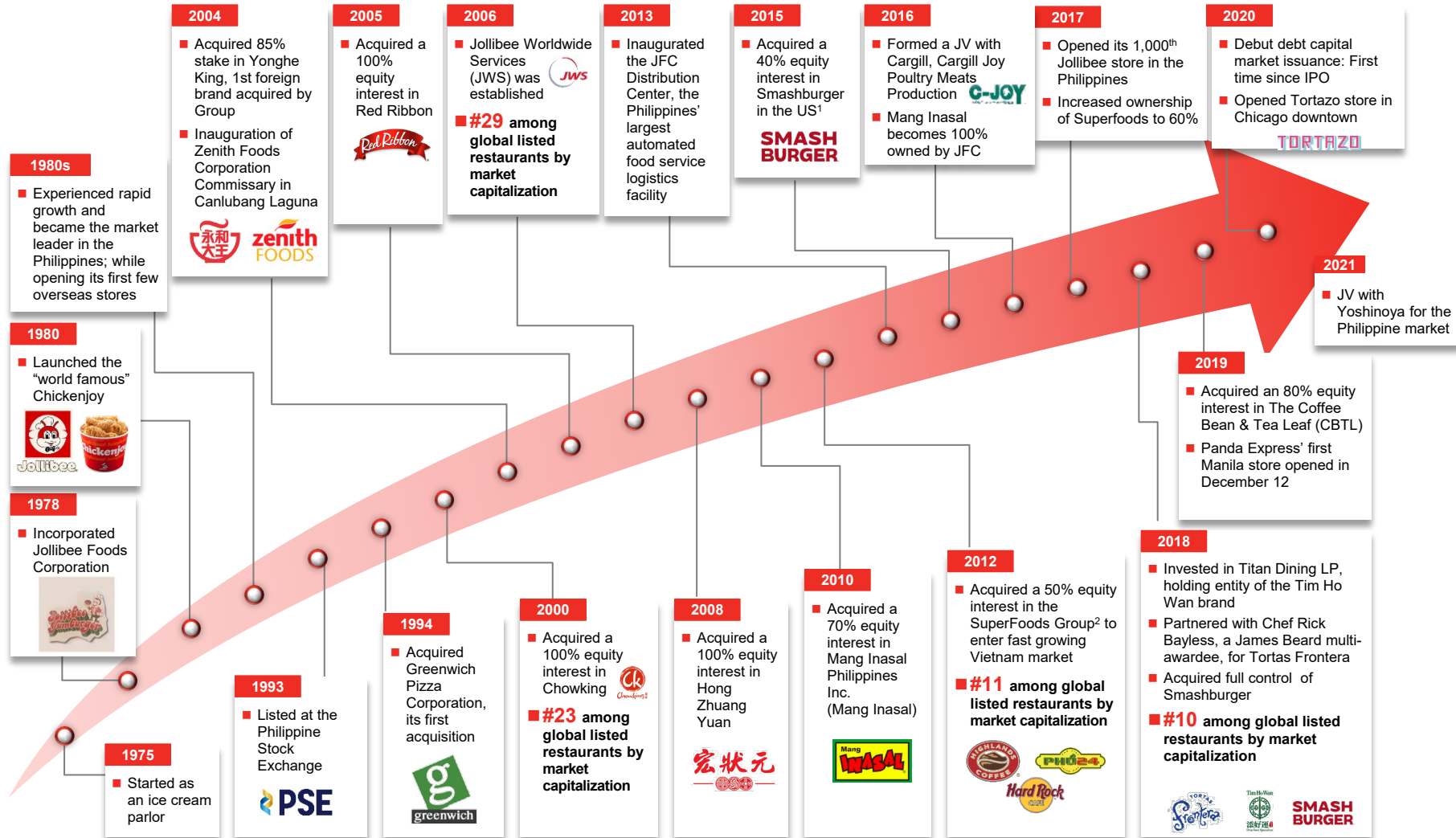


Jollibee Foods Corporation Company Presentation



Corporate history and key milestones

Strategic expansion whilst evolving operations towards world-class standards



Source: Company information, Market information

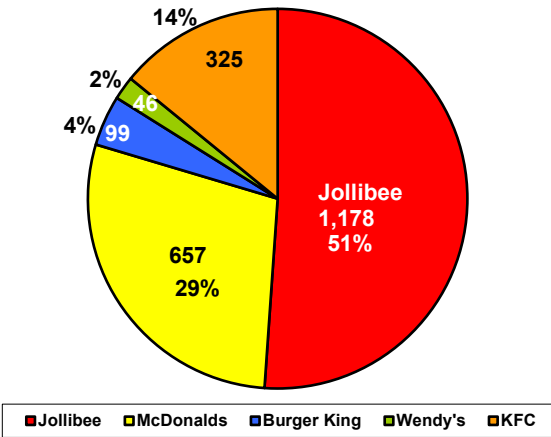
Note: ¹ 40% equity interest in SJB LLC, the parent company of the entities comprising the Smashburger business. Acquired an additional 45% and subsequently, remaining 15% equity interest in SJB LLC in 2018, making Smashburger a wholly-owned subsidiary of the Company; ² Acquired an additional 10% equity interest in SuperFoods in 2017, increasing its total equity interest to 60%



