Jollibee Foods CORPORATION

2021 ANNUAL REPORT

Execution, Resilience, and Innovation

for our Well-loved Food Brands

This report is interactive

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Chairman's Message

We Overcome the Short-Term Challenges,
We Continue to Invest for the Long-Term Future

Dear Shareholders,

We have achieved remarkable progress in 2021 with our business recovery even amidst the challenges of the COVID-19 pandemic.

While our system-wide sales were still 13.2% lower than pre-pandemic level in 2019, we have generated an operating income that matched the amount we made in that year. We also returned Php1.8 billion of our cash to shareholders through dividends.

We still have a lot of work to do – given the current situation in Ukraine, the significant increase in the prices of commodities and fuel, and the disruption of the world's supply chain. We believe that we can fully overcome all these challenges which are for the short-term and that our long-term future continues to be very promising. In fact, in 2021, we devoted even greater energy and resources in investing for our future and preparing for it. I would like to focus my report on our long-term investments and preparations.

First, we pursued our investments for organic growth in the Philippines and abroad. In 2021, we expanded our store network with the opening of 399 stores across all brands and regions, after opening 338 stores in 2020. We opened 85 stores in the Philippines and 314 abroad. Just like in 2020, we invested more in new stores abroad than in the Philippines to optimize opportunities in the international markets, which have shown faster recovery from the pandemic as compared to the Philippine market.

399 STORES OPENED
across all brands and regions

Second, we increased our commitment to Titan Dining LP (Titan), the private equity fund that owns the Tim Ho Wan brand and company-owned Tim Ho Wan stores to S$225.0 million, with the fund size of Titan growing from S$200.0 million to S$250.0 million. The increase is intended to fund the working capital requirements of Tim Ho Wan as well as to facilitate the completion of other projects. **JFC has a 90% participating interest in Titan while the 10% is taken up by additional investors to the fund.**

Third, we took another step forward through Jollibee Worldwide, Pte. Ltd.'s (JWPL) plan to purchase shares equivalent to 51% ownership in Milkshop International Co. Ltd. (Milkshop) for approximately USD12.8 million. Milkshop owns Milksha, which is a popular Taiwanese bubble tea brand. This will give JFC the opportunity to participate in this fast-growing beverage category and, together with Milkshop's Founder, grow the

Milksha brand globally over the long term. Milksha products are now being sold in some of our Chowking stores in the Philippines through a licensing agreement with Milkshop.

51% OWNERSHIP

in Milkshop International Co. Ltd.

Fourth, we completed the joint venture with Yoshinoya International Philippines with an investment of Php65.0 million. Yoshinoya is a beef bowl business based in Japan and one of the largest and most recognized Japanese restaurant brands globally. The joint venture, Yoshinoya Jollibee Foods, Inc., is the franchisee of Yoshinoya in the Philippines.

65M INVESTMENT

in the Joint Venture with Yoshinoya International Philippines

Fifth, JFC invested Php1.9 billion in the form of cash subscription, representing 38.7% interest in CentralHub, a company in the industrial real estate business. Moreover, we will exchange certain parcel of JFC's land assets – subject to fulfillment of certain closing condition – for shares of common stock of CentralHub. This new venture will allow JFC to reduce its assets tied to real estate properties.

CentralHub will register and operate as a Real Estate Investment Trust (REIT) and list its shares on the Philippine Stock Exchange, Inc. (PSE). JFC will then use the proceeds from this eventual IPO to finance our real estate investments for JFC's new stores and commissaries, which we will convert into more investments and shares in the REIT. The latter will help continuously finance our future expansion. This is also a more cost-effective way of financing versus owning or pure leasing of properties because of the cash dividends that JFC will receive from the REIT.

JFC took a big step in 2021 with the issuance to the public and listing on the PSE of JFC's first ever Preferred Shares worth Php12.0 billion. These are in the form of 12 million Series A and Series B cumulative, non-voting, non-participating, non-convertible, redeemable, peso-denominated perpetual preferred shares. We raised this additional capital to support our fast-growing business. It is not only the first preferred share issuance from JFC but also a first in the food service industry in the Philippines.

The proceeds from the issuance of Preferred Shares were also partly used to fund the purchase of a portion of the USD600.0 million Guaranteed Senior Perpetual Capital Securities (Securities) of JWPL. In November, a total of USD203.5 million in aggregate principal amount of the Securities were validly tendered and not validly withdrawn, representing 33.9% of the outstanding principal amount.

JFC's issuance of Preferred Shares and the buy-back of the Securities were part of our objective to restructure our financial obligations to strengthen our balance sheet, spread the maturity of our financial obligations and reduce foreign exchange risks.

While we continue to rebuild our business and invest for the long term, we also remained true to our commitment to the community through the Jollibee Group Foundation (JGF), JFC Group's social responsibility arm.

The Farmer Entrepreneurship Program (FEP) is a comprehensive agro-entrepreneurship program that engages partners to help organize small-scale farming communities all over the Philippines. In 2021, FEP farmer groups delivered 486,000 kilos of vegetables to the JFC Group. Since 2008, 17 farmer groups have delivered nearly 9 million kilos of vegetables equivalent to more than Php360.0 million worth of sales.

To help more farmers learn the approach of directly selling to institutional buyers, JGF launched its first online Agro-Entrepreneurship Course in partnership with Xavier University - Ateneo de Cagayan, training almost a hundred new field facilitators from national and local government offices and non-government organizations. Youth farmers were also trained in agro-entrepreneurship through a curriculum developed and implemented in partnership with various institutions.

Meanwhile, since March 2020, JGF has distributed more than 8.1 million meals to assist those affected by the pandemic. This was made possible in part through our growing collaboration with international partners such as the German Investment Corporation. Furthermore, it also continued to provide meals to those affected by various calamities.

Over the years, we have been unrelenting in our commitment to create value for both our shareholders and the community.

With this commitment and JFC's strong leadership and dedicated teams, we are well-positioned and confident that our progress to recovery and stronger growth will continue in 2022 and onward.

In closing, I would like to thank our management and employees around the world for their strong dedication and commitment. Thank you to all our shareholders, customers, franchisees, and business partners for your unwavering cooperation and trust. And to the JFC Board of Directors, thank you for contributing your business expertise and industry knowledge.

TONY TAN CAKTIONG

CEO's Message

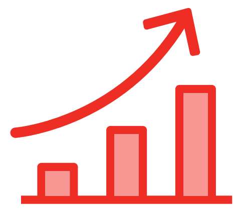
Generating Operating Income Equal to Pre-Pandemic Level as the Defining Achievement of Our Recovery in 2021

Dear Shareholders,

In 2021, our hard work enabled us to reverse the losses we incurred in 2020 due to the COVID-19 pandemic. We generated a **net income of Php6.0 billion representing a turnaround of Php17.5 billion** from the previous year. The global health crisis has shown us the value of having strong leaders and teams who are committed to driving business results despite immense challenges and obstacles. I am very proud to be working with our people in this company.

Let me share our highlights and accomplishments from 2021.

Our system-wide sales, which measure sales to consumers from both company-owned and franchised stores, grew at a strong 20.3% while revenues increased by 18.8%. **Same store sales for the Philippine and International businesses increased by 13.4% compared to 2020, with North America increasing by 19.7%, China by 15.7%, The Coffee Bean and Tea Leaf ® (CBTL) by 13.9% and EMEAA by 6.4%.** Only SuperFoods registered a decline of 15.1% which was primarily due to a pandemic-related restriction imposed in some parts of Vietnam.



20.3% GROWTH
in system-wide sales from company-owned and franchised stores

However, even with all these gains, we still have a lot of work to do. While our growth rates are significant versus 2020, our system-wide sales in 2021 were still 13.2% lower than their pre-pandemic level. Our international business excluding our acquisition of CBTL has reached its pre-pandemic sales level but sales from our Philippine business were still 28.1% lower than 2019.

JFC's operating income in 2021, however, reached Php6.3 billion, almost equaling the Php6.5 billion we made in 2019. This was our defining achievement for 2021– to have generated an operating income on a par with pre-pandemic levels, even though our sales were still behind by 13.2%. We were able to achieve this through some cost restructuring implemented in 2020, particularly through our Business Transformation Program, as well as continuing strong cost and profit management in 2021.

If we were to look at the business units, **the key drivers of profit turnaround were the Philippine business, which grew its profit significantly; CBTL, which turned its 2020 operating loss into profit; and Smashburger, which substantially reduced its 2020 operating loss**. Net income attributable to equity holders of the Parent Company amounted to Php6.0 billion compared to a net loss of Php11.5 billion in 2020.

The strong growth of our business versus 2020 was largely due to the reopening of markets as quarantine restrictions to overcome COVID-19 were relaxed or lifted by the government. Equally important were the initiatives we took to aid the recovery of our businesses. We introduced new products, which were very well-liked by our customers. **These included Jollibee's Chick'nwich in the Philippines and North America, Burger King's Plant-based Whopper, Smashburger's Chorizo Cheeseburger, which was developed by renowned chef Rick Bayless, and Milksha bubble tea products introduced in select Chowking stores in the Philippines**.

We also continued to strengthen our capability for off-premise sales and e-commerce by investing on digital applications that made our brands more accessible to our customers. We did this as we continued to build our partnerships with food aggregators both in the Philippines and abroad. As our customers returned to our stores for dine-in and take-out, our delivery business continued to do very well. This represented a significant factor of sales growth for our businesses across various countries. In the Philippines, for example, driven by increased transactions from the brands' delivery apps and third-party aggregators, delivery sales went up four times higher than the 2019 pre-pandemic level.

Moreover, to attract more consumers and increase brand awareness, we strengthened the presence of our brands in major digital platforms such as **Facebook, Messenger, YouTube, Instagram, Viber and TikTok**.

The pandemic may have brought many challenges to our economy, but we consistently pursued opportunities for long-term growth. We continued to expand our business across different markets with the **opening of 399 stores – 85 in the Philippines and 314 overseas. A majority were opened in China with 105 stores, CBTL with 66 stores, Highlands Coffee in Vietnam with 61, and the Jollibee brand with 66 in various countries**. We spent Php7.9 billion in capital expenditures in 2021, mostly for new store expansion and the renovation of existing stores.

We also added a new foreign restaurant brand to our Philippine business, **Yoshinoya**. This is JFC's first Japanese-cuisine restaurant chain in the Philippines, a strong addition to the foreign franchised brands currently in our portfolio, which are Burger King, PHO24 and Panda Express. Burger King and Panda Express have performed very well during the pandemic in large part due to sales through our delivery channels.

During the year, we also announced our plan to **purchase a 51% stake in Milkshop International Co. Ltd.**, the company that owns Milksha, a popular Taiwanese bubble tea brand with over 250 outlets, mostly in Taiwan. The brand also has stores in Singapore, Australia, Hong Kong and Canada.

In the management of our financial position, which has become so important during the pandemic, we are proud to report significant achievements. We were able to improve the maturity of our financial obligations by making them longer and distributed over several years. We managed our foreign exchange risks by reducing our US dollar obligations. We improved our financial ratios related to debts and other financial obligations, ensuring that we are meeting our financial covenants and further strengthening JFC's credit standing. We were able to achieve all these while still financing our organic expansion and acquisition of new businesses such as the joint venture in Yoshinoya Philippines and increased ownership of Titan Dining, the fund that owns the Tim Ho Wan brand. We also declared cash dividends.

We did all these by issuing Peso Preferred Shares, using the proceeds to pay off USD203.5 million worth of perpetual bonds and some of our loans, and increasing our profit and cash flow as represented by our Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA). **The issuance of the Peso Preferred Shares amounting to Php12.0 billion in October 2021 was a first in JFC's history**. The shares were 3.11 times oversubscribed and represented some of the most competitive, if not the most competitive, cash dividend rates ever issued in the Philippines.

We are grateful to all investors of our preferred shares, especially our retail investors who accounted for a vast majority of the investments and who gave their trust and confidence even in these challenging times.

JFC completed 2021 in a strong financial standing, with total assets at Php210.8 billion, almost the same as the 2020 level with a cash balance and financial assets of Php39.2 billion.

Today, the world faces many new challenges. Even as the pandemic continues in various places around the world at various stages of resurgence and decline, it is compounded by new political and economic instability brought by the war in Ukraine, the dramatic increase in the price of commodities and energy, and the continued disruption in the supply chain.

However, I am confident that Jollibee Foods Corporation will not only surmount the difficulties ahead but will continue to thrive and grow steadily in sales and profit.

My positive outlook is based on our track record. We managed to be resilient in the face of adversity. This is partly due to the nature of our business. Food and food service are vital in any society. We will always respond to this basic need. We are also proud and fortunate to have steadfast men and women in our organization, supported by our business partners, who have made outstanding achievements even amidst the most trying times.

On behalf of the JFC Board and the leadership team, I would like to thank all our employees for their tremendous efforts that allowed us to end 2021 with very solid results. We also thank our franchisees and business partners for working tenaciously with us to provide our customers with great tasting food and excellent service, and for growing the business with us even against big challenges.

Lastly, to our shareholders and customers – thank you for your continued support for our brands and your unwavering trust and belief in Jollibee Foods Corporation.

ERNESTO TANMANTIONG

Directors and Executive Officers*

DIRECTORS

TONY TAN CAKTIONG
Chairman of the Board

WILLIAM TAN UNTIONG
Director / Corporate Secretary

ERNESTO TANMANTIONG
Director / CEO and President

ANG CHO SIT
Director

ANTONIO CHUA POE ENG
Director

(RET) CHIEF JUSTICE ARTEMIO PANGANIBAN
Director

CESAR PURISIMA
Lead Independent Director

KEVIN GOH
Independent Director

EE RONG CHONG
Independent Director

CORPORATE OFFICERS

TONY TAN CAKTIONG
Chairman of the Board

ERNESTO TANMANTIONG
Chief Executive Officer and President

WILLIAM TAN UNTIONG
Corporate Secretary

ATTY. VALERIE AMANTE
Assistant Corporate Secretary

DON ALEXANDER LIM
Treasurer

YSMAEL BAYSA
Chief Financial Officer and Compliance Officer

Note: Effective May 1, 2022, Richard Chong Woo Shin will be Chief Financial Officer and Atty. Valerie Amante will be Compliance Officer
*As of December 31, 2021

Financial Highlights

JFC Operating Income amounted to
PHP6.3 BILLION
about the same as pre-pandemic level and a significant turnaround from the net loss in 2020

Net income attributable to equity holders of the Parent Company amounted to
PHP6.0 BILLION
compared to net loss in 2020

2021 EBITDA:
PHP23.6 BILLION
FROM PHP4.8 BILLION IN 2020

EBITDA (Earnings before interest expense, taxes, depreciation and amortization, an approximation of cash flow from operations)

FINANCIAL SUMMARY	YEAR ENDED DECEMBER 31		CHANGE	
	2021 (Audited)	2020 (Audited)	Amount	% Change
System-Wide Retail Sales	211,719	175,970	35,749	20.3%
Revenues	153,576	129,313	24,263	18.8%
Operating Income (Loss)	6,275	(12,811)	19,086	NM
EBITDA	23,606	4,837	18,769	388.0%
Net Income (Loss) Attributable to Equity Holders of the Parent Company	5,982	(11,511)	17,492	NM
Earnings (Loss) Per Common Share - Basic	5.302	(10.445)	15.747	NM
Earnings (Loss) Per Common Share - Diluted	5.293	(10.433)	15.726	NM

Note: (1) Amounts in Million Pesos except for Per Share Data

(2) System-wide sales is a management account, not part of the Audited Financial Statements

(3) NM - Not meaningful

2021 Notable accomplishments

CentralHub

INVESTED PHP1.9 BILLION FOR A 38.7% INTEREST IN CENTRALHUB

an upcoming Real Estate Investment Trust that will help JFC finance its future expansion

TimHoWan 添好運

INCREASED COMMITMENT IN TITAN DINING LP (TITAN),

the private equity fund that owns the Tim Ho Wan brand, to S$225.0 million, with the fund size of Titan growing from S$200.0 million to S$250.0 million

YOSHINOYA

COMPLETED A JOINT VENTURE WITH YOSHINOYA INTERNATIONAL PHILIPPINES,

a popular international Japanese food chain and JFC's first foray into Japanese cuisine, with an investment of Php65 million

迷客夏 Milkshop

ACQUIRED 51% OWNERSHIP IN MILKSHOP INTERNATIONAL CO. LTD.,

a popular Taiwanese Bubble Tea Brand, for approximately USD12.8 million

ISSUED JFC AND THE PHILIPPINE FOOD INDUSTRY'S FIRST-EVER PREFERRED SHARES.

The Php12 Billion issuance will partly be used to buyback JFC's Guaranteed Senior Perpetual Securities, thus strengthening our balance sheet.

OPENED 399 STORES WORLDWIDE

DECLARED A CASH DIVIDEND OF PHP1.67, 28.5% HIGHER COMPARED TO 2020

GOVERNANCE

Further improved the diversity of JFC's Board of Directors with the election of Mr. Kevin Goh and Ms. Ee Rong Chong. This marks JFC's first time to have three independent directors, the first foreign board members, and the first female director.

Established its first Corporate Website at **WWW.JOLLIBEEGROUP.COM**

Received Best Employer Recognitions from Forbes, World HRD Congress, and Universum Global

2021 Forbes' World's Best Employers

JFC ranked the highest among the three Filipino companies included in the list, and 2021 marked the second consecutive year JFC has been recognized

2021 Forbes' World's Top Female-Friendly Companies

JFC is the only Philippine-based company recognized in the list. The list reflects the top companies around the world that support women inside and outside their workforce.

2021 Asia's Best Employer Brand Award

JFC is one of the 15 Philippine-based companies included in the 2021 list, and is the third time JFC has received this award

2021 Universum Global Most Attractive Employers in the Philippines

JFC was recognized as one of the most attractive employers by college students by Universum Global, an international employer branding specialist

SOCIAL

486,000 KILOS OF VEGETABLES

were directly delivered to JFC by 554 smallholder farmers from 13 supplier groups in 2021

JFC'S WORLD FOOD SAFETY WEEK WAS FEATURED

by the World Health Organization

Hired employees from the deaf and hard of hearing community

in selected stores in the Philippines

Implemented a primer on Sexual Orientation, Gender Identity and Expression (SOGIE)

Continued conducting Unconscious Bias Trainings

which aim to remove biases across the employee lifecycle and customer experience journey

Conducted learning sessions on Inclusive Leadership

Jollibee Philippines

Spreading More JOY across the Nation

Jollibee Philippines

SPREADING MORE JOY ACROSS THE NATION

As we all continued to overcome the challenges of the COVID-19 pandemic, Jollibee remained focused on its mission to bring joy to its customers by maintaining high standards of food quality and taste.

