939,375,995
Payments to providers of capital	<i>Currency in Billion PHP</i>	6,416,444,000
Payments to government	<i>Currency in Billion PHP</i>	6,308,245,811
Community investments	<i>Currency in Billion PHP</i>	6,193,195,600
Economic value retained (direct economic value generated less economic value distributed)	<i>Currency in Billion PHP</i>	6,135,421,994
Estimated value of defined benefit plan liabilities	<i>Currency in Billion PHP</i>	2,851,392,990
Total amount of revenues (direct economic value generated)	<i>Currency in Billion PHP</i>	170,344,914,182
Notes:		¹ Data has group-wide coverage

Governance

Public policy

Metric	Unit	2024 ¹
Total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary.	<i>Currency in PHP</i>	0
Notes:		¹ Data has group-wide coverage

Anticorruption

Metric	Unit	2024 ¹
Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to , broken down by employee category and region.	-	<i>Number of employees</i>
i. Total number of employees that have received communication of anti-corruption policies and procedures		12,335
Executive Management		62
Senior Management		261
Managers		962
Officers		1,731
Specialists		4,662
Rank & File		4,657
Total number and nature of confirmed incidents of corruption.	<i>No. of incidents</i>	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption ²	<i>No. of incidents</i>	0

Notes:		¹ Covers HR PH employees only ² Global Legal, Ethics, and Compliance has no record of employees being dismissed or disciplined for any violation of the Anti-Bribery and Corruption Policy of the company or any government corruption.
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Anticorruption (supply chain)

Metric	Unit	2024 ¹
Total number of business partners broken down by type of business partner and region.	Number of partners	2,517
Food	Number of partners	1,368
Packaging	Number of partners	186
Transporters	Number of partners	622
Other service providers	Number of partners	341
Total number of business partners that the organization's anticorruption policies and procedures have been communicated to , broken down by type of business partner and region.	Number of partners	1,460
Food	Number of partners	741
Packaging	Number of partners	102
Transporters		323
Other service providers	Number of partners	294
Percentage of business partners that the organization's anticorruption policies and procedures have been communicated to , broken down by type of business partner and region.	Percentage	58
Food	Percentage	54.2
Packaging	Percentage	54.8
Transporters	Percentage	51.9
Other service providers	Percentage	8602
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.	Number of incidents	0
Notes:		¹ Data covers procurement global scope

Anti-Competitive Behavior

Metric	Unit	2024 ¹
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Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant.	<i>No. of cases</i>	0
i. Pending Cases	<i>No. of cases</i>	0
ii. Completed Cases	<i>No. of cases</i>	0
Notes:		¹ Data covers global suppliers

Data privacy programme

Metric	Unit	2024
Number of employees receiving data privacy management training	<i>No. of employees</i>	11,807
Notes:		¹ Data covers Data Privacy & Security scope for all brands in EMEA

Cybersecurity programme

Metric	Unit	2024
Number of employees receiving cybersecurity training	<i>No. of employees</i>	11,804
Notes:		¹ Data covers Data Privacy & Security scope for all brands in EMEA

PLANET

ENERGY

Energy consumption within the organization

Metric	Unit	2024 ¹
Total fuel consumption within the organisation from non-renewable sources and fuel types used:	GJ	919,038.0
Diesel	GJ	412,108.9
Gasoline	GJ	1,325.9
Liquefied petroleum gas (LPG)	GJ	305,232.7 ²
Liquefied natural gas (LNG)	GJ	200,370.5 ³
Notes:		¹ Data covers Logistics PH scope; Main Offices scope except US; Manufacturing scope except VN and US - RAD CBTL; and Restaurants PH, CN - HZY, VN - JB, and US - CBTL scope ² The significant discrepancy in LPG values is due to JB VN not being included in this year's reporting scope.

Metric	Unit	2024 ¹
Total fuel consumption within the organisation from renewable sources and fuel types used:	GJ	30,120.1
Biomass	GJ	0
Geothermal	GJ	0
Hydro	GJ	286.2
Solar	GJ	29,834.0
Wind	GJ	0
Notes:		¹ Data covers Logistics CN - Shanghai and Shenzhen scope; Main Offices scope except VN and US; Manufacturing scope except VN, US - RR NJ and CA; and Restaurants PH scope

Metric	Unit	2024 ¹
Energy consumption, broken down by:	GJ	1,451,541.0
Total electricity consumption	GJ	1,409,498.7
Total heating consumption	GJ	0
Total cooling consumption	GJ	13,198.0
Total steam consumption	GJ	28,844.4
Notes:		¹ Data covers Logistics scope except PH - Logistics Transportation Bicutan (FSC), CN - Beijing Logistics Center, and US - RR Logistics; Main Offices scope except US - SB and PH Brands; Manufacturing scope except VN; and Restaurants PH scope

	except CN - THW, EMEAA, and US - JB, CK, SB
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Metric	Unit	2024 ¹
Energy sold, broken down by:	GJ	286.2
Total electricity sold	GJ	286.2
Total heating sold	GJ	0
Total cooling sold	GJ	0
Total steam sold	GJ	0
Notes:		¹ Data covers Logistics CN - Shanghai Logistics Center and Shenzhen Logistics Center scope; Main Offices scope except VN and US; Manufacturing CN scope except VN; and Restaurants EMEAA UK scope