Jollibee Key Facts (Philippines):	
Year launched	1978
Target segment	Family with children (0-16 yrs.)
Cuisine	Chicken and burger
Price points	Php 8 to 799
% Contribution to JFC System-wide Sales*	35%
# of Stores (YTD Jun 2021) - Philippines	1,178
Ratio of Owned and Franchised Stores	37/63
CAPEX/Store	Php 20M - 50M

*as of September 30, 2021

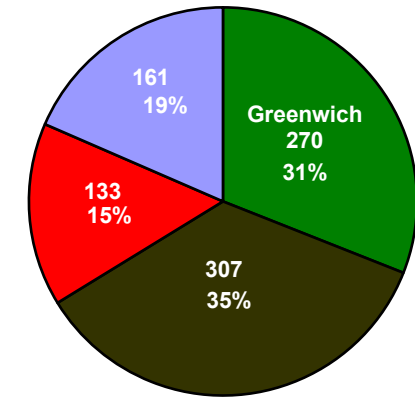
Store Network Market Share – Philippines



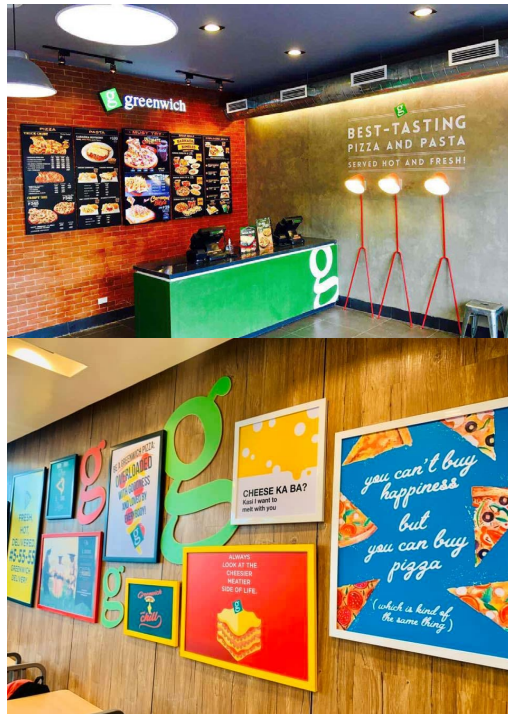
Greenwich Key Facts (Philippines):	
Acquisition	1994
Target segment	Young working adults (17-30 yrs)
Cuisine	Pizza and pasta
Price points	Php 99 to 199 (Per person meals) Php 99 to 899 (Pizza prices)
% Contribution to JFC System-wide Sales*	3%
# of Stores (YTD Jun 2021) - Philippines	270
Ratio of Owned and Franchised Stores	53/47
CAPEX/Store	Php 10M - 15M

*as of September 30, 2021

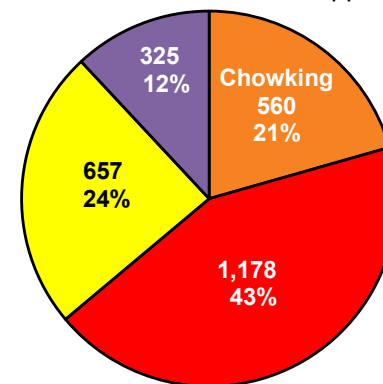
Store Network Market Share – Philippines



■ Greenwich
 ■ Shakey's
 ■ Pizza Hut
 ■ Yellow Cab



Store Network Market Share – Philippines



■ Chowking
 ■ Jollibee
 ■ McDonald's
 ■ KFC

Chowking Key Facts (Philippines):

Acquisition	2000
Target segment	Working Adults
Cuisine	Chinese meals
Price points	Php 35 to 720
% Contribution to JFC System-wide Sales*	7%
# of Stores (YTD Jun 2021) - Philippines	559
Ratio of Owned and Franchised Stores	33/67
CAPEX/Store	Php 15M - 35M