We prioritized safety across channels with our **"Safe at Alaga Ka" campaign** to assure our valued customers that they can trust Jollibee to offer them the same joyful experiences while we also uphold public health standards.

Jollibee's enhanced app features, exclusive promos, and strong network of delivery and drive-thru stores supported the off-premise demand as more people continued to stay home.

Our Jollibee Delivery recorded its highest-ever sales and achieved market share leadership in the QSR industry. Moreover, by year-end, our system-wide sales and average daily sales reached close to pre-pandemic levels, mainly driven by the delivery business which grew four times due to increased transactions from our delivery app and partner aggregators.

We introduced products for customers who craved something new, including Sweet Chili Chicken, Honey Beef Rice, Spicy Champ, Creamy Caramel Floats, Choco Hazelnut Sundae, and the Ube Macapuno, Tuna, Ube Cheese, and Strawberry Cheese Pies.

We also introduced one of our biggest product innovations since the Chickenjoy – the Chicken Sandwich. It is crunchy, juicy, delicious – indeed a new level of chicken sandwich that exceeded internal sales expectations and catapulted our brand to the top of the premium chicken sandwich segment during launch.

New campaigns and promos were likewise launched for Chickenjoy, Yumburger, Burger Steak, Champ, Jolly Hotdog, Jolly Spaghetti, and JolliSavers to convey superior taste and value for money. Chickenjoy was bannered as "The Philippines' Joy and Pride," further affirming its supremacy in the chicken category.

Our year won't be complete without brand love campaigns. **"Joy of Family"** was the overarching message of the first Jollibee Family Thanksgiving Month and **"Message from the Future"** campaigns, both of which promoted gratitude and the priceless joy we experience with our families.

Another highlight was the relaunch of our **Jollibee Studios YouTube channel** that featured the onscreen reunion of film and TV icons John Lloyd Cruz and Bea Alonzo with "One True Pair: The Movie," which was successfully hyped with a teaser campaign that strongly promoted the brand's most iconic perfect pair combination of Chickenjoy and Jolly Spaghetti. Kwentong Jollibee films for the Valentines season, family red-letter days, and a special feature on the country's first Olympic gold medalist Hidilyn Diaz were also well-received. Meanwhile, our Pusong Pinoy Independence Day campaign showcased the ability of Filipinos to give joy and hope even amidst trying times.

With our strong foundation anchored on our values and purpose, and with our commitment to pursue innovation for sustainability and growth, Jollibee Philippines is confident for greater achievement and success in 2022.

Jollibee International

Achieving Milestones in 2021

Jollibee International

ACHIEVING MILESTONES IN 2021

Jollibee International continued to thrive in 2021, with 66 New Stores in 16 countries outside the Philippines.

Jollibee North America

The year 2021 was another milestone for Jollibee North America – with rolling base growth at its highest and an average daily sales hitting a record high. Despite the challenges of the pandemic and even amidst rising cost of materials, significant freight delays, raw material shortages, and labor scarcity, we achieved a robust net operating income – truly an unprecedented feat. We continue to focus on our bestselling products – communicating taste superiority and providing value options to our customers even with rising food costs. Pursuing our quest for chicken sandwich supremacy, we launched our crispy, juicy, and tasty Chicken Sandwich that guarantees joy at first bite. This allowed us to serve our customers who prefer boneless, white meat, and on-the-go chicken options – thereby giving us a good market share from competitors.

Even as quarantine restrictions eased up and stores welcomed back diners on a limited capacity, we continued to strengthen quality standards for takeout, delivery, and drive-thru orders. We also improved our digital capability with the launch of online ordering and the Jollibee app. By year-end, digital orders accounted for a significant share of our business.

Jollibee North America's aggressive expansion continued with **17 new stores in 2021** – a new record for the brand. We opened new locations in California, New Jersey, and Florida in the United States, and Ontario and Alberta in Canada. We also opened our first location in Maryland state, and a first-of-its-kind Mobile Kitchen in Hamilton, Ontario. By year-end, **we have 75 restaurants across the US and Canada**. Because of all these, 2021 was a record-breaking year for Jollibee North America.

Amidst the challenges and the uncertainties, rolling base growth was at its highest, with average daily sales a record high for the brand in its history.

This led to a strong business unit net operating income, an unprecedented feat during the pandemic. In addition to these numbers, the brand focuses equally on ensuring consistent quality as we increased our FSC Certified and Gold stores.

Jollibee Europe, Middle East, Asia, and Australia (EMEAA)

Across EMEAA, Jollibee continues to serve our customers through exciting and consistently high-quality product offerings, firm adherence to Food Service and Cleanliness Standards, and store network expansion.

VIETNAM

Jollibee Vietnam has proven to be resilient despite the numerous challenges of the COVID-19 pandemic. In 2021, we opened nine new stores and did not permanently close stores during the global health crisis. Year-on-year, we also continued to post strong double digit systemwide sales and same store sales growth, with our delivery business quintupling in sales versus 2019.

Now the 3rd biggest quick service restaurant company in Vietnam, Jollibee caters to a 100% local Vietnamese customer base. Our bestselling products – Chickenjoy, Sweet Chili Chicken, and Jolly Spaghetti – have captured the palate of the Vietnamese people and have become a staple for Vietnamese families in the country.

HONG KONG AND MACAU

Jollibee in Hong Kong and Macau successfully captured the local market with more than **60% of our sales coming from local mainstream customers – a huge gain from only 44% in 2019 and 50% in 2020**.

Our crossover was supported by a year-round campaign for our bestseller – the Original & Spicy Chickenjoy, as well as new products appealing to locals such as Tuna Pie, Tropical Chicken Burger, Winter Soup, Summer Fruity Drinks, and Banana Jackfruit Pie.

Despite the COVID-19 pandemic, we managed to open the most number of stores in a single year, with six stores opened in Hong Kong and the milestone 2nd store opened in Macau.

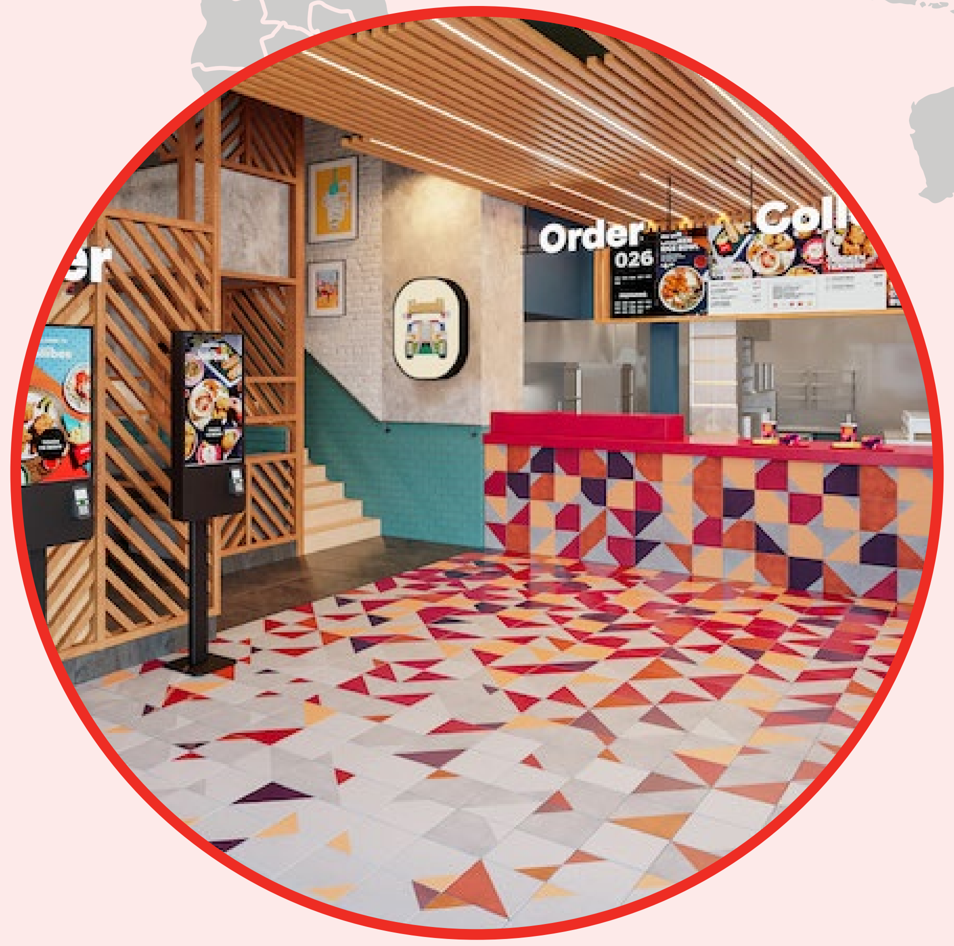
These efforts, along with the consistent optimization of our off-premise channels delivery and takeaway, account for the sustained growth of our mainstream patronage this year. Jollibee is poised to achieve 50 stores in 5 years as we continue focusing on the mainstream local market.

6 STORES OPENED IN HONG KONG

2ND STORE OPENED IN MACAU

Sales from Local Mainstream Customers

60% IN 2021
50% in 2020
44% in 2019



12 STORES ACROSS THE REGION

70% LOCAL MAINSTREAM CUSTOMERS

BRUNEI

Jollibee Brunei achieved positive double-digit growth driven by our takeaway, drive-thru, and delivery channels. By leveraging on our "Best Fried Chicken" claim awarded by the Brunei Food Awards in 2020, we launched a strong product superiority campaign highlighting Bruneian's love for bestseller Chickenjoy. We also pursued innovation and generated customer frequency through new locally-relevant offerings such as the Curry Chickenjoy and Jolly Sausage.

SINGAPORE

Jollibee Singapore's sustained growth was bolstered by our delivery and takeaway channels. We reinforced our off-premise business by establishing more cloud kitchens, strengthening aggregator partnerships, and launching our first-ever mobile app in Singapore.

We also continued to attract more local customers through our bestseller Chickenjoy campaign, further amplified with a successful buzz marketing program called Chickenjoy Hawker Mashup that made a big splash in Singapore.

With 70% of our customers in Singapore being local mainstream, we can say that Jollibee has indeed cemented its place in the Lion City's QSR landscape.

EUROPE

Jollibee continued to achieve milestones in Europe with the opening of our first stores in Spain and Wales. By year-end, we had a total of 12 stores across the region and our UK presence is now considered mainstream with 80% local customers.

We also launched our "JolliApp" to give our customers the convenience of a contactless click-and-collect digital platform and encourage repeat purchases through a loyalty program.

With all these achievements in 2021, Jollibee is committed to sustain the momentum on our best way Forward, Upward, and Onward in 2022!

Greenwich

Going All Out in 2021

Greenwich

GOING ALL OUT IN 2021

It was another momentous year for Greenwich as we celebrated our 50th Anniversary in 2021. Like gold, our brand went through meticulous processes that proved our capability to adapt to innovation and allowed us to keep our strong position in the food industry.

Our commitment to serve great-tasting pizzas and pastas to barkadas (a Filipino term for a close group of friends) and families was strengthened by strategic business thrusts to achieve our goals with a higher level of precision and passion in 2022.

In 2021, the brand launched the elevated **Extreme Overload** pizza line. With four new extremely overloaded and extremely delicious pizza flavors,

Greenwich took the pizza-eating experience up a notch with its highest level of toppings and cheese. We also treated our customers to another fresh and for-the-win flavor with the 4-Cheese Overload. We also introduced small pasta pans, which made intimate bonding occasions more enjoyable.

Greenwich upheld superior taste and food quality throughout the past year. In terms of Gold Standard Consistency, our best-selling Overloaded pizzas, Lasagna Supreme, Meaty Spaghetti, and Crunchy Chicken dominated with scores not less than 90%. Meanwhile, in our mystery shopper audit, we achieved an overall **Net Promoter Score of +78**, exceeding targets.

+78 NET PROMOTER SCORE

For improved accessibility, we introduced new store models in Greenhills and Las Piñas, which are the **pioneering cloud kitchen models in Jollibee Group Philippines** and the **first delivery-and-takeout only Greenwich store model**, respectively.

The **Gift-a-Greenwich** web service was also launched to allow our customers around the world to send their favorite Greenwich products to their loved ones. We also made our delivery capabilities more efficient with aggregators through the **Rider-on-Demand** delivery model.

In 2021, we broke red letter day records in our 50-year history with the **Top 2 highest day sales, posted on Christmas Eve and New Year's Eve**. Moreover, our total delivery sales **grew significantly by 57% from 2020**.

57% DELIVERY SALES GROWTH
from 2020

TOP 2 HIGHEST DAY SALES
in 50-year brand history

These achievements were made possible by our people, team, and franchisees who have kept us energized as individuals and as one connected Greenwich Barkada.

Through our various initiatives, Greenwich will continue to promote every kabarkada's well-being, where one can recharge, openly communicate, and create space for greater productivity and growth.

From overloaded efforts turned into rewarding achievements, along with the all-in strength and supreme dedication of our brand to overcome the pandemic and dominate the pizza landscape—all these have propelled Greenwich to a strong overall branded eat-out market ranking of #6.

#6 RANKING
Branded Eat-Out in the Philippines

We are gearing up to take the plot to the next level as Greenwich continues to evolve, excite, and lead. Gear Up, Team Greenwich—Game On!

Chowking Philippines

Resilient and Recovering in 2021

Chowking Philippines

RESILIENT AND RECOVERING IN 2021

Reinforcing taste superiority was a key focus for Chowking Philippines in 2021 as we strengthen our position as the leading Chinese fast-food brand in the country.

To achieve this, we continued to improve on our best-selling products. This year, we came out with our best-ever **Chunky Asado Siopao**, made with a richer sauce and Hongkong-style roasted pork. Our **Pancit Canton** elevated the noodle experience with more ingredients. Another Chowking favorite, **Sweet 'n' Sour Pork**, was made more tender and juicier than ever. Finally, our iconic **Chao Fan** leveled up with its new smoky wok-fried and meatier taste.

We also introduced **Milksha**, one of Taiwan's best milk tea brands, to the Philippines. This is driven by the milk tea brand's mission to offer fresh, natural, and handmade beverages to our customers. By yearend, we were able to bring the freshness and indulgence of Milksha to seven Chowking stores in Metro Manila.

Accelerating Chowking's digital and off-premise transformation was imperative for sustained growth under the "new normal". On this note, **we aggressively grew our delivery coverage, with 93% of our store network having at least one delivery access point**.

The launch of our new **Chowking App**, along with improved delivery logistics and processes, have allowed us to reach more customers and provide them with quality food and service.

All these efforts have resulted in the growth of our delivery business four times its pre-pandemic size, allowing us to keep our position as the **#3 delivery brand in the quick service restaurant category.** Our drive-thru business also doubled in growth and our take-out service likewise rallied closer to pre-pandemic levels.

#3 BRAND
in the Quick Service Category

We consistently strengthened profitability by driving down operational costs and generating substantial savings for our stores.

Chowking Philippines remains strongly committed to food safety, cleanliness, and the gold standard consistency of our products in all our stores to ensure a "wow" experience for our customers.

With the gains in 2021, Chowking Philippines looks forward to a faster and stronger brand and business growth by 2022.

Chowking International

Achieving Unprecedented Sales Growth in 2021

Chowking International

ACHIEVING UNPRECEDENTED SALES GROWTH IN 2021

While 2021 was full of uncertainties, Chowking International proved resilient and has reached unprecedented sales growth in 2021.

Chowking USA achieved the highest rolling base sales growth in its history at 22%. We also recorded our highest net operating income since we started operations in the USA. Meanwhile, **Chowking Middle East grew its system-wide sales by 32% and rolling base sales growth by 27%**, driven by improved Dine-In and Take-Out, as well as sustained delivery growth. This year also marked Chowking USA's entry into the East Coast with the opening of our store in Jersey City – our first since 2016.

Rolling Base Sales Growth

22%
Chowking USA

27%
Chowking Middle East

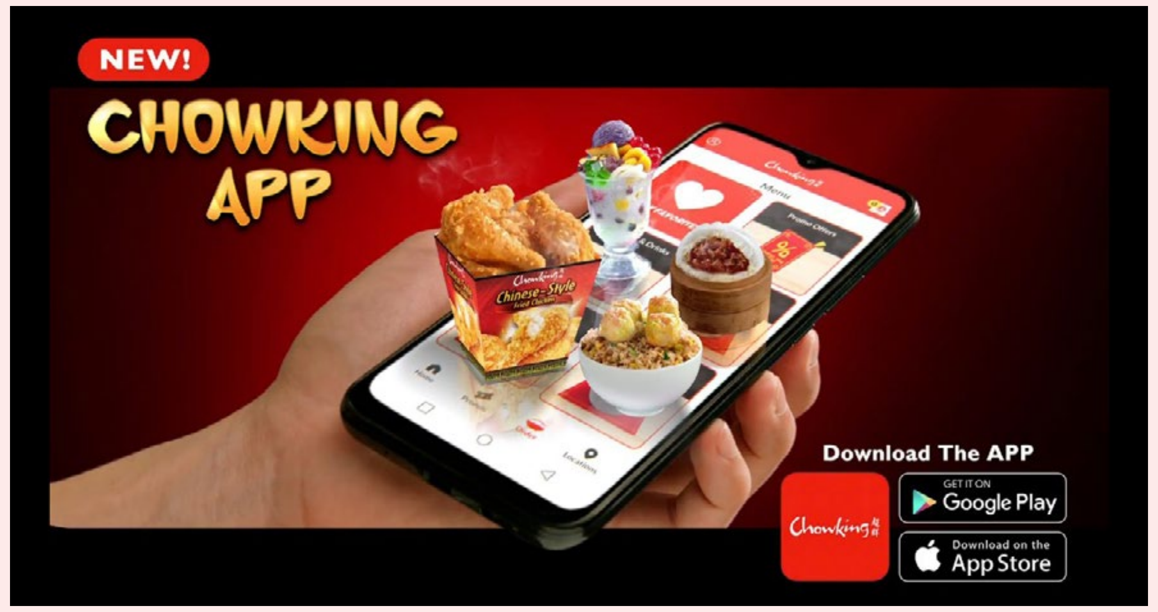
Among the key drivers for these historic achievements is our brand's commitment to taste superiority. Chowking's best-sellers and top core products, like the Meaty Asado and Beef Wonton Noodles, remain our top sales drivers and contributors to our growth in the USA.