Metric	Unit	2024 ¹
Self-generated electricity, heating, cooling, and steam, which are not consumed¹	GJ	0
Notes:		¹ Data covers Main Offices scope except US; Manufacturing CN scope; and Restaurants CN scope

Metric	Unit	2024 ¹
Total energy consumption from all sources within the organization¹	GJ	2,400,413.0 ²
Non-renewable fuel consumed	GJ	919,038.0 ²
Renewable fuel consumed	GJ	30,120.1
Electricity, heating, cooling, and steam consumed	GJ	1,451,541.0
Self-generated electricity, heating, cooling, and steam, which are not consumed	GJ	0
Electricity, heating, cooling, and steam sold	GJ	286.2
Notes:		¹ Data covers Logistics PH and CN - Shanghai Logistics Center and Shenzhen Logistics Center scope; Main Offices scope except US - SB and US PH brands ; Manufacturing scope except VN; and Restaurants PH, CN - YHK and HZY, EMEAA - VN, and US - CBTL and RR ² Data has been restated for the following due to data error: Manufacturing CN LNG

Energy consumption reduction

Metric	Unit	2024 ¹
Amount of reductions in energy consumption from the following sources as achieved as a direct result of conservation and efficiency initiatives	kWh	8,137,789.5
Electricity	kWh	7,780,517.1
Heating	kWh	216,461.0
Cooling	kWh	140,811.4
Steam	kWh	0
Notes:		¹ Data covers Logistics - PH Logistics DC Bicutan (FSC); Main Offices scope except US; Manufacturing scope except VN and US - RAD CBTL; and Restaurants CN - YHK scope

Reductions in energy requirements of products and services

Metric	Unit	2024 ¹
Amount of reductions in energy requirements of sold products and services achieved during the reporting period	GJ	35,796.0
Notes:		¹ Data covers Manufacturing PH and CN scope; and Restaurants CN - YHK scope

Electricity from the grid

Metric	Unit	2024 ¹
Percentage grid electricity	%	96.0
Total electricity consumption purchased from the grid	kWh	385,794,257.7
Total energy consumption	kWh	403,205,833.0
Notes:		¹ Data covers Logistics scope except PH - Logistics Transportation Bicutan (FSC), CN - Beijing Logistics Center, and US; Main Offices scope except US; Manufacturing scope except VN; and Restaurants PH, CN - HZY, and US - CBTL scope

Renewable energy consumption

Metric	Unit	2024
Percentage of energy JFC consumed that is renewable energy.	%	2.0
Total energy consumption from renewable sources	kWh	9,938,280.4

Total energy consumption	kWh	403,205,833.0
Notes:		¹ Data covers Logistics - PH Logistics DC Bicutan (FSC), CN - Beijing Logistics Center, and US; Main Offices scope except US; Manufacturing scope except PH - CK, C2, RR All SMOs, VN, and US - RR NJ and CA; and Restaurants scope except EMEAA and US

WATER

Water withdrawal by source from all areas

Metric	Unit	2024 ¹
Total water withdrawal from all areas and a breakdown by	<i>ML</i>	4,312.2
Surface water	<i>ML</i>	70.2
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	<i>ML</i>	70.2
Other water ($> 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Groundwater	<i>ML</i>	0
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Other water ($> 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Seawater	<i>ML</i>	0
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Other water ($> 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Produced water	<i>ML</i>	0
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Other water ($> 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Third-party water	<i>ML</i>	4,242.0
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	<i>ML</i>	4,234.4
Other water ($> 1,000$ mg/L total dissolved solids)	<i>ML</i>	7.6
Notes:		¹ Data covers Logistics - PH Logistics DC Bicutan (FSC); Main Offices scope except US - SB and PH brands; Manufacturing scope except VN; and Restaurants scope except CN - THW, EMEAA, US - CBTL, JB, CK, SB

Water withdrawal by source from areas with water stress

Metric	Unit	2024 ¹
Total water withdrawal from all areas and a breakdown by	<i>ML</i>	35.3
Surface water	<i>ML</i>	0
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Other water ($> 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Groundwater	<i>ML</i>	0
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Other water ($> 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Seawater	<i>ML</i>	0
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Other water ($> 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Produced water	<i>ML</i>	0
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Other water ($> 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Third-party water	<i>ML</i>	35.3
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	<i>ML</i>	35.3
Other water ($> 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Total third-party water withdrawal by withdrawal source:	<i>ML</i>	35.3
Surface water	<i>ML</i>	7.1
Groundwater	<i>ML</i>	28.2
Seawater	<i>ML</i>	0
Produced water	<i>ML</i>	0
Notes:		¹ Data covers Main Offices PH and CN scope; and Manufacturing CN and US – RR NJ and CA scope