*as of September 30, 2021

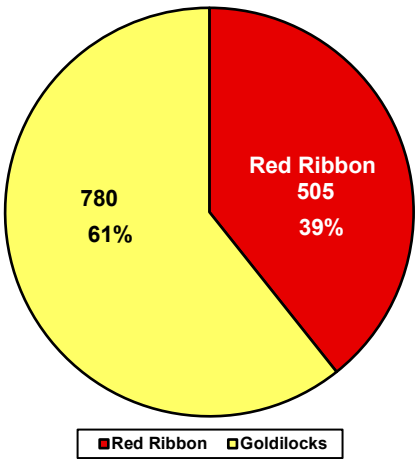




Red Ribbon Key Facts (Philippines):	
Acquisition	2005
Target segment	BCD Market, Working Mothers
Cuisine	Cakes, pastries, breads and delicacies (PBD)
Price points	Php 200 to 700 (Rolls & cakes) Php 21 to 395 (PBD)
% Contribution to JFC System-wide Sales*	4%
# of Stores (YTD Jun 2021) - Philippines	496
Ratio of Owned and Franchised Stores	35/65
CAPEX (Bakeshop)	Php 4.5M - 5.5M
CAPEX (Booth)	Php 2M

*as of September 30, 2021

Store Network Market Share – Philippines

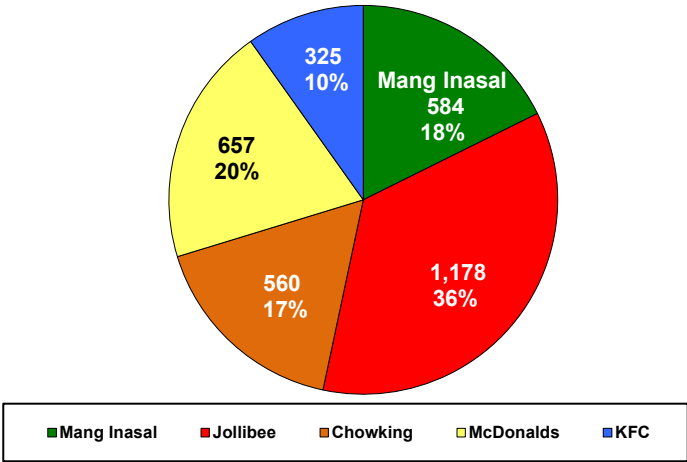




Mang Inasal Key Facts (Philippines):	
Acquisition	2010
Target segment	Working Adults
Cuisine	Filipino Meals (Grilled chicken/pork, Sisig, Halo-halo)
Price points	Php 29 to 675
% Contribution to JFC System-wide Sales*	6%
# of Stores (YTD Jun 2021) - Philippines	585
Ratio of Owned and Franchised Stores	2/98
CAPEX/Store	Php 13M - 18M