We also introduced a new rice bowl line, Chef's Rice Bowl, with three new variants: Sweet and Sour, Black Pepper and Mushroom, and Soy Garlic Ginger. These new savory dishes were created for a growing market segment that craves for more Chinese food options.

In the Middle East, we tapped into the expertise of Jollibee Group's Global Research and Development team and our franchisees to successfully launch the Peking Style Chicken and King Chao Fan in the United Arab Emirates (UAE), Oman, Kingdom of Saudi Arabia, and Kuwait. These dishes will cater to both Filipinos and locals.

We also realized that the need for delivery is here to stay. **The launch of our new digital platforms made a significant impact in 2021, particularly with the new Chowking USA's app and the revamp of our website to strengthen online ordering**. In the Middle East, the Chowking UAE app continues to gain traction with more than 40,000 downloads. We also opened Cloud Kitchens in Kuwait and the UAE.

It may have been a challenging year but Chowking International came out successful with resilience and agility. This 2022, our goal is to continue building on our strengths from the past year, with a disciplined focus on our best-sellers and top core products, while we continue to fulfill the needs of our customers through new product launches.



Chowking is determined to thrive in various market segments through digital innovation and network expansion to strengthen the brand's foothold in the global community.

Yonghe King

Sustaining Growth through Innovations, Upgrades, and a Brand Upgrade

Yonghe King

SUSTAINING GROWTH THROUGH INNOVATIONS, UPGRADES, AND A BRAND UPGRADE

Amidst the challenges brought by the COVID-19 pandemic, Yonghe King continued to make breakthroughs and reach new heights in 2021 by opening new stores, launching a new logo and modernized store designs, upgrading and adding more to its flagship product offerings, introducing more digital channels, and exploring cross-industry collaborations to reach more customers.

In June 2021, we updated and officially launched our new logo to deliver the message of **"Wholesome Great Taste All in the King."** We have modernized our store designs to become more relevant to our customers, while opening **76 new stores and bringing our store network up to 394 branches**.

76 NEW STORES

Up to 394 Total Branches

Our delivery sales exceeded CNY1 billion, thanks to our digital transformation efforts. In February 2021, **we launched our own delivery platform** and by year-end, our platform-wide delivery sales have already exceeded CNY1 billion.

Yonghe King achieved **72% share of online business transactions**, with 60% coming from delivery sales and the rest through our newly launched online ordering mini apps. Hence, our delivery business achieved double-digit growth for the fifth consecutive year, with **system-wide sales up by 29%**, and net operating income surpassing the original CNY26 million-target.

72% SHARE

of Online Business Transactions

29% UP

in System-wide Sales

We also upgraded the whole range of our flagship product, Minced Pork Rice, and added two varieties—Grilled Eel Minced Pork Rice and Taro Minced Pork Rice. These further boosted dine-in consumption, adding CNY17 million to gross profit and increasing repeat purchase rate by 3%.

We also made cross-industry collaborations in areas of games, reality shows, and cartoons to better appeal to younger audiences. We launched our breakfast offerings through a partnership with the popular online game "TianXia."

Yonghe King was the only Chinese food brand to be selected to provide meals in the reality show **Street Dance of China Season 4, which drew 200 million impressions in one month**. We also became the first Chinese fast-food brand to utilize the popular **Sanrio cartoon character Gudetama**.

Food safety remains our priority, and we have been recognized for 10 years in a row with the **"Seven-Star Award of Chinese Healthy Food"** by the Seven-Star Convention Alliance. We also placed **10th in the "315 Brands with Satisfied Consumers"** from China Foundation of Consumer Protection, and was recognized as one of the **"Top 100 Chinese Catering Companies"** by the China Cuisine Association.

10 YEARS IN A ROW

Recognized with the "Seven-Star Award of Chinese Healthy Food"

PLACED 10TH

in the "315 Brands with Satisfied Consumers"

We also teamed up with WeChat Pay to reach more communities. Through the **"One-Yuan Donation for Charitable Meal," we raised funds to deliver more than 4,000 meals** to sanitation workers in Shenzhen Province.

4,000 MEALS

Donated to Sanitation Workers in Shenzhen Province

All these efforts helped sustain Yonghe King's strong growth in 2021 and to attain **an annual revenue of CNY2.06 billion, up by 21.2%** year-on-year (YoY). Apart from our stores located near transportation hubs, which have been hardest hit by the pandemic, the rest of our stores all achieved positive growth. Compared to the pre-pandemic period in 2019, 3A stores even achieved **+3% YoY revenue growth**.

CNY2.06 BILLION

Annual Revenue

With all these achievements, we believe that Yonghe King is poised to sustain its growth in 2022 and beyond.

Red Ribbon Philippines

Stronger and Bolder amidst the Pandemic

Red Ribbon Philippines

STRONGER AND BOLDER AMIDST THE PANDEMIC

Red Ribbon Philippines came out stronger and bolder in 2021 as the brand's sales revenue posted growth versus pre-pandemic 2019 sales despite the market challenges that we faced.

We aggressively grew our delivery and digital access points by launching the **Red Ribbon Delivery Website and Delivery App**. We also launched **Red Ribbon ReGALO**, Jollibee Group's first in-house e-Gifting service.

The number of delivery stores significantly increased and we were able to saturate 100% of our aggregator partner networks. **As a result, delivery system-wide sales posted +111% growth, while our delivery business sales contribution doubled**.

+111% GROWTH
in System-wide Delivery Sales

We pursued store network expansion and opened a total of **42 new stores** in high potential trade areas, bringing our store count to 519 by year-end – truly a milestone for the brand.

42 NEW STORES
in High Potential Trade Areas

To further excite the market, we launched three new delectable cakes, such as the **Mango Sunrise, Ube Mousse, and Creamy Caramel Dedication Cake**. We also relaunched our crowd favorite, the **Cheesy Ensaimada**, with more cheese and now with sweet buttercream.

We also strengthened our everyday relevance by launching new Bread Rolls variants, namely the Classic, Chocolate, Raisin, Asado, Chicken Floss, Spicy Chicken Floss and Yema, which delivered incremental sales to the business.

Red Ribbon Philippines continued to own birthdays through our Dedication Cakes, special days through round cakes such as the bestselling Black Forest, and family moments at home with our wide range of roll cakes, pastries, breads, and delicacies. Our brand ensured that special red-letter day occasions are made more special by having excellent stock production and availability during these important events.

Our intensified efforts to ensure good quality products and service, as well as the improved skills of our people, have enabled Red Ribbon to achieve one of the highest Net Promoter Scores within the Jollibee Group.

As Red Ribbon Philippines enters another year, the brand remains steadfast and committed to become stronger and bolder than ever.

Red Ribbon USA

Soaring to Unprecedented Heights in 2021

Red Ribbon USA

SOARING TO UNPRECEDENTED HEIGHTS IN 2021

Red Ribbon USA posted its highest annual system-wide sales and sales growth in 2021 – a record-breaking achievement since coming to the USA in 1984.

Our best-selling **Butter Mamon, Chicken Empanada, and Mango Supreme cake** all enjoyed significant growth. These traditional favorites were supported by a string of successful product launches, including the Mocha Flan, Butter Pandesal, and Improved Cheesy Ensaimada.

It was also a stellar year for bakeshop openings in strategic locations. **By year-end of 2021, Red Ribbon USA had 34 stores** with the opening of our first bakeshop in Central California in Bakersfield; our 21st bakeshop in California in Milpitas; and our first bakeshop in Pinellas Park, Tampa Bay, Florida.

34 STORES
By Year-end of 2021

Red Ribbon's California Commissary was given the Hazard Analysis and Critical Control Points (HACCP) certification this year–thereby affirming our commitment to food safety. Meanwhile, multi-functional teams have been organized to ensure that our bestsellers maintain their gold standard status.

To sustain the momentum in 2022, we will remain committed to providing taste and value superiority better than competition and to pursue product innovation leveraging on the Philippine flavors that Red Ribbon USA is known for.

In this age of social media, we will find more ways to reach digital-savvy customers with campaigns promoting increased online transactions and expanding social media reach.

With all these strategies set in place, 2022 will be another banner year for Red Ribbon USA as we continue to welcome sweet new opportunities and challenges that will bring us to greater heights of success.

Hong Zhuang Yuan

Growing amidst Market Challenges

1992
宏状元
—現熬粥—

Hong Zhuang Yuan

GROWING AMIDST MARKET CHALLENGES

Hong Zhuang Yuan achieved profitability in 2021, driven particularly by its cloud kitchens that require relatively low investment but yield high returns, with an average 72.6% Return on Invested Capital (ROIC) and 1.16 payback (EBITDA). Our cloud kitchens allowed us to open a record high of 20 stores this year, setting the foundation for faster expansion by 2022.

20 STORES
Opened this Year

We also achieved double-digit growth of rolling-base sales from our loyalty system members. RB Restaurant achieved the highest month Average Daily Sales (ADS) record of RMB29,300, which is 9% of Store Operating Income (SOI).

RMB29,300
Highest Month Average Daily Sales

Moreover, we established a member-centered marketing management system, which integrated social media communication and word-of-mouth management through digital technology.

The brand continued to focus on the core competitiveness of our Top 10 flagship products, of which the share of business (SOB) reached 32.8%, higher by 3% compared to previous year.

With the positioning of family dinner, the SOB of Hong Zhuang Yuan's host dishes grew by 35.25%. The Preserved Egg, Lean Pork and Vegetable Congee retained their #1 status on DianPing, China's most popular review app. Meanwhile, the ranking of our Eight-Treasure Congee and Braised Noodles with Haricot both climbed to #1 by year-end from being Top 4. **Fifteen out of our 20 stores on DianPing received 4 of 5 stars, and 16 stores were listed in the platform's "hot list."**

15/20 STORES
Received 4 of 5 Stars

In 2021, our digitalization, membership management, and digital marketing effectively bolstered growth in repurchase rates and overall business performance.

The repurchase rate of loyalty program members increased from 2.06 to 2.31. The contribution of loyalty program members' consumption to total sales went up from 60.7% in 2020 to 65.8% in 2021, with the highest monthly rate reaching 70.3% in October 2021. The average per capita consumption of loyalty program members grew from 64.7% to 69.9%. Overall, the cumulative contribution to the incremental turnover was RMB11.78 million.

This year, we optimized our operation structure, improved operation efficiency, and increased store productivity. Our annual productivity reached a historical high of 155, up by 48% versus 2019.

Labor cost was reduced by 5% pts, and the OPEX cost of the same-caliber stores was reduced by 8%, again comparing to 2019, thereby reaching the lowest in history.

In 2022, we will speed up expansions by opening more cloud kitchens. Hong Zhuang Yuan will continue to improve brand and product positioning to drive our performance growth and regain our Top 1 spot in Beijing's market by year-end.

Mang Inasal

Sharpening Business Agility in Off-Premise Channels

Mang Inasal

SHARPENING BUSINESS AGILITY IN OFF-PREMISE CHANNELS

Mang Inasal's strong commitment to customer satisfaction as well as to product and service innovation, enabled us to regain our position as the fourth in the branded eat-out category in terms of value share, even amidst the COVID-19 pandemic.

We sharpened our business agility by improving our takeout and delivery services. We introduced new products and formats in response to changing customer preference. These include the Pork Liempo and Pork BBQ with peanut sauce and Java Rice, as well as family-size versions of Chicken Inasal, Palabok, Pork Sisig, and other best-selling products.

Mang Inasal's **Pay, Order, and Go** as well as **Call and Pick Up** services gave more availment options for our customers. We also launched our own digital applications and sustained our strong partnerships with GrabFood, Foodpanda, and other local food delivery platforms.

To address the perception that our products consumed in-store differ in quality from products availed through delivery, we embarked on a campaign that promoted our new "juicy-lock grilling process," thereby assuring our customers of the juiciness of our Chicken Inasal regardless of where and how it was ordered.

Along with our efforts to strengthen off-premise channels and product quality is the capacity-building of our people for these pivots in the business. We pursued a transparent, organization-wide communication and periodic roundtables across the business to drive focus and employee participation.

All these efforts led to the improved contribution of our off-premise operations to our overall sales. **By year-end of 2021, our takeout and delivery channels accounted for 45% of total sales - a marked increase from the 10% contribution before the pandemic**.

45% OF SALES FROM TAKEOUT AND DELIVERY

We remain committed to responsible corporate citizenship through various outreach programs of the Jollibee Group Foundation (JGF), particularly those that provide support to our medical frontliners. We also participated in JGF's Farmer Entrepreneurship Program for sourcing of raw materials. This year, we commit to Reinvent and Rise as we continue to work together with improved flexibility and stronger aspirations.

Mang Inasal is well on its way to its pre-pandemic performance and is poised to grow even further in the years ahead.

Burger King

Conquering and Winning in 2021

Burger King

CONQUERING AND WINNING IN 2021

Coming strong from its momentum in late 2020, Burger King (BK) Philippines sustained its sales growth in 2021, ending the year with +13% Average Daily Sales, +3% System-wide Sales, and +31% Average Check growth vs. 2019 despite fewer stores and manpower challenges due to COVID-19 surges and changing quarantine restrictions in the country.

BK's collective growth of +19% vs. 2019 was again fueled by our Bestsellers. With our strong focus on flame-grilling equity support, Whopper grew by +17.6% vs. 2019. Meanwhile, our 4-Cheese Whopper grew by +4.6% vs. 2019, and our X-tra Long Chicken posted a +52.9% growth vs. 2019 with the addition of the Junior line (launched back in September 2019), and a 2-for-P109 promo to drive penetration.

We also pursued exciting innovations such as the **Ghost Whopper, Steakhouse King, Spicy Chicken Nuggets, Cool Floats, BBQ Bacon X-tra Long Chicken, and new sauces for our X-tra Long Chicken Jr. Rice Meals**.

Our consistent efforts in topline sales also translated to significant profit gains. After five years, BK is now back to profit levels through better management of product, rental, and operating costs.

The year 2021 also marked our achievements in off-premise channels, with our delivery and drive-thru services growing significantly by **+349% and +73% vs. 2019**, respectively. We have expanded our reach through GrabFood's long-distance delivery, and eventually with Foodpanda. Regular promo activations also complemented our accelerated growth.

349% INCREASE
in Delivery and Drive-thru Services

As we maximize our third party aggregator partnerships, we also developed our in-house delivery capability with the launch of the BK app and website later in the year. All these efforts led to BK's all-time high market share as we have moved to #8 spot coming from #14.

#8 SPOT
from #14 in Branded Eat-Out Market Share

Burger King Philippines conquered in 2021, and together with the whole team, we will continue on our path to greater success.

Highlands Coffee

Sustaining Leadership in the Vietnamese Coffee Market

Highlands Coffee

SUSTAINING LEADERSHIP IN THE VIETNAMESE COFFEE MARKET

Highlands Coffee is strongly recovering from the ill effects of COVID-19 on the global economy and is poised to sustain its market leadership in Vietnam's coffee retail market in the years ahead.

We have overcome various pandemic-related challenges of 2021 in a position of strength. Digital and off-premise sales accounted for **>20% and >50% of our revenues,** respectively – a growth profile of more than **six times from our pre-COVID standing**.

We managed to open **61 stores** despite a country-wide lockdown in Q3, and ended the year with **483 stores in Vietnam and the Philippines**.

61 STORES

Opened despite lockdown

As Vietnam was recovering, we also found a significant growth opportunity for mid and long-term, anchored by the largest and fastest-growing coffee market across Southeast Asia. The region is in the early days of a "modernization shift" from independent to branded chain players.

Highlands Coffee remains as Vietnam's 'Flag Carrier' brand and most popular café chain, with a powerful social media presence and a brand representing the country's emergent consumer lifestyle. We are also a market leader in the Environmental, Social and Governance (ESG) standards in their local coffee industry, as demonstrated in 2021 by the **Highlands Green Project**. This green initiative aims to recycle 100% of plastic used in coffee shops by reducing usage and collecting used plastics for recycling.

With our iconic brand such as the Phin Sua Da® and Green Tea Freeze®, and our growing footprint in 38 cities and provinces across Vietnam,

Highlands Coffee is well on its way to a steady growth and market leadership.

PHO24

Determined to become the #1 Global Pho Chain

PHO24

DETERMINED TO BECOME THE #1 GLOBAL PHO CHAIN

PHO24® persisted and achieved remarkable results in 2021, amidst the challenges of the COVID-19 pandemic, This was made possible by our strength, resilience, and disciplined cost management.

PHO24® partnered with major aggregators to increase our delivery transactions' proportion of revenue from **~10% in 2020 to >20% in 2021** in response to the changing habits of our consumers. The brand's agility to shift the business model has rewarded PHO24® with a new sales channel that allowed us to connect with our customers under the new normal.

20% REVENUE

From Delivery Transactions increased from 10% in 2020

In our efforts to overcome COVID-19, we also focused on disciplined cost management by further **improving store operations** instead of opening new stores.

PHO24® stands to benefit considerably as the market reopens and out-of-home spending returns to pre-pandemic levels, which is expected over the course of 2022.

Given the strength of our brand and the global appeal for Pho and Vietnamese cuisine, we are well positioned to drive future growth through international expansion. PHO24® remains steadfast in its vision to becoming the #1 PHO Chain globally.

Smashburger

Digital and Business Transformation Delivers Strongest Same-Store Sales Growth Ever

Smashburger

DIGITAL AND BUSINESS TRANSFORMATION DELIVERS STRONGEST SAME-STORE SALES GROWTH EVER

Despite the impact of the COVID-19 pandemic and the "great resignation" on other industry players, Smashburger delivered its best same-store sales growth ever in 2021 and industry-leading 2-year same-store sales growth while continuing to rebuild our brand equity and opening successful new restaurants.