Water discharge from all areas^{1,2}

Metric	Unit	2024 ¹
Total water discharged from all areas	<i>ML</i>	2,785.8
Total water discharged by freshwater and other water:	<i>ML</i>	2,785.8
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	<i>ML</i>	2,693.1
Other water ($> 1,000$ mg/L total dissolved solids)	<i>ML</i>	92.7
Water discharged by destination:	<i>ML</i>	33.1
Surface water	<i>ML</i>	1.9
Groundwater	<i>ML</i>	0
Seawater	<i>ML</i>	0
Third-party water (total)	<i>ML</i>	31.2
<i>Third-party water sent for use to other organisations</i>	<i>ML</i>	0
Notes:		¹ Data covers Logistics - PH Logistics DC Bicutan (FSC); Main Offices scope except US; Manufacturing scope except VN and US – RR NJ; and Restaurants PH scope

Water discharge from areas with water stress^{1,2}

Metric	Unit	2024 ¹
Total water discharged from areas with water stress	<i>ML</i>	30.4
Total water discharged by freshwater and other water:	<i>ML</i>	30.4
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	<i>ML</i>	30.4
Other water ($> 1,000$ mg/L total dissolved solids)	<i>ML</i>	0
Notes:		¹ Data covers Logistics - PH Logistics DC Bicutan (FSC); Main Offices scope except US; and Manufacturing CN and US – RR NJ and CA scope

MATERIALS AND WASTE

Materials used by weight or volume

Metric	Unit	2024 ¹
Total weight or volume of materials that are used to produce and package your primary products and services during the reporting period:	<i>Metric ton</i>	254,800.0 ²
i. non-renewable materials used	<i>Metric ton</i>	56,988.5 ²
ii. renewable materials used	<i>Metric ton</i>	27,350.4 ²
Notes:		¹ Data covers Procurement scope. Data also covers Manufacturing scope except VN - JB and both US RR commissaries ² The total weight covers both the Procurement scope and Manufacturing (except VN BB and US RR commissaries) while breakdown only includes Procurement scope.

Recycled input materials used

Metric	Unit	2024 ¹
Percentage of recycled input materials used to manufacture your primary products and services	%	24.4
i. total recycled input materials used	<i>Metric ton</i>	21,235.9
ii. total input materials used	<i>Metric ton</i>	87,078.6
Notes:		¹ Data covers Procurement scope. Data also covers Manufacturing scope except VN - JB and both US

	RR commissaries
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Waste generated

Metric	Unit	2024 ¹
Total waste generated by composition:	Metric ton	12,749.7
Recyclables (Cartons, Plastics, Tin Cans, Gallons)	Metric ton	3,784.0
Meat Trimmings, Raw & Processed: Food Loss, Lapsed, Expired & Damaged	Metric ton	1,373.0
Food & Liquid Waste	Metric ton	2,433.7
Garbage	Metric ton	4,346.8
Reselling (Meat Trimmings, Raw & Processed)	Metric ton	229.6
Cake/Bread/Pastries Trimmings (Use as Feedmill)	Metric ton	582.5
Notes:	¹ Data covers Logistics PH - Logistics DC Bicutan (FSC) scope; Main Offices scope except US; Manufacturing scope except VN and US – RR NJ and CA; and Restaurants scope except PH – JB, CN – YHK and THW, EMEAA – SG, B, VN and UAE, and US	

Waste diverted from disposal

Metric	Unit	2024 ¹
Total waste diverted from disposal by composition:	Metric ton	642.0
Recyclables (Cartons, Plastics, Tin Cans, Gallons)	Metric ton	269.2
Meat Trimmings, Raw & Processed: Food Loss, Lapsed, Expired & Damaged	Metric ton	0
Food & Liquid Waste	Metric ton	146.2
Garbage	Metric ton	226.7
Reselling (Meat Trimmings, Raw & Processed)	Metric ton	0
Cake/Bread/Pastries Trimmings (Use as Feedmill)	Metric ton	0
Notes:	¹ Data covers Logistics PH - Logistics DC Bicutan (FSC) scope; Main Offices scope except US; Manufacturing CN and US – RAD CBTL scope; and Restaurants CN – HZY and UK - JB	

Waste diverted to disposal

Metric	Unit	2024 ¹
Total waste diverted to disposal by composition:	Metric ton	8,714.6
Recyclables (Cartons, Plastics, Tin Cans, Gallons)	Metric ton	1,252.6
Meat Trimmings, Raw & Processed: Food Loss, Lapsed, Expired & Damaged	Metric ton	182.1
Food & Liquid Waste	Metric ton	290.7
Garbage	Metric ton	6,913.9
Reselling (Meat Trimmings, Raw & Processed)	Metric ton	0
Cake/Bread/Pastries Trimmings (Use as feed mill)	Metric ton	75.3
Notes:	¹ Data covers Logistics PH - Logistics DC Bicutan (FSC) scope; Main Offices scope except US; Manufacturing scope except PH – MI, VN, and US – RR NJ and CA; and Restaurants PH and CN – HZY and UK - JB	