*as of September 30, 2021

Store Network Market Share – Philippines

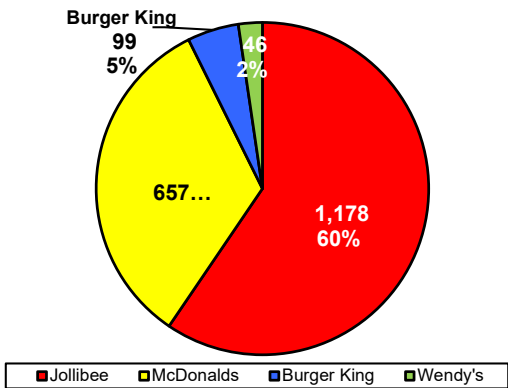




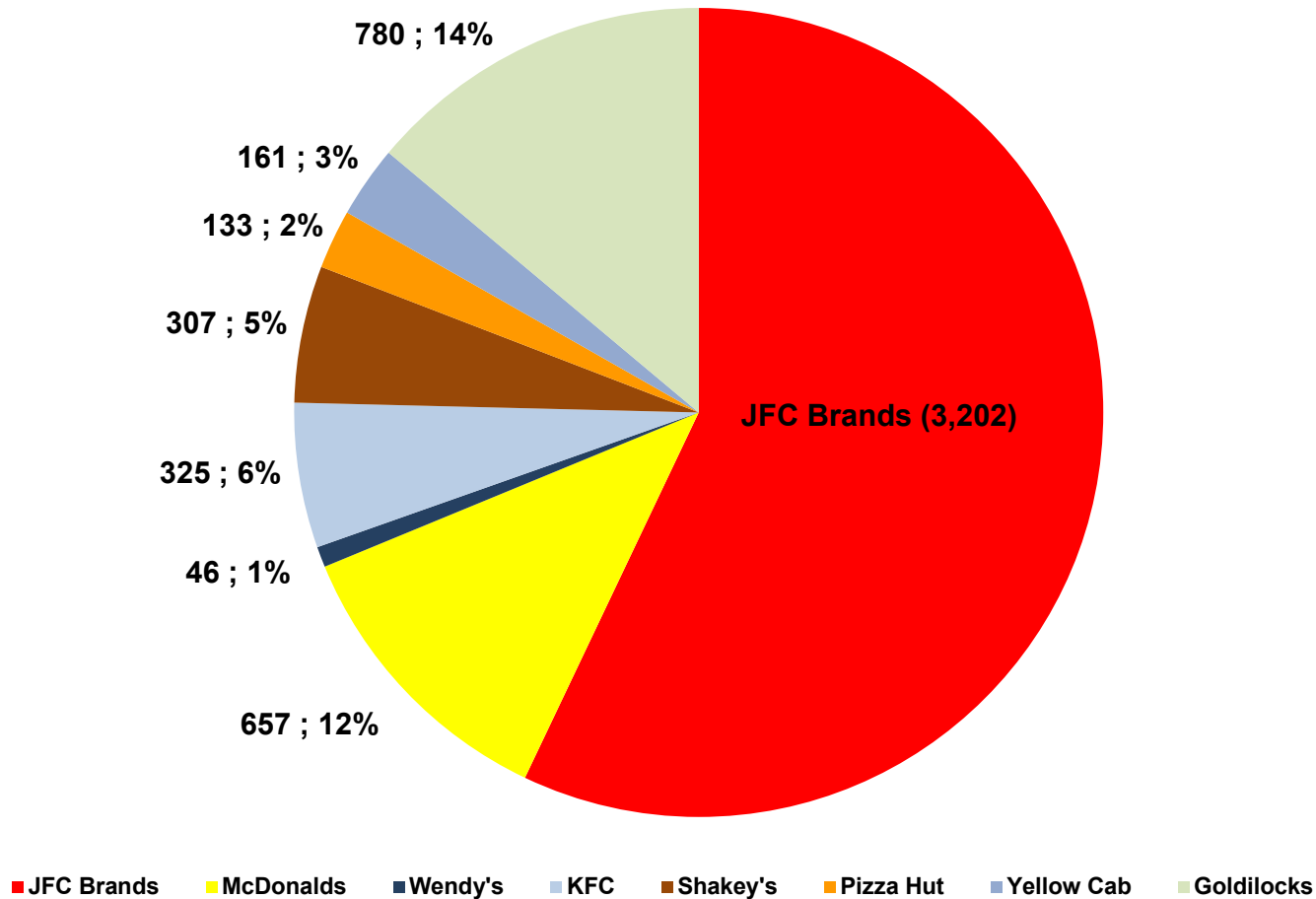
Burger King Key Facts (Philippines):	
Acquisition	2011
Target segment	Young adults
Cuisine	Burger
Price points	Php 59 to 275
% Contribution to JFC System-wide Sales*	2%
# of Stores (YTD Jun 2021) - Philippines	98
Ratio of Owned and Franchised Stores	100% Company-owned
CAPEX/Store	Php 18M - 32M

*as of September 30, 2021

Store Network Market Share – Philippines



Store Network Market Share - Philippines



China Business

As at end September 30, 2021



Yonghe King Key Facts (China):	
Acquisition	2004
Target segment	Office Workers/ Individuals
Cuisine	Rice/Noodles/You Tiao/Soybean Milk
Price points	RMB 2 - 39
% Contribution to JFC System-wide Sales*	8%
# of Stores (YTD Jun 2021)	364
Ratio of Owned and Franchised Stores	75/25
CAPEX/Store	RMB 1.0M

*as of September 30, 2021



Hong Zhuang Yuan Key Facts (China):

Acquisition	2008
Target segment	Family/ Office Workers/ Individuals
Cuisine	Congee/ Hot dishes
Price points	RMB 10 - 100
% Contribution to JFC System-wide Sales*	1%
# of Stores (YTD Jun 2021)	35
Ratio of Owned and Franchised Stores	100% Company-owned
CAPEX/Store	RMB 1.0M - 1.5M

*as of September 30, 2021



Dunkin' Donuts Key Facts (China):	
Acquisition	2014
Target segment	Working adults
Cuisine	Donuts and Coffee Beverages
Price points	RMB 10 - 88
% Contribution to JFC System-wide Sales*	<1%
# of Stores (YTD Jun 2021)	6
Ratio of Owned and Franchised Stores	100% Company-owned
CAPEX/Store	RMB 0.4M

*as of September 30, 2021



PRODUCT DESCRIPTION DUNKIN'