We jump-shifted our topline growth and restaurant box economics to achieve our vision of becoming a top 2 better burger chain in the next few years. The year 2021 marked significant progress in our five-point strategy, as follows:

TASTE SUPERIORITY

We continued to build on the innovation and taste improvements from 2020 with a number of new, high-impact product introductions.

The Scorchin' Hot Crispy Chicken sandwich entered Smashburger into the famous "Chicken Wars" in the US. Our new chicken offering "smashed it" with both consumers and the press, with one outlet dubbing it the winner of the chicken wars. Its launch drew over **800 million media impressions while contributing to the nearly 30% same-store sales growth**.

800 MILLION
Media Impressions

30% GROWTH
Same-store Sales

The Summer of Shakes campaign offering reinvigorated our super-premium shake category with three new innovative shake flavors that significantly increased shake incidence. These three new flavors carried an increase to the shake category by 19.3 percent.

To reinforce the brand's "Burger People's Burger" positioning, we teamed up with celebrity chef Rick Bayless to launch the Chorizo Cheeseburger. This authentic Mexican-themed premium burger delivered a bold breakthrough flavor and became a hit with Smashburger's "burger foodie" consumer.

FOOD QUALITY, SERVICE, CLEANLINESS, AND CONDITION OF RESTAURANTS (FSC)

The FSC approach became the cultural driver for our brand. We made huge strides in operational performance and guest satisfaction with Net Promoter Score and Overall Satisfaction ratings, achieving best-in-class levels. We also saw improvement in FSC performance with a 28-point increase of Certified Gold stores from 2020 to 2021.

REDEFINING THE STORE PORTFOLIO

We expanded our new **"Chef's Kitchen"** modern restaurant design that features an open kitchen concept, giving our customers a full view of the culinary process. This new model offers an approachable dining experience, equipped with drive-up or virtual drive-thru components, innovative cubby systems that offer a contactless experience, and a socially distanced, outdoor setting.

The design was rolled out to the broader network via 75 restaurant remodels and 15 new restaurant openings – bringing the system to 70% updated assets in just two years. The Hub and Spoke real estate development approach continued to deliver strong results for our new restaurant openings in 2021 despite the continued effects of the pandemic, particularly in uber-urban locations. Our new restaurant design, menu, digital estate, and operations approach facilitated some of the highest new store opening sales volumes in the brand's history.

BRAND POSITIONING

Smashburger continued to showcase its culinary expertise through the "**Smashed It, Every Bite a Better Burger"** ad campaign within a wide range of consumer touchpoints. In addition to the contribution of paid digital media, we secured over 1 billion impressions from food and lifestyle social media influencers, and another 2 billion from PR impressions.

The digital-first approach continued to build with an average **40% increase in organic search impressions**. Our revitalized relevance was recognized with the **Fast Casual Top 100 Movers and Shakers award for the first time in 7 years**, as well as with two additional awards for digital and transformation results.

40% INCREASE
in Organic Search Impressions

OVER 600K
in Loyalty Program Membership

We also continued to build and develop our rewards loyalty program, growing active membership over **100% from 300k to over 600k in 2021**. Additional targeted engagement campaigns were executed, delivering a 4x return of investment and engaging our most valuable audience segments.

TEAM INFRASTRUCTURE

We navigated the labor crisis in North America by focusing on employee retention, as well as on aggressive recruitment and marketing. Our employee tip program and social media-based recruiting helped us maintain our regular restaurant operations while many other industry players had reduced hours.

We also built our organizational strength in operations management, new store development, field marketing, and training. Our company will enter 2022 with the strongest team in its recent history with the skills and experience to drive growth to profitability on the core business.

With our five-point strategy, Smashburger is on track to achieve our vision of becoming a top 2 player in the fast-casual better burger category – thanks to the commitment and passion of our dynamic team.

Smashed It!

The Coffee Bean and Tea Leaf ®

Strong Focus on Leadership, Management and Customer Satisfaction Drives Further Growth

THE COFFEE BEAN & TEA LEAF ™ Est. 1963

CBTL

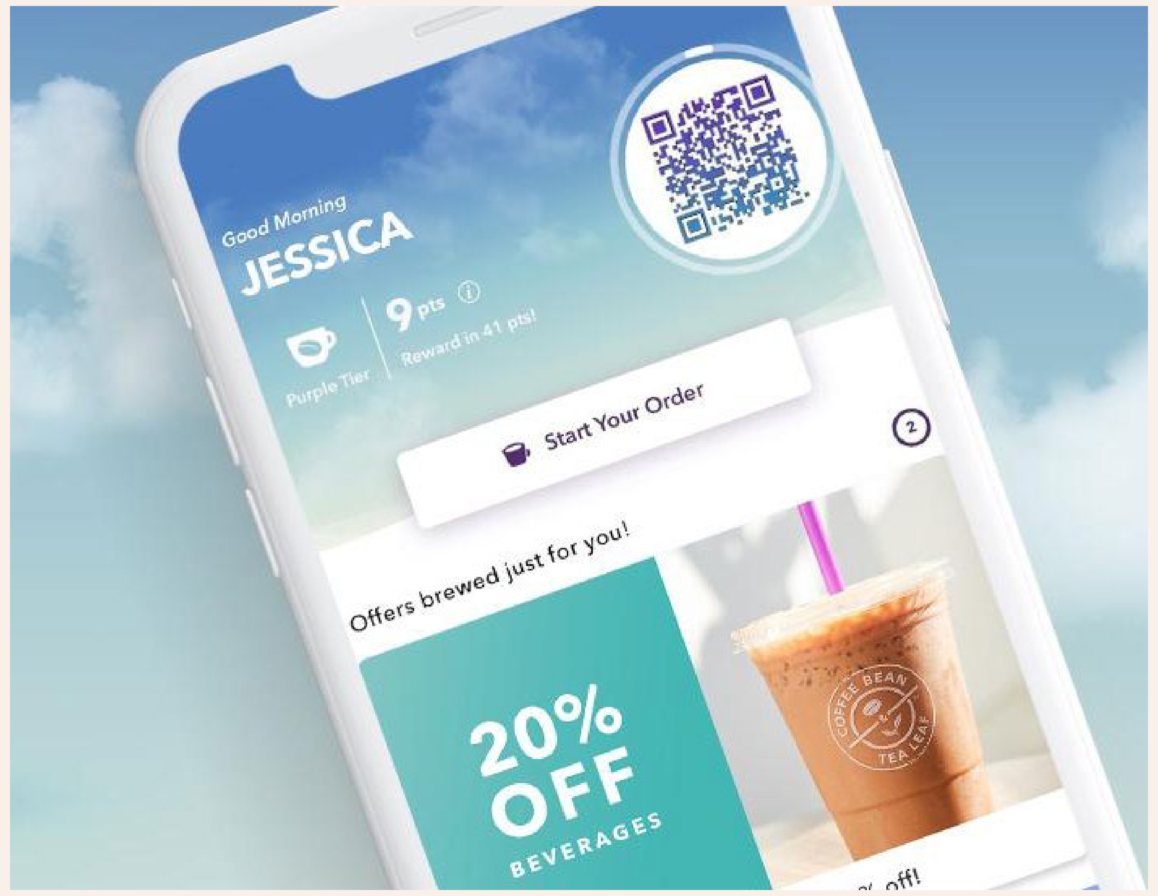
STRONG FOCUS ON LEADERSHIP, MANAGEMENT AND CUSTOMER SATISFACTION DRIVES FURTHER GROWTH

The Coffee Bean & Tea Leaf achieved positive net operating profit in 2021, two years after the acquisition by Jollibee Foods Corporation, despite the challenges and volatility brought by the COVID-19 pandemic.

We have pivoted to fulfill our customer needs wherever possible, working proactively and flexibly with third-party delivery service providers, keeping cafes open for takeaway, and creating opportunities such as curb side service in Qatar. Delivery became a large component of the business in many markets, and drove significant growth in average cheque. Delivery sales were strongest in Singapore and Malaysia, growing six times the 2019 pre-pandemic delivery sales levels and contributing to **more than 25% of system sales** in said markets.

We were also able to remain relevant to evolving customer preferences – testing oat milk in many markets in our Flagship Core Menu item, Latte and our signature Ice Blended®. In the US we also successfully trialed a **plant-based meat product – the Beyond Breakfast Sausage® Sandwich**.

The new sandwich was also part of a key US business initiative to grow our relevance for breakfast. To achieve this, we invested in a new oven platform that allowed for both new menu item development and significant quality improvement in the taste and "crunch" of our existing products. As a result, food contribution in the US business has **increased by 6%** by the end of 2021 and, with media support in 2022, this will continue to grow.



Our drive thru service did well in 2021, particularly in the US, driven by consumer behavior shifts. To support this channel, CBTL invested in technology in the fourth quarter of the year to help **increase efficiency and speed of service**.

In 2021, we also initiated a new consolidation of our **Core Beverage executions**, creating a format for common executions across all markets and utilizing the limited time offer as a "new news" driver. This is to ensure that our investments are strengthening our core items for which we are famous, and in building significant supply chain and marketing efficiencies.

These executions will commence in 2022.

We continued **opening stores in Malaysia and Singapore with net openings of 26 units**. We are achieving strong unit economics in these stores and will continue to accelerate outlet growth in these markets. We have invested with real estate partners across all major markets to ensure that our market and network development will drive accelerated

26 NET OPENINGS

financial performance and returns.

CBTL had excellent performance in international markets in Kuwait and Qatar and will continue to have a strong presence in South Korea and the Philippines.

The Coffee Bean & Tea Leaf remains committed to delivering quality coffee and delightful experience to consumers around the world.

Jollibee Group Foundation, Inc.

Committed to Community Recovery and Empowerment

Jollibee Group Foundation, Inc.

COMMITTED TO COMMUNITY RECOVERY AND EMPOWERMENT

Throughout the COVID-19 pandemic and in the face of natural calamities, the Jollibee Group Foundation (JGF) remained committed to improving the resilience and capacity of local communities through various programs in support of agriculture and disaster response.

Farmer Entrepreneurship Program

Our Foundation continued to help smallholder farmers sharpen their agro-entrepreneurship skills and link them with institutional markets for greater productivity and income. In 2021, our FEP-trained farmers delivered **486,000 kilos of vegetables** to the Jollibee Group. Since 2008, **17 farmer groups** have produced **nearly nine million kilos of vegetables equivalent to more than Php360 million worth of sales**.

9 MILLION KILOS
of Vegetables delivered by 17 farmer groups to Jollibee Group since 2009

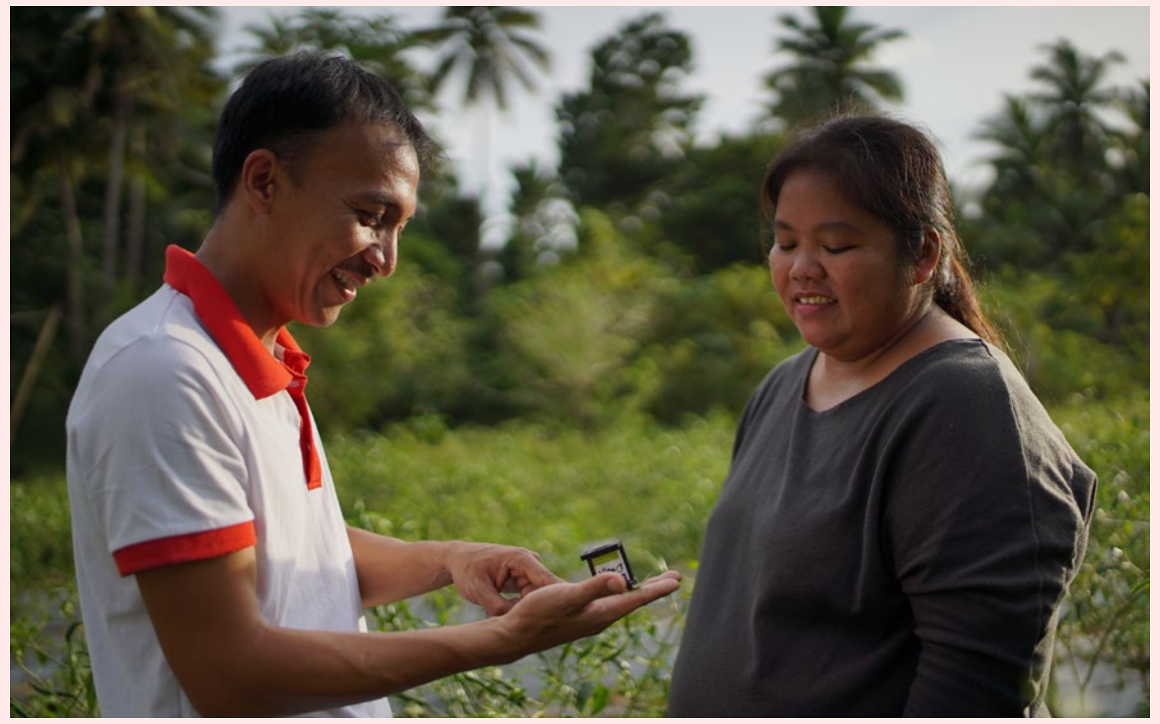
Field facilitators are indispensable in providing agro-entrepreneurship support and education to farmer groups. To reach more farmers for this knowledge and technical training, JGF launched its **first online Agro-Entrepreneurship for Inclusive Value Chains Course in partnership with Xavier University - Ateneo de Cagayan**. The program trained **97 new field facilitators from 47 organizations**, including national and local government agencies and non-government organizations. We also partnered with the Department of Agriculture for the participation of its regional field offices in the course and in organizing farmer groups in every region using the **Agro-Enterprise Clustering Approach**. Since 2008, JGF and its partners have trained over **3,000 farmers to organize themselves and consolidate their produce for greater market competitiveness** by selling directly to institutional markets such as JFC, other restaurants, hotels, food processors and supermarkets.

As part of our efforts to encourage the youth to engage in farming, we provided scholarships to **50 underprivileged students** to take the **Agro-enterprise National Certificate II Course by the Don Bosco Training Center in Davao del Sur and the Sacred Heart Savings Cooperative in Ilocos Sur**.

3,000 FARMERS
trained in engaging agriculture value chains

This program is a joint effort of JGF and Don Bosco and was accredited by the Technical Education and Skills Development Authority.

Our Foundation also worked with **IBM's The Weather Company** to help farmers in crop management by using accurate and community-level weather forecasting. The Central Luzon State University helped translate the weather data into prescribed farm practices. The project involved **12 barangays in Nueva Ecija and Pangasinan**, and will be expanded to more communities by 2022.



Jollibee Group FoodAID

FoodAID is Jollibee Group's disaster response program. Even as quarantine protocols eased up in 2021, the spread of COVID-19 variants required continuous humanitarian aid. Together with our partners, JGF distributed **2.67 million meals** to families affected by the pandemic, and **7,000 meals** to our frontliners. This was made possible in part through the expansion of our **partnership with the German Investment Corporation**.

2.67M MEALS
Distributed to Families affected by the Pandemic

7,000 MEALS
Distributed to our Frontliners

Our Foundation also distributed **217,000 meals** to families displaced by natural disasters. A total of **86,750 hot meals** were served to families in evacuation centers in Batangas in the aftermath of Taal Volcano's eruption in July, as well as in La Union during Typhoon Maring in October. **The Typhoon Odette FoodAID Response** also served meals to **131,029 people** from 39 cities and municipalities in nine provinces.

217,000 MEALS
Distributed to Families Displaced by Natural Disasters

86,750 HOT MEALS
Served to families in evacuation centers in Batangas after Taal Volcano's Eruption in July

Indeed, the year 2021 has demonstrated that the limitations posed by health and safety concerns will not prevent the Jollibee Group Foundation from developing creative solutions to help improve the lives of Filipinos.

Business and Function Heads*

HEADS OF PHILIPPINES UNITS

JOSEPH TANBUNTIONG
President, Regional Business Head – Philippines

FERNANDO YU, JR.
President, Jollibee Business

KENNETH ANDREW LINGAN
President, Chowking Business

JOSE ALEXANDER SUBIDO
President, Mang Inasal Business

JUSTO ALANO III
Group Head, Greenwich, Red Ribbon and Foreign Franchised Business

JOSEPH MICHAEL CASTRO
President, Greenwich Business

JOSE AMADO DOMINGUEZ
General Manager, Burger King Business

HEADS OF INTERNATIONAL UNITS

THOMAS RYAN
Chief Product Development Advisor

YIXING FRANK SHENG
Internal Audit Head, International Business

THAI PHI DIEP
CEO, SuperFoods Group
Interim CEO, The Coffee Bean & Tea Leaf® Business

HEADS OF CHINA UNITS

CARL BRIAN TANCAKTIONG
Chairman, JFC China

LOUIE LIU
Concurrent President, JFC China and Yonghe King Business

LI YI
General Manager, Hong Zhuang Yuan Business

*As of April 1, 2022

HEADS OF NORTH AMERICA UNITS

MARIBETH DELA CRUZ
President, Philippine Brands – North America

CARL BACHMANN
President, Smashburger Business

HEAD OF EMEAA UNITS

DENNIS FLORES
President, Regional Business Head – EMEAA

HEADS OF CORPORATE UNITS

JOSE MA. MINANA, JR.
Chief Sustainability and Public Affairs Officer

DANIEL RAFAEL RAMON GOMEZ III
Chief Marketing Officer

ARSENIO SABADO
Chief Human Resources Officer

LORNA ATUN
AVP - Internal Audit

JOLLIBEE GROUP FOUNDATION, INC.

GRACE TAN CAKTIONG
President, Jollibee Group Foundation, Inc.