Waste recovery (onsite)

Metric	Unit	2024 ¹
Total onsite waste diverted from disposal by recovery operation:	Metric ton	1,430.6
Hazardous waste:	Metric ton	995.3
Preparation for reuse	Metric ton	0
Recycling	Metric ton	0
Other recovery options	Metric ton	995.3
Non-hazardous waste:	Metric ton	435.3
Preparation for reuse	Metric ton	0
Recycling	Metric ton	430.7
Other recovery options	Metric ton	4.6
Notes:	¹ Data covers Main Offices scope except US; Manufacturing CN; Restaurants PH, CN – HZY, UK – JB, Franchises PH, and Regional Franchises CN - HZY	

Waste disposal (onsite)

Metric	Unit	2024 ¹
Total onsite waste directed to disposal-by-disposal operation:	Metric ton	1,857.4
Hazardous waste:	Metric ton	1,510.4
Incineration (with energy recovery)	Metric ton	0
Incineration (without energy recovery)	Metric ton	0.04
Landfilling	Metric ton	2.1
Other recovery options	Metric ton	1,508.2
Non-hazardous waste:	Metric ton	347.0
Incineration (with energy recovery)	Metric ton	282.2
Incineration (without energy recovery)	Metric ton	0
Landfilling	Metric ton	64.8
Other recovery options	Metric ton	0
Notes:		¹ Data covers Main Offices scope except US; Manufacturing CN; Restaurants PH, CN – HZY, UK – JB, Franchises PH, and Regional Franchises CN – HZY

Food & Packaging Waste Management

Metric	Unit	2024 ¹
Percentage of food waste ¹	%	19.2
Percentage made from recycled or renewable materials ²	%	10.7
Notes:		¹ Data covers Logistics PH - Logistics DC Bicutan (FSC) scope; Main Offices scope except US; Manufacturing scope except VN and US – RR NJ and CA; and Restaurants scope except PH – JB, CN – YHK and THW, EMEA, and US

EMISSIONS

Direct (Scope 1) GHG emissions

Metric	Unit	2024 ¹
Total Scope 1 emissions	tCO2e	63,066.8²

Notes:	¹ Data covers Logistics PH; Main Offices except US; Manufacturing except VN and US – RAD CBTL; and Restaurants PH, CN – HZY, VN, US – CBTL
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Energy indirect (Scope 2) GHG emissions

Metric	Unit	2024 ¹
Total Scope 2 emissions	<i>tCO2e</i>	275,119.0
Notes:	¹ Data covers Logistics PH; Main Offices except US; Manufacturing except VN and US – RAD CBTL; and Restaurants PH, CN – HZY, VN, US – CBTL	

Emissions reduction

Metric	Unit	2024 ¹
Scope 1 GHG emissions reductions	tCO2e	10,000.6
Scope 2 Reductions:		
Total Electricity consumption reduced as a direct result of any initiatives taken during the reporting year	kWh	7,780,517.1
Total Heating consumption reduced as a direct result of any initiatives taken during the reporting year	kWh	216,461
Total Cooling consumption reduced as a direct result of any initiatives taken during the reporting year	kWh	140,811.4
Total Steam consumption reduced as a direct result of any initiatives taken during the reporting year	kWh	0
Scope 2 GHG emissions reductions	tCO2e	5,590.7
Notes:		¹ See data covered in Scope 1 and Scope 2 GHG Emissions tables

ODS

Emissions of ozone-depleting substances (ODS)

Metric	Unit	2024 ¹
Ozone-depleting substances (ODS) produced in metric tons of CFC-11 (trichlorofluoromethane) equivalent (if any):	t	0
Ozone-depleting substances (ODS) produced	t	0
ODS destroyed by approved technologies	t	0
ODS entirely used as feedstock in the manufacture of other chemical	t	0
Notes:		¹ Data covers Main Offices CN; and Manufacturing CN

Significant air emissions

Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions

Metric	Unit	2024 ¹
Significant air emissions, for each of the following:		301.4
NOx	kg	200.8
SOx	kg	21.8
Persistent organic pollutants (POP)	kg	0
Volatile organic compounds (VOC)	kg	0
Hazardous air pollutants (HAP)	kg	0
Particulate matter (PM)	kg	78.9
Other air emissions	kg	0
For all other air emissions, please specify what air emissions they were here	<i>Answers Required</i>	PH - Logistics DC Bicutan (FSC): Carbon Monoxide (CO)
Notes:		¹ Data covers Logistics PH - Logistics DC Bicutan (FSC); Main Offices CN; and Manufacturing CN, US – RAD CBTL