SUNFLOWER 开心太阳花
甜甜圈上印有向日葵的图案，寓意着阳光和温暖。这款甜甜圈采用优质巧克力和新鲜水果制成，口感丰富，是您节日聚会的首选。

EVERYTHING REVIVES 万物复苏
这款甜甜圈采用新鲜水果和优质巧克力制成，口感丰富，是您节日聚会的首选。

A SPRING LIGHT 一抹春光
这款甜甜圈采用新鲜水果和优质巧克力制成，口感丰富，是您节日聚会的首选。

IMPRESSION OF DAISY 雏菊印象
这款甜甜圈采用新鲜水果和优质巧克力制成，口感丰富，是您节日聚会的首选。

GREENERY 绿意盎然
这款甜甜圈采用新鲜水果和优质巧克力制成，口感丰富，是您节日聚会的首选。

FERTILE SOIL 孕之沃土
这款甜甜圈采用新鲜水果和优质巧克力制成，口感丰富，是您节日聚会的首选。

圣诞花环
松枝藤条编织的“节日花环”挂在每家每户的大门上，圣诞节就由此拉开了帷幕。
抹茶巧克力搭配圣诞彩色糖珠做成了圣诞花环的形状，给这个圣诞节添加一份色彩。

圣诞老人
带着标志红色毛线帽的“圣诞老人”，即将把童年的梦想当作礼物悄悄送给你。
巧克力夹心搭配白巧克力，味道浓郁，有嚼劲并且味道浓郁，有嚼劲并且味道浓郁，有嚼劲并且味道浓郁。
巧克力的夹心搭配白巧克力，味道浓郁，有嚼劲并且味道浓郁，有嚼劲并且味道浓郁。

圣诞快乐
西方圣诞节就是过个假期，大家“圣诞快乐”给爱的人吧。
香滑巧克力搭配摩卡蛋糕有嚼劲并且味道浓郁，有嚼劲并且味道浓郁，有嚼劲并且味道浓郁。
DD祝你圣诞快乐。

圣诞树
圣诞树下堆满了一整年的期待，好期待啊~会收到什么礼物呢？
有着香滑芝士的丝滑搭配白巧克力味道甜腻，圣诞节的重要元素，抹茶巧克力做出圣诞树的形状，给你圣诞树装饰，更加突出节日气氛。

DUNKIN'

HAPPY CHILDREN'S DAY

疯狂动物城

快乐的味道，有点甜！

儿童节礼物 ¥88



Highlands Coffee is owned and operated by the SuperFoods Group, a majority-owned subsidiary of JFC. Highlands Coffee serves Vietnamese Coffee and light meals in trendy coffee shops, and also sells packaged coffee through retail outlets.

Highlands Coffee	
No. of Stores	474
% Contribution to JFC System-wide Sales	2%
*As of September 30, 2021	



PHO24 is owned and operated by the SuperFoods Group, a majority-owned subsidiary of JFC. PHO24® serves traditional Vietnamese dishes with rice noodles as its core products. It aims to serve consumers in Asia and key cities in the world high quality and healthy Vietnamese food at affordable prices.

PHO24	
No. of Stores	61
% Contribution to JFC System-wide Sales	<1%
*As of September 30, 2021	



Smashburger, with headquarters in Denver, Colorado, is a leading fast-casual “better burger” restaurant known for its 100% fresh, never frozen beef burgers that are smashed on the grill to sear in the juices, creating an upscale, quality burger packed with flavor and served at a great value. In addition to premium beef and turkey burgers, Smashburger offers grilled and crispy chicken sandwiches, black bean burgers, fresh salads, signature side items, and shakes made with Häagen-Dazs® ice cream. The chain is recognized in various surveys and publications as having one of the best tasting burgers in the US. Smashburger has 241 stores at the end of September 30, 2021.





The Coffee Bean & Tea Leaf® is a coffee and tea shop chain, founded in 1963 and is based in Los Angeles, California, USA. CBTL uses only hand-roasted coffee beans and hand-blended teas from farms in various countries like Costa Rica, Colombia, Kenya, Indonesia, Jamaica, Thailand and Sri-Lanka. CBTL is known for its original *Ice Blended®* coffee and tea drinks, hot coffee drinks and hot and iced tea drinks. It also sells a variety of whole bean coffees, whole leaf teas, flavored powders and baked food. CBTL has 1,047 stores at the end of September 30, 2021.