AUDITED CONSOLIDATED FINANCIAL STATEMENTS TABLE OF CONTENTS

SELECTED FINANCIAL DATA

(in P'000, except Number of Stores, Personnel, Ratios, Per Share Data and Outstanding Shares)

FOR THE YEAR	2018	2019	2020	2021
Consolidated System-wide Sales	212,185,435	243,792,179	175,970,286	211,719,459
Revenues	161,167,782	179,626,188	129,313,002	153,575,590
Net Income	7,641,586	7,510,781	(12,633,623)	5,501,991
Net Income (Attributable to Equity Holders of the Parent)	8,212,608	7,302,726	(11,510,727)	5,981,690
Payroll and Benefits	23,616,010	28,015,224	27,920,054	28,012,314
Personnel	44,307	45,006	35,904	36,314
Number of Stores				
Jollibee*	1,378	1,461	1,478	1,520
Greenwich	285	284	273	269
Chowking*	620	665	619	604
Red Ribbon*	499	535	526	553
Yonghe King	320	339	354	394
Hong Zhuang Yuan	44	42	31	51
Mang Inasal	552	611	594	578
Burger King	101	105	98	103
Dunkin' Donuts	13	8	3	7
Highlands Coffee	317	401	483	483
PHO24	35	39	53	54
HardRock Café	8	6	2	-
Smashburger	349	301	237	245
Coffee Bean and Tea Leaf	-	1,173	1,071	1,048
Panda Express	-	1	1	4
Tim Ho Wan	-	-	1	8
Yoshinoya	-	-	-	3
Cloud Kitchens	-	-	8	9

*Domestic and International

AT YEAR-END	2018	2019	2020	2021
Total Assets	150,512,878	187,442,763	210,810,130	210,838,227
Total Property & Equipment	26,672,549	32,592,122	28,684,131	30,608,819
Total Equity	48,996,097	53,369,742	68,031,863	74,184,155
Current Ratio	1.07	0.68	1.36	1.43
Debt Ratio	0.68	0.72	0.79	0.71
PER SHARE DATA				
Basic Earnings Per Share	7.555	6.684	(10.445)	5.302
Diluted Earnings Per Share	7.443	6.608	(10.433)	5.293
Cash Dividend	2.48	2.58	1.30	1.67
Book Value	45.72	49.58	62.49	68.01
SHARE INFORMATION				
Outstanding Shares (net of Treasury Shares)	1,071,588,533	1,076,523,234	1,088,631,598	1,090,716,893

STATEMENT OF MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The management of JOLLIBEE FOODS CORPORATION AND SUBSIDIARIES (the JFC Group) is responsible for the preparation and fair presentation of the consolidated financial statements including the schedules attached therein, for the years ended December 31, 2021, 2020 and 2019, in accordance with the prescribed financial reporting framework indicated therein, and for such internal control as management determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the JFC Group's ability to continue as a going concern, disclosing, as applicable matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the JFC Group or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the JFC Group's financial reporting process.

The Board of Directors reviews and approves the consolidated financial statements including the schedules attached therein, and submits the same to the stockholders.

SyCip Gorres Velayo & Co., the independent auditor appointed by the stockholders for the years ended December 31, 2021, 2020 and 2019, has audited the consolidated financial statements of the JFC Group in accordance with Philippine Standards on Auditing, and in its report to the stockholders, has expressed its opinion on the fairness of presentation upon completion of such audit.

Signed under oath by the following:

TONY TAN CAKTIONG
Chairman of the Board

ERNESTO TANMANTIONG
President and Chief Executive Officer

YSMAEL BAYSA
Chief Financial Officer

MARILOU N. SIBAYAN
Vice President and Comptroller - Worldwide

REPUBLIC OF THE PHILIPPINES)
CITY OF PASIG) S.S

Before me, a notary public in and for the city named above, personally appeared the following:

NAME	COMPETENT EVIDENCE OF IDENTITY
Tony Tan Caktiong	Passport No. P3722018B, issued on November 4, 2019 and expiring on November 3, 2029
Ernesto Tanmantiong	Passport No. P8719063A, issued on September 12, 2018 and expiring on September 11, 2028
Ysmael V. Baysa	Passport No. P6503801B, issued on March 17, 2021 and expiring on March 16, 2031
Marilou N. Sibayan	SSS Number: 03-9964176-9

Who are personally known to me and to me known to be the same person who presented the foregoing instrument and signed the instrument in my presence, and who took on oath before me as to such instrument.

Witness my hand and seal this March 22, 2022

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Book No. 3
Series of 2022

ANA ISABEL F. CASTELO

INDEPENDENT AUDITOR'S REPORT

The Stockholders and the Board of Directors
Jollibee Foods Corporation
Doing business under the name and style of Jollibee
and Subsidiaries
10/F Jollibee Plaza Building
10 F. Ortigas Jr. Avenue, Ortigas Center
Pasig City

OPINION

We have audited the consolidated financial statements of Jollibee Foods Corporation Doing business under the name and style of Jollibee (the Parent Company) and its subsidiaries (the JFC Group), which comprise the consolidated statements of financial position as at December 31, 2021 and 2020, and the consolidated statements of comprehensive income, consolidated statements of changes in equity and consolidated statements of cash flows for each of the three years in the period ended December 31, 2021, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the JFC Group as at December 31, 2021 and 2020, and its consolidated financial performance and its consolidated cash flows for each of the three years in the period ended December 31, 2021 in accordance with Philippine Financial Reporting Standards (PFRSs).

BASIS FOR OPINION

We conducted our audits in accordance with Philippine Standards on Auditing (PSAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the JFC Group in accordance with the Code of Ethics for Professional Accountants in the Philippines (Code of Ethics) together with the ethical requirements that are relevant to our audit of the consolidated financial statements in the Philippines, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Recoverability of Goodwill and Trademarks with Indefinite Life

Under Philippine Accounting Standard (PAS) 36, Impairment of Assets, the JFC Group is required to annually test the amount of goodwill and trademark with indefinite life for impairment. This annual impairment test was significant to our audit because the balance of goodwill and trademark with indefinite life amounting to ₱14,889.0 million and ₱35,048.0 million as at December 31, 2021, respectively, are material to the consolidated financial statements.

In addition, management's assessment process is complex and highly judgmental and is based on assumptions, specifically discount rate, which is applied to the cash flows, net sales forecasts, long-term revenue growth rate, and EBITDA which are affected by expected future market or economic conditions, particularly those in the Philippines, the People's Republic of China, Vietnam and the United States of America.

The JFC Group's disclosures about goodwill and trademarks with indefinite life are included in Note 14, which specifically explains that small changes in the key assumptions used could give rise to an impairment of the goodwill balance in the future.

Audit Response

We involved our internal specialist in evaluating the methodologies and the assumptions used in determining the recoverable amounts of the cash-generating units (CGUs) for goodwill and the trademarks with indefinite life. These assumptions include the discount rate, net sales forecasts, long-term revenue growth rate and EBITDA.

We compared the key assumptions used, such as forecasted long-term revenue growth rate, forecasted net sales and EBITDA against the historical data of the CGUs and inquired from management and operations personnel about the plans to support the forecast.

Furthermore, we tested the parameters used in the determination of discount rate against market data. We also reviewed the JFC Group's disclosures about those assumptions to which the outcome of the impairment test is most sensitive, specifically those that have the most significant effect on the determination of the recoverable amount of goodwill and trademarks with indefinite life.

Recognition of Deferred Income Tax Assets

The Parent Company and certain subsidiaries (foreign and local) have recognized deferred tax assets amounting to ₱17,086.6 million as at December 31, 2021. Of that amount, around 26% relates to net operating loss carryover and excess minimum corporate income tax over regular corporate income tax. Management evaluated the recognition of these deferred tax assets based on the forecasted taxable income taking into account the period in which the deductible temporary differences can be claimed in the Philippines, the People's Republic of China and the United States of America. The recognition of deferred tax assets is significant to our audit because the assessment process is complex and judgmental, and is based on assumptions that are affected by expected future market or economic conditions and the expected future performance as well as management's plans and strategies of the relevant taxable entities.

The disclosures in relation to deferred income taxes are included in Note 24 to the consolidated financial statements.

Audit Response

We updated our understanding of the Parent Company and its subsidiaries' deferred income tax calculation process and, together with our internal specialist, the applicable tax rules and regulations. We evaluated management's assessment on the availability of future taxable income with reference to financial forecasts and tax strategies. We evaluated management's forecast by comparing the forecasts of future taxable income against approved budgets, historical performance of the relevant entities like past revenue growth rates and with relevant external market information such as inflation, taking into consideration the impact associated with coronavirus pandemic. We also assessed the timing of the reversal of future taxable and deductible temporary differences.

OTHER INFORMATION

Management is responsible for the other information. The other information comprises the information included in the SEC Form 20-IS (Definitive Information Statement), SEC Form 17-A and Annual Report for the year ended December 31, 2021, but does not include the consolidated financial statements and our auditor's report thereon. The SEC Form 20-IS (Definitive Information Statement), SEC Form 17-A and Annual Report for the year ended December 31, 2021 are expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audits of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audits, or otherwise appears to be materially misstated.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with PFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the JFC Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the JFC Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the JFC Group's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with PSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with PSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the JFC Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the JFC Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the JFC Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the JFC Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit.
  We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Mariecris N. Barbaso.

SYCIP GORRES VELAYO & CO.

Mariecris N. Barbaso

Mariecris N. Barbaso
Partner
CPA Certificate No. 97101
Tax Identification No. 202-065-716
BOA/PRC Reg. No. 0001, August 25, 2021, valid until April 15, 2024
SEC Partner Accreditation No. 97101-SEC (Group A)
Valid to cover audit of 2021 to 2025 financial statements of SEC covered institutions
SEC Firm Accreditation No. 0001-SEC (Group A)
Valid to cover audit of 2021 to 2025 financial statements of SEC covered institutions
BIR Accreditation No. 08-001998-108-2020, November 27, 2020, valid until November 26, 2023
PTR No. 8853470, January 3, 2022, Makati City

March 22, 2022

INDEPENDENT AUDITOR'S REPORT ON SUPPLEMENTARY SCHEDULES

The Stockholders and the Board of Directors
Jollibee Foods Corporation
doing business under the name and style of Jollibee
and Subsidiaries
10/F Jollibee Plaza Building
10 F. Ortigas Jr. Ave., Ortigas Center
Pasig City

We have audited in accordance with Philippine Standards on Auditing, the consolidated financial statements of Jollibee Foods Corporation doing business under the name and style of Jollibee (the Parent Company) and its subsidiaries (the JFC Group) as at December 31, 2021 and 2020 and for each of the three years in the period ended December 31, 2021 and have issued our report thereon dated March 22, 2022. Our audits were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The schedules listed in the Index to the Supplementary Schedules are the responsibility of the JFC Group's management. These schedules are presented for purposes of complying with Revised Securities Regulation Code Rule 68 and are not part of the basic financial statements. These schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, fairly state, in all material respects, the information required to be set forth therein in relation to the basic financial statements taken as a whole.

SYCIP GORRES VELAYO & CO.

Mariecris N. Barbaso
Partner
CPA Certificate No. 97101
Tax Identification No. 202-065-716
BOA/PRC Reg. No. 0001, August 25, 2021, valid until April 15, 2024
SEC Partner Accreditation No. 97101-SEC (Group A)
Valid to cover audit of 2021 to 2025 financial statements of SEC covered institutions
SEC Firm Accreditation No. 0001-SEC (Group A)
Valid to cover audit of 2021 to 2025 financial statements of SEC covered institutions
BIR Accreditation No. 08-001998-108-2020, November 27, 2020, valid until November 26, 2023
PTR No. 8853470, January 3, 2022, Makati City

March 22, 2022

INDEPENDENT AUDITOR'S REPORT COMPONENTS OF FINANCIAL SOUNDNESS INDICATORS

The Stockholders and the Board of Directors
Jollibee Foods Corporation
doing business under the name and style of Jollibee
and Subsidiaries
10/F Jollibee Plaza Building
10 F. Ortigas Jr. Ave., Ortigas Center
Pasig City

We have audited in accordance with Philippine Standards on Auditing, the consolidated financial statements of Jollibee Foods Corporation doing business under the name and style of Jollibee (the Parent Company) and its subsidiaries (the JFC Group) as at December 31, 2021 and 2020 and for each of the three years in the period ended December 31, 2021, and have issued our report thereon dated March 22, 2022. Our audits were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The Supplementary Schedule on Financial Soundness Indicators, including their definitions, formulas, calculation, and their appropriateness or usefulness to the intended users, are the responsibility of the JFC Group's management. These financial soundness indicators are not measures of operating performance defined by Philippine Financial Reporting Standards (PFRS) and may not be comparable to similarly titled measures presented by other companies. This schedule is presented for the purpose of complying with Revised Securities Regulation Code Rule 68 issued by the Securities and Exchange Commission, and is not a required part of the basic financial statements prepared in accordance with PFRS. The components of these financial soundness indicators have been traced to the JFC Group's consolidated financial statements as at December 31, 2021 and 2020 and for each of the three years in the period ended December 31, 2021 and no material exceptions were noted.

SYCIP GORRES VELAYO & CO.

Mariecris N. Barbaso
Partner
CPA Certificate No. 97101
Tax Identification No. 202-065-716
BOA/PRC Reg. No. 0001, August 25, 2021, valid until April 15, 2024
SEC Partner Accreditation No. 97101-SEC (Group A)
Valid to cover audit of 2021 to 2025 financial statements of SEC covered institutions
SEC Firm Accreditation No. 0001-SEC (Group A)
Valid to cover audit of 2021 to 2025 financial statements of SEC covered institutions
BIR Accreditation No. 08-001998-108-2020, November 27, 2020, valid until November 26, 2023
PTR No. 8853470, January 3, 2022, Makati City

March 22, 2022

JOLLIBEE FOODS CORPORATION

DOING BUSINESS UNDER THE NAME AND STYLE OF JOLLIBEE

AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

(Amounts in Thousand Pesos)

	December 31	
	2021	2020
ASSETS		
Current Assets		
Cash and cash equivalents (NOTES 6, 31 AND 32)	₱24,692,675	₱21,361,486
Short-term investments (NOTES 6, 31 AND 32)	79,700	441,000
Financial assets at fair value through profit or loss (NOTES 10, 31 AND 32)	14,412,902	35,658,565
Receivables and contract assets (NOTES 7, 31 AND 32)	7,245,986	7,049,934
Inventories (NOTE 8)	9,355,329	8,295,828
Other current assets (NOTE 9)	9,595,475	7,233,744
Total Current Assets	65,382,067	80,040,557
Noncurrent Assets		
Financial assets at fair value through profit or loss (NOTES 10, 31 AND 32)	40,232	33,792
Interests in and advances to joint ventures, co-venturers and associates (NOTE 11)	15,426,603	7,329,618
Property, plant and equipment (NOTE 12)	30,608,819	28,684,131
Right-of-use assets (NOTE 29)	38,168,366	34,224,143
Investment properties (NOTE 13)	–	572,722
Trademarks, goodwill and other intangible assets (NOTE 14)	50,610,888	50,224,078
Operating lease receivables (NOTES 29, 31 AND 32)	55,532	87,160
Finance lease receivables (NOTES 29 AND 31)	56,674	70,800
Deferred tax assets - net (NOTE 24)	6,874,855	6,114,384
Other noncurrent assets (NOTES 15, 31 AND 32)	3,614,191	3,428,745
Total Noncurrent Assets	145,456,160	130,769,573
	₱210,838,227	₱210,810,130
LIABILITIES AND EQUITY		
Current Liabilities		
Trade payables and other current liabilities and contract liabilities (NOTES 16, 31 AND 32)	₱32,952,755	₱31,366,014
Income tax payable	148,617	196,658
Short-term debt (NOTE 18)	510,000	15,875,457
Current portion of:		
Lease liabilities (NOTES 29, 31 AND 32)	7,284,154	6,479,140
Long-term debt (NOTES 18, 31 AND 32)	4,950,565	4,720,096
Provisions (NOTE 17)	–	291,110
Total Current Liabilities	45,846,091	58,928,475

	2021	2020
Noncurrent Liabilities		
Senior debt securities (NOTES 18 AND 31)	30,426,149	28,628,999
Noncurrent portion of:		
Lease liabilities (NOTES 29, 31 AND 32)	35,899,523	32,604,585
Long-term debt (NOTES 18, 31 AND 32)	17,409,612	14,538,117
Interest in an associate (NOTE 11)	179,088	127,894
Pension liability (NOTE 25)	2,416,465	2,917,500
Derivative liability (NOTES 18, 31 AND 32)	12,795	141,480
Provisions (NOTE 17)	1,035,636	1,035,636
Deferred tax liabilities - net (NOTE 24)	3,428,713	3,855,579
Total Noncurrent Liabilities	90,807,981	83,849,790
Total Liabilities	₱136,654,072	₱142,778,265
Equity Attributable to Equity Holders of the Parent Company (NOTE 31)		
Capital stock:		
Preferred (NOTE 19)	12,000,000	–
Common - net of subscription receivable (NOTE 19)	1,107,164	1,105,079
Additional paid-in capital (NOTE 19)	10,331,342	9,913,890
Other reserve (NOTE 11)	1,877,400	1,877,400
Cumulative translation adjustments of foreign subsidiaries and interests in joint ventures and associates (NOTE 11)	1,082,109	(477,554)
Remeasurement loss on net defined benefit plan - net of tax (NOTE 25)	(1,140,807)	(1,401,113)
Comprehensive loss on derivative liability (NOTE 18)	(12,795)	(141,480)
Excess of cost over the carrying value of non-controlling interests acquired (NOTES 11 AND 19)	(2,026,340)	(2,026,340)
Retained earnings (NOTE 19):		
Appropriated for future expansion	18,700,000	20,000,000
Unappropriated	13,863,987	9,869,889
	55,782,060	38,719,771
Less cost of common stock held in treasury (NOTE 19)	180,511	180,511
	55,601,549	38,539,260
Senior perpetual securities (NOTES 10 AND 19)	20,264,804	30,588,000
Non-controlling interests (NOTE 11)	(1,682,198)	(1,095,395)
Total Equity	74,184,155	68,031,865
	₱210,838,227	₱210,810,130

See accompanying Notes to Consolidated Financial Statements.