SUSTAINABILITY

Supplier environmental assessment

Metric	Unit	2024
Percentage of new suppliers that were screened using environmental criteria	%	100.0
No. of new suppliers screened using environmental criteria	<i>Number of suppliers</i>	443.0
Total no. of new suppliers	<i>Number of suppliers</i>	443.0
Number of suppliers assessed for environmental impacts	<i>Number of suppliers</i>	500.0
Number of suppliers identified as having significant actual and potential negative environmental impacts	<i>Number of suppliers</i>	0
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment.	%	0
Number of suppliers with significant actual and potential negative environmental impacts where improvements were agreed upon as a result of assessment	<i>Number of suppliers</i>	0
Number of suppliers identified as having significant actual and potential negative environmental impacts	<i>Number of suppliers</i>	0
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment	%	0
Number of suppliers with significant actual and potential negative environmental impacts where relationships were terminated as a result of the assessment	<i>Number of suppliers</i>	0
Number of suppliers identified as having significant actual and potential negative impacts	<i>Number of suppliers</i>	0
Notes:	¹ Data covers Quality Management scope except EMEA - CK	

Percentage of waste disposed through sustainable means

Metrics ¹	2024		2023		2022		2021	
	<i>Metric ton</i>	%	<i>Metric ton</i>	%	<i>Metric ton</i>	%	<i>Metric ton</i>	%
Waste disposed	6,546.4	62.5	5,396.0	51.0	5,782.0	49.0	4,159.0	39.7

through sustainable means (bioremediation, recycling, reselling, etc.)								
Waste to landfill	3,926.4	37.5	5,733.0	49.0	6,029.0	51.0	6,320.0	60.3

¹ Data covers 11 manufacturing sites in PH only

Energy, water, and waste performance vs. 2020 baseline

Metrics ¹	Unit	2024	2023	2022
Total reduction in energy use ratio (waste per metric tons of products produced) vs. 2020 baseline	%	31.9	28.2	21.5
Total reduction in water use ratio (waste per metric tons of products produced) vs. 2020 baseline	%	32.5	29.0	28.0
Total reduction in waste-generated ratio (waste per metric tons of products produced) vs. 2020 baseline	%	44.0	42.8	23.0

¹ Data covers 11 manufacturing sites in PH only

GRI CONTENT INDEX

Statement of use		Jollibee Foods Corporation has reported in accordance with the GRI Standards for the period January 1, 2024 to December 31, 2024.		
GRI 1 used		GRI 1: Foundation 2021		
Applicable GRI Sector Standard(s)		None		
		PAGE NUMBER ALL ON	OMISSION	
DISCLOSURE	TOPIC	ALL PAGES	REASON	EXPLANATION
GENERAL DISCLOSURES				
GRI 2: General Disclosures	2-1 Organizational details	About Us, p.15		
	2-2 Entities included in the organization's sustainability	About Us, p.15		
	2-3 Reporting period, frequency	Message from the CSO, p.8		
	2-4 Restatements of information	There was no restated information during the reporting period.		
	2-5 External assurance		Not applicable	The report has not undergone external assurance
	2-6 Activities, value chain and other business	Our Business, p.16		
	2-7 Employees	Appendices - People – Employee Welfare, p.58		
	2-8 Workers who are not employees	Reporting period covers all workers who are employees.		
	2-9 Governance structure and composition	Good Governance - Governance Structure, p.79		
	2-10 Nomination and selection of the highest governance	Good Governance - Sustainability Ingrained in our Governance, p.79		
	2-11 Chair of the highest governance body	Good Governance - Sustainability Ingrained in our Governance, p.79		

	2-12 Role of the highest governance body in overseeing	Good Governance - Sustainability Ingrained in our Governance, p.79		
	2-13 Delegation of responsibility for managing impacts	Good Governance - Governance Structure, p.79		

	2-14 Role of the highest governance body in sustainability reporting	Good Governance - Governance Structure, p.79		
	2-15 Conflicts of interest	Good Governance - Conflict of Interest, p.88		
	2-16 Communication of critical concerns	Good Governance - Whistleblowing Policy, p.89		
	2-17 Collective knowledge of the highest governance	Refer to Annual Report for the profile of Board of Directors		
	2-18 Evaluation of the performance of the highest governance body	Good Governance - Governance Structure, p.79		
	2-19 Remuneration policies	Good Governance - Board Remuneration, p.82		
	2-20 Process to determine remuneration	Good Governance - Board Remuneration, p.82		
	2-21 Annual total compensation ratio		Unreported	Data is not reported
	2-22 Statement on sustainable development strategy	Our Commitment to the U.N. Sustainable Development Goals, p.28		
	2-23 Policy commitments	Our Commitment to the U.N. Sustainable Development Goals, p.28		

	2-24 Embedding policy commitments	Good Governance - Code of Business Ethics and Other Policies, p.85		
	2-25 Processes to remediate negative impacts	Good Governance - Code of Business Ethics and Other Policies, p.85		
	2-26 Mechanisms for seeking advice and raising	Good Governance - Whistleblowing Policy, p.89		
	2-27 Compliance with laws and regulations	Good Governance - Code of Business Ethics and Other Policies, p.85		
	2-28 Membership associations	People - Freedom of Association and Collective Bargaining, p.71		
	2-29 Approach to stakeholder engagement	Materiality, p.23		
	2-30 Collective bargaining agreements	People - Freedom of Association and Collective Bargaining, p.71		