Other Foreign Markets:

Country/Brand	# of Stores (YTD Sep 2021)	Ratio of Owned and Franchised Stores (YTD Sep 2021)	% Contribution to JFC SWS (YTD Sep 2021)
North America			
Jollibee	75	100% Company-owned	6%
Red Ribbon	33	100% Company-owned	1%
Chowking	15	100% Company-owned	1%
	123		
Europe, Middle East & Southeast Asia			
Jollibee	248	66/34	5%
Chowking	33	100% Franchised	1%
	281		

Commissaries:

Commissaries	
Philippines	10
Foreign:	
China	2
Vietnam	2
United States	3
	7
Total Worldwide	17

Happy Bee Foods Processing PTE Ltd.



- Operates the food processing plant in Shucheng County in Anhui province in China.
- Supplies the products for the restaurants of the Jollibee Group in China, initially, Yonghe King, for its stores in Shanghai and Beijing.

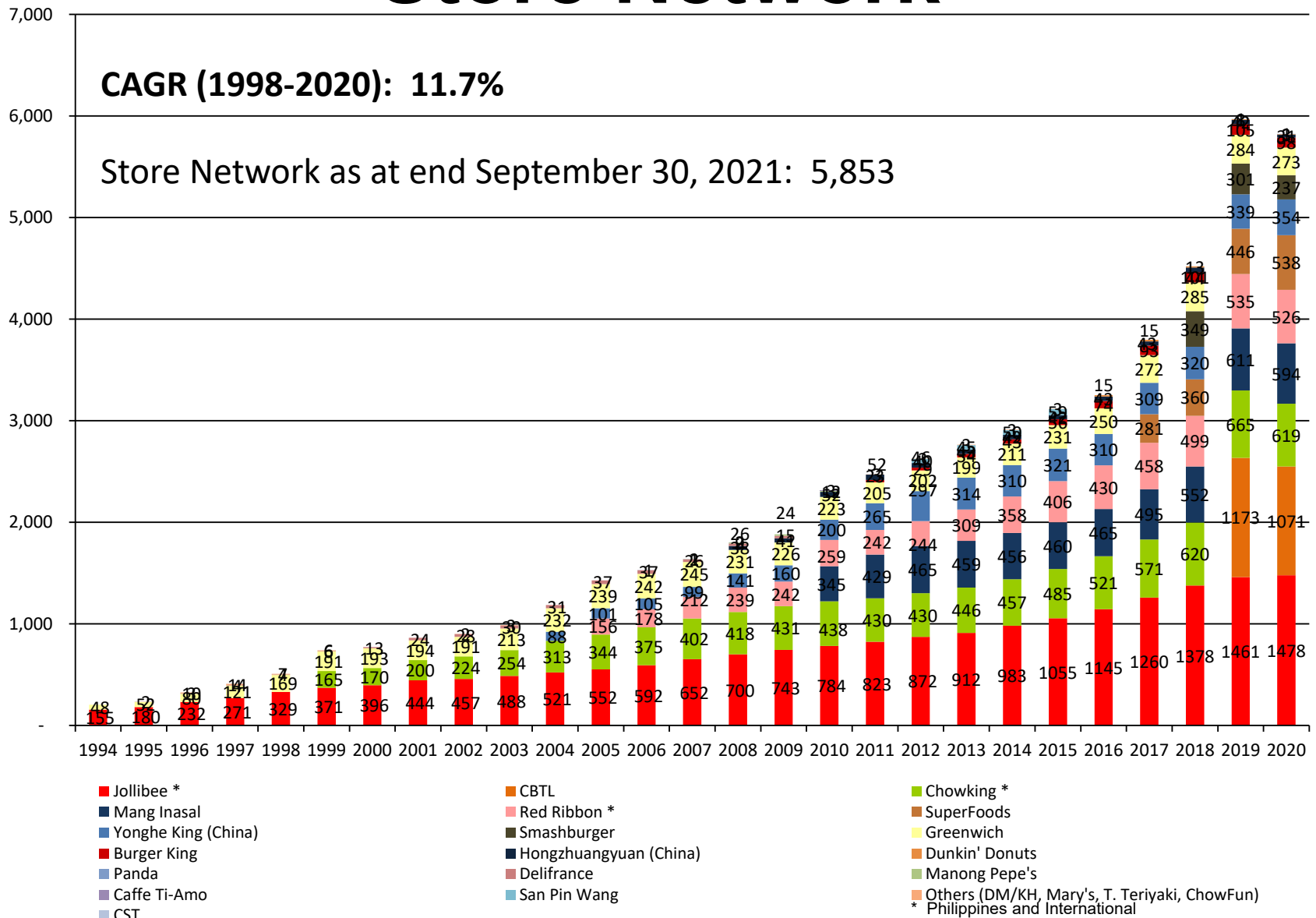
Logistics Center in Bicutan



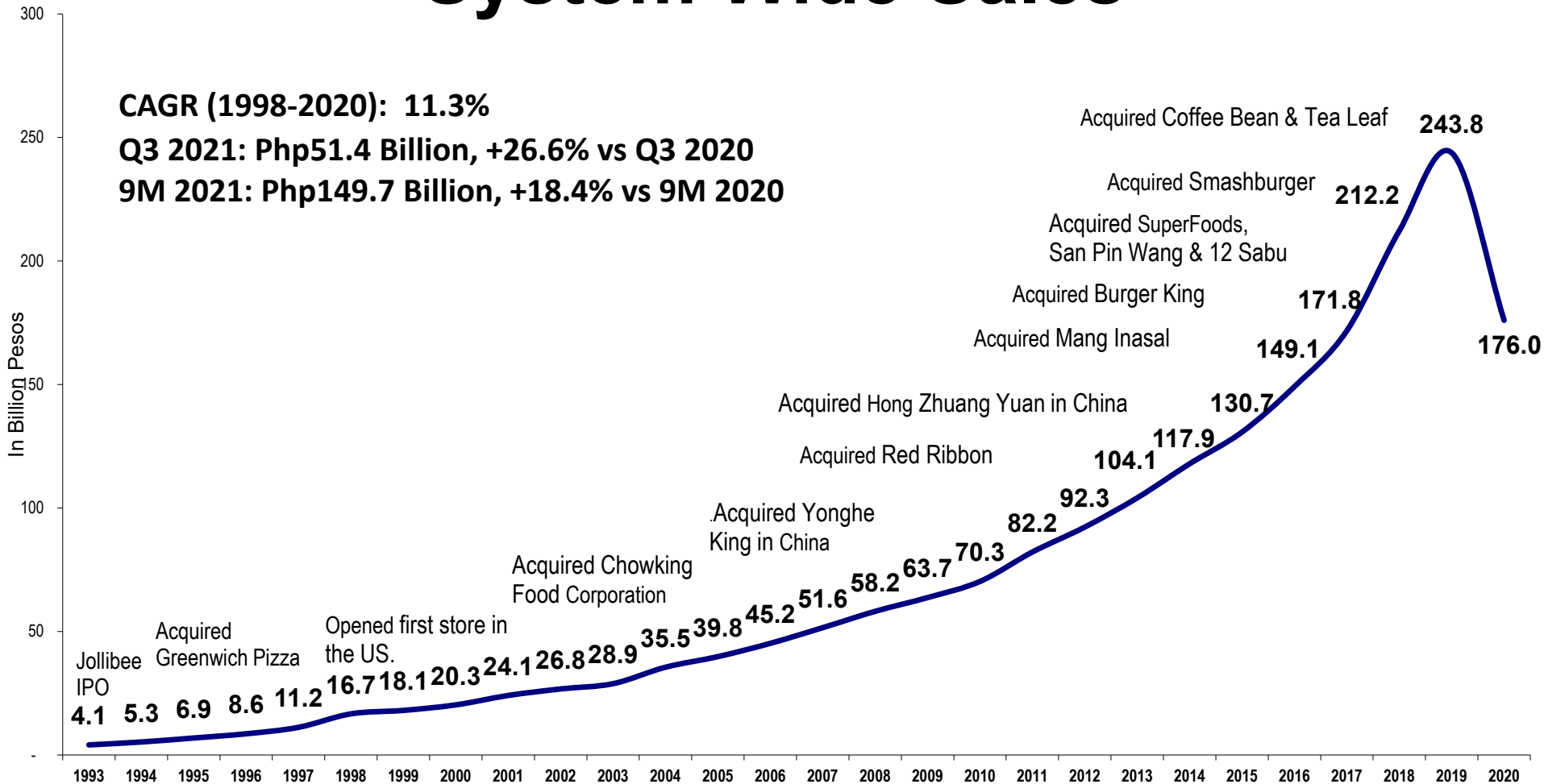
Commissary in Canlubang



Store Network



System Wide Sales



Net Income and EPS

Net Income:

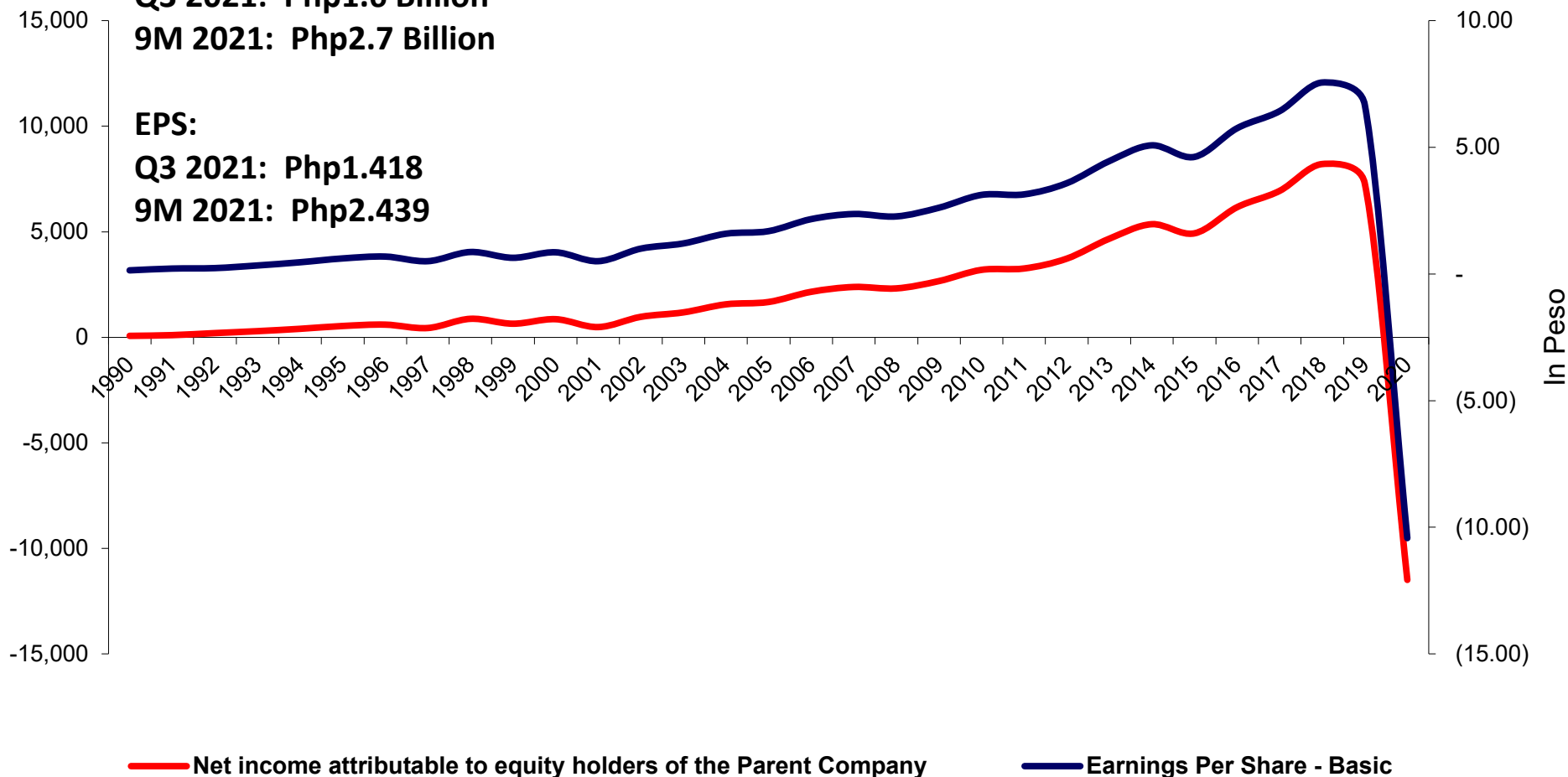
Q3 2021: Php1.6 Billion

9M 2021: Php2.7 Billion

EPS:

Q3 2021: Php1.418

9M 2021: Php2.439



JFC's Mission And Vision

Mission

To serve great tasting food,
bringing the joy of eating to
everyone

Vision

To be among the Top 5 food
companies in the world

Financial Highlights

	Quarter 3			YTD September		
	2021	2020	% Change	2021	2020	% Change
System Wide Sales	51,386	40,593	26.6	149,685	126,422	18.4
Revenues	37,201	29,965	24.1	108,571	92,729	17.1
Operating Income (Loss)	945	(3,348)	N/A	3,807	(9,947)	N/A
EBITDA	4,953	1,385	257.7	15,639	(3,034)	N/A
Net Income (Loss)	1,359	(1,882)	N/A	2,254	(14,453)	N/A
Net Income (Loss) Attributable to Equity						
Holders of the Parent	1,571	(1,580)	N/A	2,699	(13,544)	N/A
Earnings (Loss) Per Share - Basic	1.418	(1.430)	N/A	2.439	(12.303)	N/A
Earnings (Loss) Per Share - Diluted	1.417	(1.429)	N/A	2.436	(12.286)	N/A

Note: Amounts in Php Millions, except % change and Per Share data