JOLLIBEE FOODS CORPORATION

DOING BUSINESS UNDER THE NAME AND STYLE OF JOLLIBEE

AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

(Amounts in Thousand Pesos, Except Per Share Data)

	Years Ended December 31		
	2021	2020	2019
REVENUES			
Gross sales	₱146,496,331	₱124,577,293	₱170,291,063
Sales discount	(3,909,895)	(3,332,250)	(3,381,699)
Net sales	142,586,436	121,245,043	166,909,364
Royalty, set-up fees and others (NOTE 20)	8,710,309	6,467,134	9,715,716
	151,296,745	127,712,177	176,625,080
PFRS 15 impact on system-wide advertising fees	2,278,845	1,600,825	3,001,108
	153,575,590	129,313,002	179,626,188
DIRECT COSTS (NOTE 21)	127,496,679	115,726,337	150,257,881
GROSS PROFIT	26,078,911	13,586,665	29,368,307
EXPENSES			
General and administrative expenses - net (NOTE 22)	16,473,091	23,754,221	18,906,734
Advertising and promotions	3,331,207	2,643,907	3,982,583
	19,804,298	26,398,128	22,889,317
INTEREST INCOME (EXPENSE) (NOTE 23)			
Interest income	164,967	226,616	400,657
Interest expense	(4,145,749)	(3,787,652)	(3,187,298)
	(3,980,782)	(3,561,036)	(2,786,641)
EQUITY IN NET EARNINGS (LOSSES) OF JOINT VENTURES AND ASSOCIATES - Net (NOTE 11)	(43,423)	(1,081,308)	23,384
OTHER INCOME - Net (NOTE 23)	3,893,018	4,161,177	6,850,218
INCOME (LOSS) BEFORE INCOME TAX	6,143,426	(13,292,630)	10,565,951
PROVISION FOR (BENEFIT FROM) INCOME TAX (NOTE 23)			
Current	2,029,364	1,546,619	3,255,664
Deferred	(1,387,929)	(2,205,626)	(200,494)
	641,435	(659,007)	3,055,170
NET INCOME (LOSS)	5,501,991	(12,633,623)	7,510,781

	2021	2020	2019
OTHER COMPREHENSIVE INCOME (LOSS)			
Other comprehensive income (loss) to be reclassified to profit or loss in subsequent periods:			
Translation adjustments of foreign subsidiaries	1,490,782	(1,331,909)	428,818
Translation adjustments of foreign joint ventures and associates (NOTE 11)	(110,257)	69,126	(131,893)
Comprehensive income (loss) on derivative liability (NOTE 18)	128,685	(83,239)	(141,093)
	1,509,210	(1,346,022)	155,832
Other comprehensive income (loss) not to be reclassified to profit or loss in subsequent periods:			
Remeasurement gain (loss) on pension - net of tax (NOTE 25)	260,306	(435,722)	(657,396)
	1,769,516	(1,781,744)	(501,564)
TOTAL COMPREHENSIVE INCOME (LOSS)	₱7,271,507	(₱14,415,367)	₱7,009,217
Net Income (Loss) Attributable to:			
Equity holders of the Parent Company (NOTE 28)	₱5,981,690	(₱11,510,727)	₱7,302,726
Non-controlling interests	(479,699)	(1,122,896)	208,055
	₱5,501,991	(₱12,633,623)	₱7,510,781
Total Comprehensive Income (Loss) Attributable to:			
Equity holders of the Parent Company	₱7,930,344	(₱13,339,322)	₱6,748,918
Non-controlling interests	(658,837)	(1,076,045)	260,299
	₱7,271,507	(₱14,415,367)	₱7,009,217
Earnings (Loss) Per Share for Net Income (Loss) Attributable to Equity Holders of the Parent Company (NOTE 28)			
Basic	₱5.302	(₱10.445)	₱6.684
Diluted	5.293	(10.433)	6.608

See accompanying Notes to Consolidated Financial Statements.

JOLLIBEE FOODS CORPORATION

DOING BUSINESS UNDER THE NAME AND STYLE OF JOLLIBEE

AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

FOR THE YEARS ENDED DECEMBER 31, 2021 AND 2020

(Amounts in Thousand Pesos)

	Equity Attributable to Equity Holders of the Parent Company (NOTE 31)														
									Retained Earnings (NOTE 19)						
	Preferred Stock (NOTE 19)	Capital Stock - Net of Subscription Receivable (NOTE 19)	Additional Paid-in Capital (NOTE 19)	Other Reserve (NOTE 11)	Cumulative Translation Adjustments of Foreign Subsidiaries and Interests in Joint Ventures and Associates (NOTE 11)	Remeasurement Gain (Loss) on Net Defined Benefit Plan - Net of tax (NOTE 25)	Comprehensive Income (Loss) on Derivative Liability (NOTE 18)	Excess of Cost Over the Carrying Value of Non-controlling Interests Acquired (NOTES 11 AND 19)	Appropriated for Future Expansion	Unappropriated	Cost of Common Stock Held in Treasury (NOTE 19)	Total	Senior Perpetual Securities (NOTE 19)	Non-controlling Interests (NOTE 11)	Total Equity
Balance at January 1, 2021	₱–	₱1,105,079	₱9,913,890	₱1,877,400	(₱477,554)	(₱ 1,401,113)	(₱ 141,480)	(₱2,026,340)	₱20,000,000	₱9,869,889	(₱180,511)	₱38,539,260	₱30,588,000	(₱1,095,395)	₱68,031,865
Net loss	–	–	–	–	–	–	–	–	–	5,981,690	–	5,981,690	–	(479,699)	5,501,991
Other comprehensive income (loss)	–	–	–	–	1,559,663	260,306	128,685	–	–	–	–	1,948,654	–	(179,138)	1,769,516
Total comprehensive income (loss)	–	–	–	–	1,559,663	260,306	128,685	–	–	5,981,690	–	7,930,344	–	(658,837)	7,271,507
Movements in other equity accounts:															
Issuances of and subscriptions to	–	2,085	321,749	–	–	–	–	–	–	–	–	323,834	–	–	323,834
capital stock (NOTE 19)	12,000,000	-	(80,324)	–	–	–	–	–	–	–	–	11,919,676	–	–	11,919,676
Issuances of preferred stock (NOTE 19)	–	–	176,027	–	–	–	–	–	–	–	–	176,027	–	–	176,027
Cost of stock options granted - net of tax (NOTE 26)	–	–	–	–	–	–	–	–	–	(1,965,106)	–	(1,965,106)	–	(28,581)	(1,993,687)
Cash dividends (NOTE 19)															
Reversal of appropriated retained earnings	–	–	–	–	–	–	–	–	(20,000,000)	20,000,000	-	–	-	–	–
during the year (NOTE 19)	–	–	–	–	–	–	–	–	18,700,000	(18,700,000)	-	–	-	–	–
Appropriation during the year (NOTE 19)	–	–	–	–	–	–	–	–	–	(167,423)	–	(167,423)	(10,323,196)	–	(10,490,619)
Redemption of senior perpetual securities (NOTE 19)	–	–	–	–	–	–	–	–	–	(1,155,063)	–	(1,155,063)	–	-	(1,155,063)
Distribution on senior perpetual securities (NOTE 19)	–	–	–	–	–	–	–	–	–	–	–	–	-	100,615	100,615
Additional investment during the year (NOTE 11)															
	12,000,000	2,085	417,452	-	-	-	-	-	(1,300,000)	(1,987,592)	-	9,131,945	(10,323,196)	72,034	(1,119,217)
Balances at December 31, 2021	₱12,000,000	₱1,107,164	₱10,331,342	₱1,877,400	₱1,082,109	(₱1,140,807)	(₱12,795)	(₱2,026,340)	₱18,700,000	₱13,863,987	(₱180,511)	₱55,601,549	₱20,264,804	(₱1,682,198)	₱74,184,155
Balance at January 1, 2020	₱–	₱1,092,971	₱8,797,360	₱1,877,400	₱832,080	(₱965,391)	(₱58,241	(₱1,804,766)	₱20,000,000	₱23,879,437	(₱180,511)	₱53,470,339	₱–	(₱100,597)	₱53,369,742
Net loss	–	–	–	–	–	–	–	–	–	(11,510,727)	–	(11,510,727)	–	(1,122,896)	(12,633,623)
Other comprehensive income (loss)	–	–	–	–	(1,309,634)	(435,722)	(83,239)	–	–	–	–	(1,828,595)	–	46,851	(1,781,744)
Total comprehensive income (loss)	–	-	–	-	(1,309,634)	(435,722)	(83,239)	-	–	(11,510,727)	–	(13,339,322)	–	(1,076,045)	(14,415,367)
Movements in other equity accounts:															
Issuances of and subscriptions to capital stock	–	12,108	1,268,689	–	–	–	–	–	–	–	–	1,280,797	–	–	1,280,797
Cost of stock options granted - net of tax (NOTE 26)	–	–	(152,159)	–	–	–	–	–	–	–	–	(152,159)	–	–	(152,159)
Cash dividends (NOTE 19)	–	–	–	–	–	–	–	–	–	(1,431,090)	–	(1,431,090)	–	–	(1,431,090)
Issuance of senior perpetual securities (NOTE 19)	–	–	–	–	–	–	–	–	–	–	–	–	30,588,000	–	30,588,000
Acquisition of noncontrolling interest (NOTE 11)	–	–	–	–	–	–	–	(221,574)	–	–	–	(221,574)	–	72,122	(149,452)
Distribution on senior perpetual securities (NOTE 19)	–	–	–	–	–	–	–	–	–	(1,067,731)	–	(1,067,731)	–	–	(1,067,731)
Additional investment during the year (NOTE 11)	–	–	–	–	–	–	–	–	–	–	–	–	–	9,125	9,125
	–	12,108	1,116,530	–	–	-	-	(221,574)	-	(2,498,821)	-	(1,591,757)	30,588,000	81,247	29,077,490
Balances at December 31, 2020	₱–	₱1,105,079	₱9,913,890	₱1,877,400	(₱477,554)	(₱1,401,113)	(₱141,480)	(₱2,026,340)	₱20,000,000	₱9,869,889	(₱180,511)	₱38,539,260	₱30,588,000	(₱1,095,395)	₱68,031,865

		Equity Attributable to Equity Holders of the Parent Company (NOTE 31)												
									Retained Earnings (NOTE 19)					
	Capital Stock - Net of Subscription Receivable (NOTE 19)	Additional Paid-in Capital (NOTE 19)	Other Reserve (NOTE 11)	Cumulative Translation Adjustments of Foreign Subsidiaries and Interests in Joint Ventures and Associates (NOTE 11)	Remeasurement Gain (Loss) on Net Defined Benefit Plan - Net of tax (NOTE 25)	Unrealized Gain on Change in Fair Value of Available-for-Sale Financial Assets (NOTE 10)	Comprehensive Income (Loss) on Derivative Liability (NOTE 18)	Excess of Cost Over the Carrying Value of Non-controlling Interests Acquired (NOTES 11 AND 19)	Appropriated for Future Expansion	Unappropriated	Cost of Common Stock Held in Treasury (NOTE 19)	Total	Non-controlling Interests (NOTE 11)	Total Equity
Balance at January 1, 2019	₱1,088,036	₱8,638,438	₱–	₱587,399	(₱307,995)	₱82,852	(₱1,804,766)	₱20,000,000	₱19,391,656	(₱180,511)	₱47,495,109	₱–	₱1,500,988	₱48,996,097
Net income	–	–	–	-	-	–	–	–	7,302,726	–	7,302,726	–	208,055	7,510,781
Other comprehensive income (loss)	–	–	–	244,681	(657,396)	(141,093)	–	–	–	–	(553,808)	–	52,244	(501,564)
Total comprehensive income (loss)	–	–	–	244,681	(657,396)	(141,093)	–	–	7,302,726	–	6,748,918	–	260,299	7,009,217
Movements in other equity accounts:														
Issuances of and subscriptions to capital stock	4,935	580,526	–	–	–	–	–	–	–	–	585,461	–	–	585,461
Cost of stock options granted - net of tax (NOTE 26)	–	(421,604)	–	–	–	–	–	–	–	–	(421,604)	–	–	(421,604)
Cash dividends (NOTE 19)	–	–	–	–	–	–	–	–	(2,814,945)	–	(2,814,945)	–	–	(2,814,945)
Cash dividend received by non-controlling interests	–	–	–	–	–	–	–	–	–	–	–	–	(14,912)	(14,912)
Arising from incorporation of a subsidiary (NOTE 11)	–	–	1,877,400	–	–	–	–	–	–	–	1,877,400	–	(1,877,400)	–
Additional investment during the year (NOTE 11)	–	–	–	–	–	–	–	–	–	–	–	–	30,428	30,428
	4,935	158,922	1,877,400	–	–	–	–	–	(2,814,945)	–	(773,688)	–	(1,861,884)	(2,635,572)
Balances at December 31, 2019	₱1,092,971	₱8,797,360	₱1,877,400	₱832,080	(₱965,391)	(₱58,241)	(₱1,804,766)	₱20,000,000	₱23,879,437	(₱180,511)	₱53,470,339	₱–	(₱100,597)	₱53,369,742

See accompanying Notes to Consolidated Financial Statements.

JOLLIBEE FOODS CORPORATION

DOING BUSINESS UNDER THE NAME AND STYLE OF JOLLIBEE

AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS

(Amounts in Thousand Pesos)

Years Ended December 31

	2021	2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES			
Income (loss) before income tax	₱6,143,426	(₱13,292,630)	₱10,565,951
Adjustments for:			
Depreciation and amortization (NOTES 12, 14, 15, 21, 22 AND 29)	13,482,265	14,568,740	13,495,399
Interest expense (NOTE 23)	4,145,749	3,787,652	3,187,298
Reversals of provision for impairment on:			
Property, plant and equipment (NOTES 12 AND 22)	(390,031)	(76,173)	(29,179)
Right-of-use Assets (NOTES 29 AND 22)	(285,635)	–	–
Receivables (NOTES 7 AND 22)	(54,215)	–	(91,402)
Inventories (NOTES 8 AND 22)	(9,475)	(82,354)	(26,465)
Rent concessions (NOTE 29)	(478,727)	(1,411,781)	–
Impairment losses on:			
Receivables (NOTES 7 AND 22)	210,870	281,866	25,342
Property, plant and equipment (NOTES 12 AND 22)	44,392	1,185,512	399,212
Inventories (NOTES 8 AND 22)	23,721	332,505	16,670
Operating lease receivables (NOTES 22 AND 29)	8,046	–	–
Right-of-use assets (NOTES 22 AND 29)	–	661,365	–
Provision for (reversal of) business transformation	(291,110)	501,637	–
provision (NOTES 17 AND 23)	(268,615)	(886,339)	(400,367)
Pre-termination of leases (NOTE 23)	(220,253)	77,696	265,042
Net unrealized foreign exchange loss (gain)			
Unrealized loss (gain) from financial assets at fair value	(196,986)	(1,317,728)	1,640
through profit or loss (NOTES 10 AND 23)	(164,967)	(226,616)	(400,657)
Interest income (NOTE 23)	155,539	188,290	262,875
Stock options expense (NOTES 22 AND 26)	(67,311)	95,575	(9,595)
Movement in pension liability (NOTE 25)			
Loss (gain) on retirements and disposals of:			
Property, plant and equipment, investment properties and	54,560	1,489,155	(278,318)
other intangibles (NOTES 12, 13, 14 AND 22)	–	(227,279)	–
Other noncurrent assets (NOTES 15 AND 22)	44,116	29,377	19,551
Amortization of debt issue cost (NOTE 18)	43,423	1,081,308	(23,384)
Equity in net losses (earnings) of joint ventures and associates (NOTE 11)			
Gain from acquisition of a business and re-measurement	–	–	(4,255,324)
of the previously held interest (NOTES 11 AND 23)			

	2021	2020	2019
Income before working capital changes	21,928,782	6,759,778	22,724,289
Decreases (increases) in:			
Receivables	(337,437)	(1,447,487)	(639,261)
Inventories	(1,073,746)	1,420,105	18,425
Other current assets	(1,346,115)	(151,717)	(1,886,442)
Increase (decrease) in trade payables and other current liabilities	2,623,762	(5,531,063)	2,604,248
Net cash generated from operations	21,795,246	1,049,616	22,821,259
Income taxes paid	(2,077,404)	(1,741,875)	(3,127,223)
Interest received	131,095	186,982	369,400
Net cash provided by (used in) operating activities	19,848,937	(505,277)	20,063,436
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from:			
Redemption of financial assets at fair value through profit			
or loss (NOTE 10)	23,022,553	3,066,548	–
Disposals of property, plant and equipment (NOTE 12)	280,706	321,954	1,802,465
Disposals of investment properties (NOTE 13)	322,000	–	–
Acquisitions of:			
Interest in joint ventures and associates (NOTE 11)	(7,970,720)	(1,543,214)	(2,174,784)
Property, plant and equipment (NOTE 12)	(7,863,842)	(5,879,525)	(10,041,912)
Intangible assets (NOTE 14)	(11,113)	(42,478)	–
Minority interests (NOTE 11)	–	(149,455)	–
Decreases (increases) in:			
Short term-investments	361,300	1,689,000	(1,246,800)
Other noncurrent assets	(97,181)	274,099	689,993
Financial assets at fair value through profit or loss (NOTE 10)	(86,478)	(37,857,050)	–
Dividends received from a non-controlling interest (NOTE 11)	7,656	53,047	95,661
Cash from acquisition of business - net of cash received			(16,941,556)
(paid for) (NOTE 11)	–	64,316	(1,236,720)
Advances to a joint venture (NOTE 11)	–	–	
Net cash provided by (used in) investing activities	7,964,881	(40,002,758)	(29,053,653)

(Forward)

	2021	2020	2019
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from:			
Issuances of:			
Preferred stock (NOTE 19)	₱11,919,676	₱–	₱–
Common stock (NOTE 19)	323,834	1,280,798	585,461
Senior perpetual securities (NOTE 19)	–	30,588,000	–
Senior debt securities (NOTE 18)	–	29,499,047	–
Short-term debt (NOTE 18)	–	14,327,250	22,180,320
Long-term debt (NOTE 18)	8,223,822	375,703	1,485,526
Payments of:			
Short-term debt (NOTE 18)	(15,695,535)	(20,272,000)	–
Senior perpetual securities (NOTE 19)	(10,490,620)	–	–
Lease liabilities (NOTE 29)	(8,137,825)	(7,803,114)	(8,419,749)
Long-term debt (NOTE 18)	(5,489,503)	(3,405,787)	(4,900,541)
Cash dividends (NOTE 19)	(1,839,613)	(1,429,994)	(2,807,766)
Distributions for senior perpetual securities	(1,245,229)	(577,688)	–
Interest paid	(2,179,340)	(1,471,818)	(1,434,897)
Contributions from non-controlling interests	100,615	9,125	30,428
Net cash provided by (used in) financing activities (NOTE 33)	(24,509,718)	41,119,522	6,718,782
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	3,304,100	611,487	(2,271,435)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	27,089	(142,022)	(122,459)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	21,361,486	20,892,021	23,285,915
CASH AND CASH EQUIVALENTS AT END OF YEAR (NOTE 6)	₱24,692,675	₱ 21,361,486	₱20,892,021

See accompanying Notes to Consolidated Financial Statements.