MATERIAL TOPICS				
	3-1 Process to determine material topics	Our Approach, p.21		
	3-2 List of material topics	Materiality, p.23		
Economic Performance				
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance – Finance, p.91		
GRI 201: Economic Performance	201-1 Direct economic value generated and	Appendices – People – Economic, p.139		
	201-2 Financial implications and other risks and	TCFD Index – Risk management, p.174		

	201-3 Defined benefit plan obligations and	Good Governance – Finance - Finance and Tax, p.92		
	201-4 Financial assistance received from government	There was no financial assistance received from the government during the reporting period.		
Market presence				
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Approach, p.21		
GRI 202: Market Presence 2016	Disclosure 202-1 Ratios of standard entry level wage by gender compared to	Appendices – People – Remuneration, p.130		
	Disclosure 202-2 Proportion of senior management hired from the local	Appendices – People – Employee data, p.128		
Indirect economic impacts				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Farmer Entrepreneurship Program, p.72		
GRI 203: Indirect Economic	203-1 Infrastructure investments and services supported	People - Farmer Entrepreneurship Program, p.72		
	203-2 Significant indirect economic impacts	People - Farmer Entrepreneurship Program, p.72		

Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance - Code of Business Ethics and Other Policies, p.85		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Good Governance - Code of Business Ethics and Other Policies, p.85		

	205-2 Communication and training about anti-	Appendices – People – Anti-corruption, p.140		
	205-3 Confirmed incidents of corruption and	Appendices – People – Anti-corruption, p.140		
Tax				
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance – Finance - Finance and Tax, p.92		
GRI 207: Tax 2019	207-1 Approach to tax	Good Governance – Finance - Finance and Tax, p.92		
	207-2 Tax governance, control, and risk	Good Governance – Finance – Finance and Tax, p.92		
	207-3 Stakeholder engagement and management of concerns related to tax		Unreported	To be reported in the succeeding reports
	207-4 Country-by-country reporting		Unreported	To be reported in the succeeding reports
Materials				
GRI 3: Material Topics 2021	3-3 Management of material topics	Planet – Packaging & Recycling, p.97		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Appendices - Planet – Materials and waste, p.150		
	301-2 Recycled input materials used	Appendices - Planet – Materials and waste, p.150		
	301-3 Reclaimed products and their packaging materials	Appendices - Planet – Materials and waste, p.150		

Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	Planet – Energy Efficiency, p.107		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Planet – Energy Efficiency, p.107 Appendices - Planet - Energy, p.142		
	302-2 Energy consumption outside of the	Appendices - Planet - Energy, p.142		
	302-3 Energy intensity	Appendices - Planet – Energy, p.142		
	302-4 Reduction of energy consumption	Appendices - Planet - Energy, p.142		
	302-5 Reductions in energy requirements of	Appendices - Planet - Energy, p.142		
Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	Planet – Water Efficiency, p.113		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Planet – Water Efficiency, p.113		
	303-2 Management of water discharge-related impacts	Planet – Water Efficiency, p.113		
	303-3 Water withdrawal	Appendices - Planet - Water, p.146		
	303-4 Water discharge	Appendices - Planet - Water, p.146		
	303-5 Water consumption	Planet – Water Efficiency, p.113 Appendices - Planet - Water, p.146		
Emissions				

GRI 3: Material Topics 2021	3-3 Management of material topics	Planet – Energy Efficiency, p.107		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Appendices - Planet - Emissions, p.153		
	305-2 Energy indirect (Scope 2) GHG emissions	Appendices - Planet - Emissions, p.153		
	305-3 Other indirect (Scope 3) GHG emissions	N/A	Unreported	We are working on collecting and measuring the Scope 3 data.
	305-4 GHG emissions intensity	Appendices - Planet - Emissions, p.153		
	305-5 Reduction of GHG emissions	Appendices - Planet - Emissions, p.153		
	305-6 Emissions of ozone-depleting substances (ODS)	Appendices - Planet - Emissions, p.153		
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx) and	Appendices - Planet – Significant Air Emissions, p.156		
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	Planet – Waste Reduction, p.101		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-	Planet – Waste Reduction, p.101		
	306-2 Management of significant waste-related impacts	Planet – Waste Reduction, p.101		
	306-3 Waste generated	Planet – Waste Reduction, p.101 Appendices - Planet – Materials and waste, p.150		
	306-4 Waste diverted from disposal	Appendices - Planet – Materials and waste, p.150		
	306-5 Waste directed to disposal	Appendices - Planet – Materials and waste, p.150		

Supplier Environmental Assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	Food – Supplier Accreditation, p.39		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Food – Supplier Accreditation, p.39 Appendices – Planet – Sustainability, p.156		
	Disclosure 308-2 Negative environmental impacts in the supply chain and actions taken	Food – Supplier Accreditation, p.39 Appendices – Planet – Sustainability, p.156		

Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics	People – Employee Welfare, p.58		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Appendices - People – Employee Welfare, P134		
	401-2 Benefits provided to full-time employees that are not provided to part-time	People - Compensation and benefits, p.69		
	401-3 Parental leave	Appendices – People – Parental Leave, p.133		
Labor/Management Relations				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Occupational Health and Safety, p.70		
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	People - Occupational Health and Safety, p.70		
Occupational Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Occupational Health and Safety, p.70		
GRI 403: Occupational Health and Safety 2016	403-1 Occupational health and safety management system	People - Occupational Health and Safety, p.70		
	403-2 Hazard identification, risk assessment, and incident investigation	People - Occupational Health and Safety, p.70		
	403-3 Occupational health services	People - Occupational Health and Safety, p.70		
	403-4 Worker participation, consultation, and communication on	People - Occupational Health and Safety, p.70		

	403-5 Worker training on occupational health and safety	People - Occupational Health and Safety, p.70		
	403-6 Promotion of worker health	People - Occupational Health and Safety, p.70		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by	People - Occupational Health and Safety, p.70		

	403-8 Workers covered by an occupational health and safety management	People - Occupational Health and Safety, p.70		
	403-9 Work-related injuries	Appendices - People – Employee Welfare, p.128		
	403-10 Work-related ill health	Appendices - People – Employee Welfare, p.128		
Training and Education				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Learning and Development, p.58		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Appendices - People – Employee Welfare, p.128		
	404-2 Programs for upgrading employee skills and transition assistance	People - Learning and Development, p.58		
	404-3 Percentage of employees receiving regular performance and development	Appendices - People – Employee Welfare, p.128		
Diversity and Equal Opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	People – Diversity and Inclusion, p.62		
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	Appendices - People – Employee Welfare, p.128		
	405-2 Ratio of basic salary and remuneration of women to men	Appendices - People – Employee Welfare, p.128		
Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	People – Zero Discrimination, p.67		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Appendix – People - Incidents of discrimination and corrective actions		

Freedom of Association and Collective Bargaining				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Freedom of Association and Collective Bargaining, p.71		
GRI 407: Freedom of Association and Collective	407-1 Operations and suppliers in which the right to freedom of association and collective	People - Freedom of Association and Collective Bargaining, p.71		
Child Labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance - Code of Business Ethics and Other Policies, p.85		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Good Governance - Code of Business Ethics and Other Policies, p.85		
Child Forced or Compulsory Labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance - Code of Business Ethics and Other Policies, p.85		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Good Governance - Code of Business Ethics and Other Policies, p.85		
Local Communities				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Farmer Entrepreneurship Program (FEP), p.72		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact	People - Community Support, p.75		

	413-2 Operations with significant actual and potential negative impacts on local communities		Unreported	Data is not reported
Supplier Social Assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	Food – Responsible Sourcing, p.45		
GRI 414: Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	Appendices – People – Community engagement, p.137		
	414-2 Negative social impacts in the supply chain and actions taken	Appendices – People – Community engagement, p.137		

Customer Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	Food – Feedback Management System, p.42		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service	Appendices – Food – Customer health and safety, p.122		
	416-2 Incidents of non-compliance concerning the health and safety	Appendices – Food – Customer health and safety, p.122		
Customer Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	Appendices – Food – Marketing and labelling, p.120		
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Appendices – Food – Marketing and labelling, p.120		
	417-2 Incidents of non-compliance concerning product and service information and labeling	Appendices – Food – Marketing and labelling, p.120		
	417-3 Incidents of non-compliance concerning marketing	Appendices – Food – Marketing and labelling, p.120		
Customer Privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Data Privacy and Security, p.93		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of	Appendices – People – Customer privacy, p.141		

SASB CONTENT INDEX DISCLOSURE

DISCLOSURE	STANDARD	TOPIC	PAGE NUMBERS AND/OR
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Supply Chain Management & Food Sourcing	FB-RN-430a.1	Percentage of food purchased that (1) meets environmental and social sourcing standards, and (2) is certified to third-party environmental or social standards	Food – Food Quality – Responsible Sourcing - Key Categories and Areas of Focus, p.47
	FB-RN-430a.2	Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation crates	Food – Food Quality – Responsible Sourcing - Key Categories and Areas of Focus, p.47
	FB-RN-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Food – Food Quality – Responsible Sourcing - Key Categories and Areas of Focus, p.47
Energy Management	FB-RN-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Appendices – Planet – Energy, p.142
Water Management	FB-RN-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	(1) Appendices – Planet – Water, p.146 (2) Unreported
Food & Packaging Waste Management	FB-RN-150.a.1	(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	Appendices – Planet – Materials and waste, p.150
	FB-RN-150.a.2	(1) Total weight of packaging, (2) percentage made from recycled or renewable materials, and (3)	Appendices – Planet – Materials and waste, p.150 (3) Unreported
Labour Practices	FB-RN-310a.1	(1) Voluntary and (2) involuntary turnover rate for restaurant employees	Appendix – People – New employee hires, p.131
	FB-RN-310a.2	(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	Unreported

	FB-RN-310a.3	Total amount of monetary losses as a result of legal proceedings associated with (1) labour law violations and (2) employment discrimination	Unreported
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DISCLOSURE	STANDARD	TOPIC	PAGE NUMBERS AND/OR
Nutritional Content	FB-RN-260a.1	(1) Percentage of meal options consistent with dietary guidelines and (2) revenue from these options	Appendices – Food – Nutritional content, p.121
	FB-RN-260a.2	(1) Percentage of children's meal options consistent with dietary guidelines for children and (2) revenue from these options	Appendices – Food – Nutritional content, p.121
	FB-RN-260a.3	Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines for children	Appendices – Food – Nutritional content, p.121
Activity Metrics	FB-RN-000.A	Number of (1) entity-owned and (2) franchise restaurants	Within this extensive network, 1,469 restaurants are company-owned, while the remaining 3,822 restaurants are a mix of franchised and joint venture establishments.
	FB-RN-000.B	Number of employees at (1) entityowned and (2) franchise locations	(1) Appendix – People – Employee Welfare, p.128 (2) Unreported

TCFD INDEX

Task Force on Climate-related Financial Disclosures

A Preliminary Report

As a prominent global quick-service restaurant, the Jollibee Group acknowledges our responsibility in promoting sustainability across the value chain as an urgent response to mitigate climate risks in food systems. The group supports global climate action.

Recognizing climate change as a critical challenge, we understand that it presents both risks and opportunities for growth and innovation. Therefore, we have joined over 2,500 companies worldwide in affirming our commitment to the Task Force on Climate-related Financial Disclosures (TCFD) objectives. The TCFD, established by the Financial Stability Board, provides recommendations for more effective climate-related disclosures that: a) “promote more informed investment, credit, and insurance underwriting decisions” and b) “enable stakeholders to understand better the concentrations of carbon- related assets in the financial sector and the financial system’s exposures to climate-related risks.” Aligned with the TCFD’s framework, the Jollibee Group adheres to the four core elements of governance, strategy, risk management, and metrics and targets in our operations to address climate- related issues effectively.

Governance

The Jollibee Group recognizes the vital role of a sustainability management mechanism in integrating sustainable development into its operations and management practices.

The Board of Directors assumes responsibility for overseeing the company’s management and overall strategy, ensuring an enterprise-level approach to address significant risks and identify strategic opportunities.

The ESG Council provides oversight on trends, programs, and initiatives relating to climate and sustainability, as well as risk management policies, and budgets for effective management. The council oversees objectives, implementation strategies, and monitors progress to ensure that sustainability goals are pursued throughout the organization. It conducts a review and evaluation of sustainability practices, policies, procedures, strategies, and initiatives, encompassing environmental, social, supply chain, food safety, and nutrition aspects.

Simultaneously, the operational business units and divisions takes charge of the development and implementation processes across restaurants, supply chains, and communities, ensuring alignment with sustainability objectives.

Strategy

The Jollibee Group acknowledges that climate change introduces both risks and opportunities throughout the value chain, impacting various aspects such as business strategy, operations, and financial performance. In light of this recognition, we have taken proactive measures to address key risks associated with weather events like typhoons, flooding, and increased temperatures, particularly in locations like the Philippines and certain parts of the U.S. By subscribing to natural catastrophe assessments, we seek to

mitigate the potential impact of these weather events and the additional risks we pose in terms of rising temperatures and water scarcity.

Furthermore, the Jollibee Group recognizes that these physical risks pose a threat to our Restaurants, Logistics, and Supply Chain. To address these challenges, we implemented strategies aimed at mitigating risks and capitalizing on opportunities. These strategies include enhancing energy and water

management efficiencies, embracing renewable energy sources and innovative technologies, enhancing sourcing and traceability practices, and promoting corporate social responsibility. By adopting these measures, we aim to proactively manage the potential impacts of climate change on our operations and drive sustainable practices throughout our value chain.

These strategies also enable us to effectively address transition risks arising from the increasing demand for decarbonization driven by government policies, regulations, and market shifts.

Risk management

The Jollibee Group undertook a risk assessment in certain areas of its operations to identify climate-related risks and opportunities.

The assessment revealed potential risks such as business disruption, and property damage, attributed to weather events such as typhoons and floods. While there is currently no established comprehensive procedure specifically dedicated to identifying, evaluating, and managing climate risks, we initiated baselining exercises to obtain a better understanding of our climate risks and opportunities.

Metrics and targets

We are systematically and comprehensively developing an inventory of GHG emissions across our entire value chain. Our primary focus is to identify the significant sources of emissions and monitor our progress over time. Presently, the Group is reporting on its Scope 1 and Scope 2 emissions.

In the upcoming years, we look ahead to providing more comprehensive disclosures regarding metrics, targets, and our progress concerning climate-related risks and opportunities.