JOLLIBEE FOODS CORPORATION

DOING BUSINESS UNDER THE NAME AND STYLE OF JOLLIBEE

AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. GENERAL INFORMATION

Corporate Information

Jollibee Foods Corporation doing business under the name and style of Jollibee (the Parent Company or Ultimate Parent Company) was incorporated in the Philippines and registered with the Philippine Securities and Exchange Commission (SEC) on January 11, 1978. The Parent Company and its subsidiaries (collectively referred to as "the JFC Group") and affiliates are involved primarily in the development, operations and franchising of quick service restaurants (QSRs) under the trade names "Jollibee", "Greenwich", "Chowking", "Yong He King", "Red Ribbon", "Hong Zhuang Yuan", "Mang Inasal", "Burger King", "Highlands Coffee", "Pho24", "Hard Rock Cafe", "Dunkin' Donuts", "Smashburger", "Tortazo", "Tim Ho Wan", "The Coffee Bean & Tea Leaf", "Panda Express" and "Yoshinoya". The Parent Company is also primarily organized to invest in, acquire, own, hold, use, sell, assign, transfer, lease, mortgage, exchange, or otherwise dispose of real and personal properties, of every kind and description, or interests in the foregoing, pursuant to its business objectives. The other activities of the JFC Group include manufacturing and property leasing in support of the QSR systems and other business activities (see Notes 2 and 5).

On June 1, 2021, the BOD of the Parent Company approved the amendment to the Second Article of the Articles of Incorporation (AOI) to clarify and ensure, for avoidance of doubt of the Parent Company, in pursuit of its primary business purpose, can invest in, acquire, own, hold, use, sell, assign, transfer, lease, mortgage, exchange, or otherwise dispose of real and personal properties, of every kind and description, or interests therein. The amendment of the AOI of the Parent Company was approved by the Parent Company's shareholders during the Parent Company's annual stockholders' meeting on June 25, 2021, and by the Philippine SEC on August 11, 2021.

The common and preferred shares of the Parent Company are listed and traded in the Philippine Stock Exchange (PSE) beginning July 14, 1993 and October 14, 2021, respectively.

The registered office address of the Parent Company is 10/F Jollibee Plaza Building, 10 F. Ortigas Jr. Ave., Ortigas Center, Pasig City.

COVID-19 Pandemic

2020

In June 2020, JFC Group implemented significant changes to its global business structure (business transformation initiative). This business transformation initiative enabled the JFC Group to address and adapt to the impact of COVID-19. The changes include the rationalization of the number of restaurants within certain geography or area, the rationalization of resources deployed in the restaurants, implementation of safety and social distancing protocol in the dining area, investment in digital commerce and technology, the increase in the capacity for delivery-to-home and office, take out and drive thru, the installation of mobile applications to facilitate food ordering and payment, the establishment of "cloud kitchen" or unmarked delivery outlets with no dine-in facility located in discreet, low rent sites and the rationalization of production and distribution facilities. The changes include the transformation of support and management groups in the field and in the offices.

In relation to this business transformation initiative, the JFC Group incurred costs of rationalization of resources included under personnel costs, loss on disposals and retirements of property, plant and equipment, impairment loss on property, plant and equipment and right-of-use assets and other costs incidental to stores and production and distribution facilities amounting to ₱6,708.9 million in 2020. The remaining balance of the recognized provisions for business transformation initiative included under "Current liabilities" section in the consolidated statements of financial position amounted to ₱291.1 million as at December 31, 2020 (see Note 17).

In 2021, the JFC Group reversed the remaining balance of the provisions for business transformation initiative amounting to ₱291.1 million (see Notes 17 and 23).

2021

The impact of the pandemic on the JFC Group's business around the world in 2021 was mixed. Sales in the United States continued to be healthy with sales per store already reaching well above pre-pandemic levels. In the People's Republic of China, sales growth slowed in some regions in the third and fourth quarters due to the reimposition of government restrictions while sales in the northern region continued to grow above pre-pandemic levels. JFC Group's businesses in Vietnam, Brunei and Singapore grew above pre-pandemic levels in some quarters, but the sales growth reversed due to resurgence of COVID-19 in these countries. The Philippines, though still faced significant challenges due to restrictions related to the pandemic, showed sequential improvement in the sales performance of its various brands.

The pandemic brought about several changes in customers' habits both locally and internationally, such as an increased awareness for safety and a strong usage of digital commerce and technology. The JFC Group adapted by further strengthening in-store safety protocols, as well as accelerating delivery and takeout channels – developing messenger bots, better websites and apps, and increasing its presence in food aggregators so that customers can order easily through these channels in the comfort of their homes.

The JFC Group continued to expand its brands across different markets, local and international, opening 398 stores in 2021. It was also investing in new store models. The Cloud Kitchens or food production and delivery hubs with no dine-in like in Singapore, Middle East and the U.S. have been performing well.. In the Philippines, JFC Group's Greenwich brand opened its first Delivery and Take Out Only Store. Through these models, the JFC Group is able to expand more quickly and cost-efficiently, especially in central but lower-rent areas—serving the increasing demand while maintaining the same safety and quality standards of its various brands' food products.

The JFC Group's profit and cash flows recovered strongly compared with 2020, reflecting the successful execution of its business transformation initiative in 2020.

The JFC Group has assessed the following impact of COVID-19 on its assets and liabilities in 2021 and 2020:

- Collectability of accounts with customers continues to be closely monitored. An increase in the provision for impairment of trade receivables has been identified because of extended credit terms provided to the franchisees.
- Recognition of impairment losses on inventories, property, plant and equipment and right-of-use assets and derecognition of right-of-use assets and lease liabilities relating to pre-termination of closed and nonperforming stores.
- The forecast used for impairment testing of goodwill and trademarks with indefinite life include the JFC Group's estimates of the potential future impact of the current pandemic. Cash flow projections have been adjusted to reflect a range of possible outcomes, weighted by their expected occurrence.
- The uncertainty in determining key assumptions (including forecast of revenues and expenses) in the assessment of future taxable income of the JFC Group, upon which the recognition of deferred tax assets is assessed, was considered.

The JFC Group continues to monitor the risks and the ongoing impact of COVID-19 on its business.

Approval and Authorization for Issuance of Consolidated Financial Statements

The consolidated financial statements as at December 31, 2021 and 2020 and for each of the three years ended December 31, 2021 were reviewed and approved by the Audit Committee on March 18, 2022, and approved and authorized for issuance by the Board of Directors (BOD) on March 22, 2022.

2. BASIS OF PREPARATION, STATEMENT OF COMPLIANCE, CHANGES IN ACCOUNTING POLICIES AND BASIS OF CONSOLIDATION

Basis of Preparation

The consolidated financial statements of the JFC Group have been prepared on a historical cost basis, except for financial assets at fair value through profit or loss (FVTPL) and derivative financial instruments which are measured at fair value. The consolidated financial statements are presented in Philippine peso, which is the Parent Company's functional and presentation currency. All values are rounded to the nearest thousand pesos, except par values, per share amounts, number of shares and when otherwise indicated.

Statement of Compliance

The accompanying consolidated financial statements have been prepared in compliance with Philippine Financial Reporting Standards (PFRS).

New Standards, Interpretations and Amendments adopted by the JFC Group

The accounting policies adopted are consistent with those of the previous financial year, except for the adoption of the following new accounting pronouncements starting January 1, 2021. The JFC Group has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

Several amendments apply for the first time in 2021, but do not have an impact on the consolidated financial statements of the JFC Group.

- Amendment to PFRS 16, *COVID-19-related Rent Concessions beyond 30 June 2021*

  The amendment provides relief to lessees from applying the PFRS 16 requirement on lease modifications to rent concessions arising as a direct consequence of the COVID-19 pandemic. A lessee may elect not to assess whether a rent concession from a lessor is a lease modification if it meets all of the following criteria:

  - The rent concession is a direct consequence of COVID-19;
  - The change in lease payments results in a revised lease consideration that is substantially the same as, or less than, the lease consideration immediately preceding the change;
  - Any reduction in lease payments affects only payments originally due on or before June 30, 2022; and
  - There is no substantive change to other terms and conditions of the lease.

  A lessee that applies this practical expedient will account for any change in lease payments resulting from the COVID-19 related rent concession in the same way it would account for a change that is not a lease modification, i.e., as a variable lease payment.

  The amendment is effective for annual reporting periods beginning on or after April 1, 2021. Early adoption is permitted.

  The JFC Group adopted the amendment beginning January 1, 2021. The JFC Group applied the practical expedient to all the rent concessions that meet the criteria above. The waiver of lease payments was recognized in profit or loss in the year when the event or condition that triggers those changes in lease payments occur.

  In 2021, the JFC Group received rent concessions from lessors amounting to ₱478.7 million accounted for as negative variable lease payments charged against rent expense.

- Amendments to PFRS 9, PFRS 7, PFRS 4 and PFRS 16, *Interest Rate Benchmark Reform – Phase 2*

  The amendments provide the following temporary reliefs which address the financial reporting effects when an interbank offered rate (IBOR) is replaced with an alternative nearly risk-free interest rate (RFR):

  - Practical expedient for changes in the basis for determining the contractual cash flows as a result of IBOR reform
  - Relief from discontinuing hedging relationships
  - Relief from the separately identifiable requirement when an RFR instrument is designated as a hedge of a risk component

The JFC Group shall also disclose information about:

- The nature and extent of risks to which the entity is exposed arising from financial instruments subject to IBOR reform, and how the entity manages those risks; and
- Their progress in completing the transition to alternative benchmark rates, and how the entity is managing that transition

These amendments had no impact on the consolidated financial statements of the JFC Group.

Future Changes in Accounting Policies

Pronouncements issued but not yet effective are listed below. Unless otherwise indicated, the JFC Group does not expect that the future adoption of the said pronouncements will have a significant impact on its consolidated financial statements. The JFC Group intends to adopt the following pronouncements when these become effective.

Effective beginning on or after January 1, 2022

- Amendments to PFRS 3, *Reference to the Conceptual Framework*

The amendments are intended to replace a reference to the Framework for the Preparation and Presentation of Financial Statements, issued in 1989, with a reference to the Conceptual Framework for Financial Reporting issued in March 2018 without significantly changing its requirements. The amendments added an exception to the recognition principle of PFRS 3, Business Combinations to avoid the issue of potential 'day 2'gains or losses arising from liabilities and contingent liabilities that would be within the scope of PAS 37, Provisions, Contingent Liabilities and Contingent Assets or Philippine-IFRIC 21, Levies, if incurred separately.

At the same time, the amendments add a new paragraph to PFRS 3 to clarify that contingent assets do not qualify for recognition at the acquisition date.

The amendments are effective for annual reporting years beginning on or after January 1, 2022 and apply prospectively.

- Amendments to PAS 16, *Plant and Equipment: Proceeds before Intended Use*

The amendments prohibit entities deducting from the cost of an item of property, plant and equipment, any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognizes the proceeds from selling such items, and the costs of producing those items, in profit or loss.

The amendment is effective for annual reporting years beginning on or after January 1, 2022 and must be applied retrospectively to items of property, plant and equipment made available for use on or after the beginning of the earliest year presented when the entity first applies the amendment.

The amendments are not expected to have a material impact to the JFC Group.

- Amendments to PAS 37, *Onerous Contracts – Costs of Fulfilling a Contract*

The amendments specify which costs an entity needs to include when assessing whether a contract is onerous or loss-making. The amendments apply a "directly related cost approach". The costs that relate directly to a contract to provide goods or services include both incremental costs and an allocation of costs directly related to contract activities. General and administrative costs do not relate directly to a contract and are excluded unless they are explicitly chargeable to the counterparty under the contract.

The amendments are effective for annual reporting years beginning on or after January 1, 2022. The JFC Group will apply these amendments to contracts for which it has not yet fulfilled all its obligations at the beginning of the annual reporting year in which it first applies the amendments.

- Annual Improvements to PFRSs 2018-2020 Cycle

  - Amendments to PFRS 1, *First-time Adoption of Philippines Financial Reporting Standards, Subsidiary as a First-Time Adopter*

    The amendment permits a subsidiary that elects to apply paragraph D16(a) of PFRS 1 to measure cumulative translation differences using the amounts reported by the parent, based on the parent's date of transition to PFRS. This amendment is also applied to an associate or joint venture that elects to apply paragraph D16(a) of PFRS 1.

    The amendment is effective for annual reporting years beginning on or after January 1, 2022 with earlier adoption permitted. The amendment is not expected to have a material impact to the JFC Group.

  - Amendments to PFRS 9, *Financial Instruments, Fees in the '10 per cent' test for Derecognition of Financial Liabilities*

    The amendment clarifies the fees that an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability. These fees include only those paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf. An entity applies the amendment to financial liabilities that are modified or exchanged on or after the beginning of the annual reporting year in which the entity first applies the amendment.

    The amendment is effective for annual reporting years beginning on or after January 1, 2022 with earlier adoption permitted. The JFC Group will apply the amendment to financial liabilities that are modified or exchanged on or after the beginning of the annual reporting year in which the entity first applies the amendment. The amendment is not expected to have a material impact to the JFC Group.

  - Amendments to PAS 41, *Agriculture, Taxation in Fair Value Measurements*

    The amendment removes the requirement in paragraph 22 of PAS 41 that entities exclude cash flows for taxation when measuring the fair value of assets within the scope of PAS 41.

    An entity applies the amendment prospectively to fair value measurements on or after the beginning of the first annual reporting year beginning on or after January 1, 2022 with earlier adoption permitted. The amendment is not expected to have a material impact to the JFC Group.

Effective beginning on or after January 1, 2023

- Amendments to PAS 12, *Deferred Tax related to Assets and Liabilities arising from a Single Transaction*

The amendments narrow the scope of the initial recognition exception under PAS 12, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences.

The amendments also clarify that where payments that settle a liability are deductible for tax purposes, it is a matter of judgement (having considered the applicable tax law) whether such deductions are attributable for tax purposes to the liability recognized in the financial statements (and interest expense) or to the related asset component (and interest expense).

An entity applies the amendments to transactions that occur on or after the beginning of the earliest comparative period presented for annual reporting periods on or after January 1, 2023.

The amendments are not expected to have a material impact to the JFC Group.

- Amendments to PAS 8, *Definition of Accounting Estimates*

The amendments introduce a new definition of accounting estimates and clarify the distinction between changes in accounting estimates and changes in accounting policies and the correction of errors. Also, the amendments clarify that the effects on an accounting estimate of a change in an input or a change in a measurement technique are changes in accounting estimates if they do not result from the correction of prior period errors.

An entity applies the amendments to changes in accounting policies and changes in accounting estimates that occur on or after January 1, 2023 with earlier adoption permitted. The amendments are not expected to have a material impact to the JFC Group.

- Amendments to PAS 1 and PFRS Practice Statement 2, *Disclosure of Accounting Policies*

The amendments provide guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendments aim to help entities provide accounting policy disclosures that are more useful by:

- Replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies, and
- Adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures

The amendments to the Practice Statement provide non-mandatory guidance. Meanwhile, the amendments to PAS 1 are effective for annual periods beginning on or after January 1, 2023. Early application is permitted as long as this fact is disclosed. The amendments are not expected to have a material impact to the JFC Group.

Effective beginning on or after January 1, 2024

- Amendments to PAS 1, *Classification of Liabilities as Current or Non-current*

The amendments clarify paragraphs 69 to 76 of PAS 1, Presentation of Financial Statements, to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:

- What is meant by a right to defer settlement;
- That a right to defer must exist at the end of the reporting period;
- That classification is unaffected by the likelihood that an entity will exercise its deferral right; and,
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification.

The amendments are effective for annual reporting years beginning on or after January 1, 2023 and must be applied retrospectively. However, in November 2021, the International Accounting Standards Board (IASB) tentatively decided to defer the effective date to no earlier than January 1, 2024. The JFC Group is currently assessing the impact the amendments will have on current practice and whether existing loan agreements may require renegotiation.

Effective beginning on or after January 1, 2025

- PFRS 17, *Insurance Contracts*

PFRS 17 is a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. Once effective, PFRS 17 will replace PFRS 4, Insurance Contracts. This new standard on insurance contracts applies to all types of insurance contracts (i.e., life, non-life, direct insurance and re-insurance), regardless of the type of entities that issue them, as well as to certain guarantees and financial instruments with discretionary participation features. A few scope exceptions will apply.

The overall objective of PFRS 17 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers. In contrast to the requirements in PFRS 4, which are largely based on grandfathering previous local accounting policies, PFRS 17 provides a comprehensive model for insurance contracts, covering all relevant accounting aspects. The core of PFRS 17 is the general model, supplemented by:

- A specific adaptation for contracts with direct participation features (the variable fee approach)
- A simplified approach (the premium allocation approach) mainly for short-duration contracts

On December 15, 2021, the FRSC amended the mandatory effective date of PFRS 17 from January 1, 2023 to January 1, 2025. This is consistent with Circular Letter No. 2020-62 issued by the Insurance Commission which deferred the implementation of PFRS 17 by two (2) years after its effective date as decided by the IASB.

PFRS 17 is effective for reporting years beginning on or after January 1, 2025, with comparative figures required. Early application is permitted. Adoption of this standard is not expected to have any impact to the JFC Group.

Deferred Effectivity

- Amendments to PFRS 10, Consolidated Financial Statements, and PAS 28, *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

  The amendments address the conflict between PFRS 10 and PAS 28 in dealing with the loss of control of a subsidiary that is sold or contributed to an associate or joint venture. The amendments clarify that a full gain or loss is recognized when a transfer to an associate or joint venture involves a business as defined in PFRS 3. Any gain or loss resulting from the sale or contribution of assets that does not constitute a business, however, is recognized only to the extent of unrelated investors' interests in the associate or joint venture.

  On January 13, 2016, the Financial Reporting Standards Council deferred the original effective date of January 1, 2016 of the said amendments until the IASB completes its broader review of the research project on equity accounting that may result in the simplification of accounting for such transactions and of other aspects of accounting for associates and joint ventures.

Basis of Consolidation

The consolidated financial statements comprise the financial statements of the Parent Company and its subsidiaries as at and for the years ended December 31, 2021 and 2020.

Control is achieved when the JFC Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the JFC Group controls an investee if, and only if, the JFC Group has:

- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its involvement with the investee; and
- The ability to use its power over the investee to affect its returns.

There is a general presumption that a majority of voting rights results in control. To support this presumption when the JFC Group has less than a majority of the voting or similar rights of an investee, the JFC Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee;
- Rights arising from other contractual arrangements; and
- The JFC Group's voting rights and potential voting rights.

The JFC Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the JFC Group obtains control over the subsidiary and ceases when the JFC Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the JFC Group gains control until the date the JFC Group ceases to control the subsidiary.

Profit or loss and each component of Other Comprehensive Income (OCI) are attributed to the equity holders of the Parent Company and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the JFC Group's accounting policies. All intra and inter-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the JFC Group are eliminated in full at consolidation.

The reporting dates of the Parent Company and the associates or joint ventures are identical and the latter's accounting policies conform to those used by the Parent Company for like transactions and events in similar circumstances.

If the JFC Group loses control over a subsidiary, it:

- Derecognizes the assets (including goodwill) and liabilities of the subsidiary;
- Derecognizes the carrying amount of any non-controlling interests;
- Derecognizes the cumulative translation differences recorded in equity;
- Recognizes the fair value of the consideration received;
- Recognizes the fair value of any investment retained;
- Recognizes any surplus or deficit in profit or loss; and,
- Reclassifies the parent's share of components previously recognized in other comprehensive income to profit or loss or retained earnings, as appropriate, as would be required if the JFC Group had directly disposed of the related assets or liabilities.

Non-controlling interests represent the interests in the subsidiaries not held by the Parent Company, and are presented separately in the consolidated statement of comprehensive income and consolidated statement of financial position, separately from equity attributable to equity holders of the Parent Company.

A change in ownership interest in a subsidiary that does not result in a loss of control is accounted for as an equity transaction. The carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in the JFC Group's relative interests in the subsidiary. The JFC Group recognizes directly in equity any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received, and attribute it to the equity holders of the Parent Company. In particular cases where the JFC Group acquires non-controlling interest in a subsidiary at a consideration in excess of its carrying amount, the excess is charged to the "Excess of cost over the carrying value of non-controlling interests acquired" account under equity. These changes in the ownership interest in a subsidiary do not result in the recognition of a gain or loss in profit or loss. These include acquisitions of non-controlling interests of Greenwich, Yong He King, Adgraphix, Mang Inasal, Happy Bee Foods Processing Pte. Ltd. and Smashburger.

The consolidated financial statements include the accounts of the Parent Company and the following wholly-owned and majority-owned subsidiaries as at December 31, 2021 and 2020:

	Country of Incorporation	Principal Activities	2021 Direct Ownership	2021 Indirect Ownership	2020 Direct Ownership	2020 Indirect Ownership
Fresh N' Famous Foods Inc. (Fresh N' Famous) -	Philippines	Food service	100	–	100	–
Chowking Food Corporation USA	United States of America (USA)	Holding company	–	100	–	100
Zenith Foods Corporation (Zenith)	Philippines	Food service	100	–	100	–
Freemont Foods Corporation (Freemont)	Philippines	Food service	100	–	100	–
RRB Holdings, Inc. (RRBH):	Philippines	Holding company	100	–	100	–
Red Ribbon Bakeshop, Inc. (RRBI)	Philippines	Food service	–	100	–	100
Red Ribbon Bakeshop, Inc. USA (RRBI USA)	USA	Food service	–	100	–	100
Mang Inasal Philippines Inc. (Mang Inasal)	Philippines	Food service	100	–	100	–
Grandworth Resources Corporation (Grandworth):	Philippines	Leasing	100	–	100	–
Adgraphix, Inc. (Adgraphix)	Philippines	Digital printing	–	100	–	100
IConnect Multi Media Network, Inc. (IConnect)	Philippines	Dormant	–	60	–	60
JC Properties & Ventures Co.	Philippines	Dormant	–	50	–	50
Honeybee Foods Corporation (HFC):	USA	Food service	100	–	100	–
Tokyo Teriyaki Corporation (TTC)	USA	Food service	–	100	–	100
Honeybee Foods (Canada) Corporation (HFCC)	Canada	Food service	–	100	–	100
Jollibee Worldwide Pte. Ltd. (JWPL):	Singapore	Holding company	100	–	100	–
Regional Operating Headquarters of JWPL (JWS)	Philippines	Financial accounting, human resources and logistics services	–	100	–	100
Golden Plate Pte., Ltd. (GPPL):	Singapore	Holding company	–	100	–	100
- Golden Beeworks Pte. Ltd.	Singapore	Food service	–	60	–	60
- Golden Piatto Pte. Ltd.	Singapore	Holding company	–	75	–	75
● Cibo Felice S.R.L.	Italy	Food service	–	100	–	100
- Bee World Spain, Sociedad Limitada	Spain	Food service	–	100	–	100
- Hong Yun Hong (Shanghai) Food and Beverages Management Company Ltd.	PRC	Food service	–	60	–	60
Golden Cup Pte.Ltd.	Singapore	Holding company	–	60	–	60
- Beijing Golden Coffee Cup Food & Beverage Management Co., Ltd.	PRC	Food service	–	100	–	100
Beijing New Hongzhuangyuan Food and Beverage Management Co., Ltd. (Hong Zhuang Yuan)	PRC	Food service	–	100	–	100
Southsea Binaries Ltd. (Southsea)	British Virgin Island (BVI)	Holding company	–	100	–	100
Beijing Yong He King Food and Beverage Co., Ltd.	PRC	Food service	–	100	–	100
Shenzhen Yong He King Food and Beverage Co., Ltd.	PRC	Food service	–	100	–	100
Hangzhou Yongtong Food and Beverage Co., Ltd.	PRC	Food service	–	100	–	100
Hangzhou Yong He King Food and Beverage Co., Ltd.	PRC	Food service	–	100	–	100
Wuhan Yong He King Food and Beverage Co., Ltd.	PRC	Food service	–	100	–	100
Tianjin Yong He King Food and Beverage Co., Ltd.	PRC	Food service	–	100	–	100
Happy Bee Foods Processing Pte. Ltd. (HBFPPL)	Singapore	Holding company	–	100	–	100
- Happy Bee Foods Processing (Anhui) Co. Ltd.	PRC	Food service	–	100	–	100
JSF Investments Pte. Ltd. (JSF):	Singapore	Holding company	–	100	–	100
- SF Vung Tau Joint Stock Company	Vietnam	Holding company	–	60	–	60
● Highland Coffee Service Joint-stock Company	Vietnam	Food service	–	100	–	100
● Quantum Corporation	Vietnam	Food service	–	100	–	100
Pho Viet Joint Stock Company	Vietnam	Food service	–	100	–	100
Pho 24 Service Trade Manufacture Corporation	Vietnam	Food service	–	100	–	100

	Country of Incorporation	Principal Activities	2021 Direct Ownership	2021 Indirect Ownership	2020 Direct Ownership	2020 Indirect Ownership
- Blue Sky Holdings Limited	Hong Kong	Holding company	–	60	–	60
● Sino Ocean Limited	Hong Kong	Food service	–	100	–	100
● Blue Sky Holdings (Macau) Limited	Macau	Food service	–	100	–	100
Jollibee (China) Food & Beverage Management Co.Ltd.	PRC	Management company	–	100	–	100
Jollibee International (BVI) Ltd. (JIBL):	BVI	Holding company	–	100	–	100
- Jollibee Vietnam Corporation Ltd.	Vietnam	Food service	–	100	–	
● Goldstar Food Trade and Service Company						100
Limited (GSC)	Vietnam	Food service	–	100	–	100
- PT Chowking Indonesia	Indonesia	Dormant	–	100	–	100
- PT Jollibee Indonesia	Indonesia	Dormant	–	100	–	100
- Jollibee (Hong Kong) Limited	Hong Kong	Dormant	–	85	–	85
- Belmont Enterprises Ventures Limited (Belmont)	BVI	Holding company	–	100	–	100
● Yong He Holdings Co., Ltd.	BVI	Holding company	–	100	–	100
Centenary Ventures Ltd.	BVI	Holding company	–	100	–	100
Bee Good! Inc. (BGI)	USA	Holding company	–	100	–	100
- SJBF LLC (SJBF)	USA	Food service	–	100	–	100
Bee World UK Limited (UK)	UK	Food service	–	100	–	100
Bee World Australia Pty Ltd [(a)]	Australia	Food service	–	100	–	–
Super Magnificent Coffee Company Pte. Ltd. (SMCC-SG)	Singapore	Holding company	–	80	–	80
- Super Magnificent Coffee Company Ireland Limited (SMCC-IE)	Ireland	Holding company	–	100	–	100
- Super Magnificent Coffee Company Hungary Kft. (SMCC-HU)	Hungary	Holding company	–	100	–	100
● Java Ventures, LLC (JVL)	USA	Holding company	–	100	–	100
● International Coffee & Tea, LLC (ICTL)	USA	Food service	–	100	–	100
6000 Jefferson BH, LLC	USA	Holding company	–	100	–	100
CBTL Ventures, LLC	USA	Food service	–	100	–	100
CBTL Franchising, LLC	USA	Franchising company	–	100	–	100
- The Coffee Bean & Tea Leaf (Singapore) Pte., Ltd. (CBTL-SG)	Singapore	Food service	–	100	–	100
● The Coffee Bean & Tea Leaf (Malaysia) Sdn. Bhd.	Malaysia	Food service	–	100	–	100
● The Coffee Bean & Tea Leaf (Hongkong) Limited	Hong Kong	Dormant	–	100	–	100
- Magnificent Coffee Trading Pte. Ltd	Singapore	Food Service	–	100	–	–
Chanceux, Inc.	Philippines	Holding company	100	–	100	–
BKTitans Inc. (BKTitans)	Philippines	Holding company	–	54	–	54
- PFN Holdings Corporation	Philippines	Holding company	–	99	–	99
● PERF Restaurants, Inc.	Philippines	Food service	–	100	–	100
PERF Trinoma	Philippines	Food service	–	100	–	100
PERF MOA	Philippines	Food service	–	100	–	100
Jollibee Foods Corporation (USA)	USA	Holding company	100	–	100	–
Donut Magic Phils., Inc. (Donut Magic)(a)	Philippines	Dormant	100	–	100	–
Ice Cream Copenhagen Phils., Inc. (ICCP)(a)	Philippines	Dormant	100	–	100	–
Mary's Foods Corporation (Mary's)(a)	Philippines	Dormant	100	–	100	–
QSR Builders, Inc.	Philippines	Dormant	100	–	100	–

(a) On June 18, 2004, the stockholders of the JFC Group approved the Plan of Merger of the three (3) dormant companies. The application is pending approval from the SEC as at December 31, 2021.

3. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Current versus Noncurrent Classification
The JFC Group presents assets and liabilities in the consolidated statement of financial position based on current/noncurrent classification.

An asset is classified as current when it is:

- Expected to be realized or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realized within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

A liability is classified as current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The JFC Group classifies all other assets and liabilities as noncurrent. Deferred tax assets and liabilities are classified as noncurrent assets and liabilities.

Fair Value Measurement
Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the JFC Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The fair value for financial instruments traded in active markets at the reporting date is based on their quoted price or binding dealer price quotations, without any deduction for transaction costs. Where the JFC Group has financial assets and financial liabilities with offsetting positions in market risks or counterparty credit risk, it has elected to use the measurement exception to measure the fair value of its net risk exposure by applying the bid or ask price to the net open position as appropriate. For all other financial instruments not traded in an active market, the fair value is determined by using valuation techniques deemed to be appropriate in the circumstances. Valuation techniques include the market approach (i.e., using prices and other relevant information generated by market transactions involving identical or comparable assets, liabilities or a group of assets and liabilities), the income approach (i.e., discounted cash flow analysis and option pricing models making as much use of available and supportable market data as possible) and the cost approach (i.e., based on the amount required to replace the service capacity of an asset).

The JFC Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest-level input that is significant to the fair value measurement as a whole:

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities
Level 2 - Valuation techniques for which the lowest-level input that is significant to the fair value measurement is directly or indirectly observable
Level 3 - Valuation techniques for which the lowest-level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, the JFC Group determines whether transfers have occurred between levels in the hierarchy by reassessing categorization (based on the lowest-level input that is significant to the fair value measurement as a whole) at the end of each reporting year.

The JFC Group's management determines the policies and procedures for both recurring fair value measurement and non-recurring measurement. At each reporting date, the management analyzes the movements in the values of assets and liabilities which are required to be remeasured or reassessed as per the JFC Group's accounting policies. For this analysis, the management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

For the purpose of fair value disclosures, the JFC Group has determined classes of assets and liabilities based on the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

Cash and Cash Equivalents
Cash includes cash on hand and in banks. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash with original maturities of three months or less from the date of acquisition and are subject to an insignificant risk of change in value.

Short-term Investments
Short-term investments are deposits with original maturities of more than three months to one year from acquisition date.

Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Date of Recognition. The JFC Group recognizes a financial asset or a financial liability in the consolidated statement of financial position, when it becomes a party to the contractual provisions of the instrument. Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace (regular way trades) are recognized on the trade date, i.e., the date that the JFC Group commits to purchase or sell the asset.

Financial Instruments - Initial Recognition and Subsequent Measurement

Financial Assets

Initial Recognition and Measurement. Financial assets are classified, at initial recognition, as subsequently measured at amortized cost, fair value through other comprehensive income (FVOCI) and FVTPL.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the JFC Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the JFC Group has applied the practical expedient, the JFC Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at FVTPL, transaction costs. Trade receivables that do not contain a significant financing component or for which the JFC Group has applied the practical expedient are measured at the transaction price determined under PFRS 15.

In order for a financial asset to be classified and measured at amortized cost or FVOCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The JFC Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent Measurement. For purposes of subsequent measurement, financial assets are classified into four categories:

- Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments)
- Financial assets at amortized cost (debt instruments)
- Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)
- Financial assets at FVTPL

The JFC Group has no financial assets at FVOCI as at December 31, 2021 and 2020.

Financial Assets at Amortized Cost (Debt Instruments). This category is the most relevant to the JFC Group. The JFC Group measures financial assets at amortized cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and,
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortized cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

The JFC Group's cash in banks, short-term deposits, short-term investments, receivables (excluding receivables from government agencies), security and other deposits, operating lease receivables and finance lease receivables are classified under this category as at December 31, 2021 and 2020.

Financial Assets at FVTPL. Financial assets at FVTPL include financial assets held for trading, financial assets designated upon initial recognition at FVTPL, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at FVTPL, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortized cost or FVOCI, as described above, debt instruments may be designated at FVTPL on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at FVTPL are carried in the consolidated statements of financial position at fair value with net changes in fair value recognized in the consolidated statements of comprehensive income.

The JFC Group's investments in golf, leisure club shares and bond funds are classified under this category as at December 31, 2021 and 2020.

Impairment of Financial Assets. The JFC Group recognizes an allowance for Expected Credit Losses (ECLs) for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows the JFC Group expects to receive discounted at an approximation of the original EIR. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For receivables and contract assets, and operating lease receivables, the JFC Group applies a simplified approach in calculating ECLs. Therefore, the JFC Group does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECLs at each reporting date. The JFC Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For security and other deposits, the JFC Group applies the general approach and calculates ECL based on the 12-month ECLs or lifetime ECLs, depending on whether there has been a significant increase in credit risk on the financial instruments since initial recognition.

For cash in banks, short-term deposits and short-term investments, the JFC Group applies the low credit risk simplification. The probability of default and loss given defaults are publicly available and are considered to be low credit risk investments. It is the JFC Group's policy to measure ECLs on such instruments on a 12-month basis. However, when there is a significant increase in credit risk since origination, the allowance will be based on the lifetime ECL. The JFC Group assesses that there is a significant increase in credit risk of a financial asset when default occurs. The JFC Group uses the ratings from Moody's to determine whether the debt instrument has significantly increased in credit risk and to estimate ECLs.

The JFC Group considers a financial asset in default when contractual payments are 30 days past due. However, in certain cases, the JFC Group may also consider a financial asset to be in default when internal or external information indicates that the JFC Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the JFC Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

The JFC Group incorporates forward-looking information into both its assessment of whether the credit risk of an instrument has increased significantly since its initial recognition and its measurement of ECL. To do this, the JFC Group has considered a range of relevant forward-looking macro-economic assumptions for the determination of unbiased general industry adjustments and any related specific industry adjustments that support the calculation of ECLs.

Based on the JFC Group's evaluation and assessment and after taking into consideration external actual and forecast information, the JFC Group considers two or more economic scenarios and the relative probabilities of each outcome. External information includes economic data and forecasts published by governmental bodies, monetary authorities and selected private-sector and academic institutions.

The JFC Group has identified and documented key drivers of credit risk and credit losses of each portfolio of financial instruments and, using an analysis of historical data, has estimated relationships between macro-economic variables and credit risk and credit losses. The JFC Group considers macro-economic factors such as gross domestic product growth rates and inflation rates in its analysis.

Financial Liabilities

Initial Recognition and Measurement. Financial liabilities are classified, at initial recognition, as financial liabilities at FVTPL, loans and borrowings, payables or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The JFC Group's financial liabilities include loans and borrowings, payables and derivative financial liabilities as at December 31, 2021 and 2020.

Subsequent Measurement

- *Financial Liabilities at FVTPL.* Financial liabilities at FVTPL include financial liabilities held for trading and financial liabilities designated upon initial recognition as at FVTPL. Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the JFC Group that are not designated as hedging instruments in hedge relationships as defined by PFRS 9. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

  Gains or losses on liabilities held for trading are recognized in profit or loss.

  Financial liabilities designated upon initial recognition at FVTPL are designated at the initial date of recognition, and only if the criteria in PFRS 9 are satisfied. The JFC Group has not designated any financial liability as at FVTPL.

- *Loans and Borrowings, and Other Payables.* This is the category most relevant to the JFC Group. After initial recognition, interest-bearing loans and borrowings, and other payables are subsequently measured at amortized cost using the EIR method. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

  Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs, including debt issue costs for the JFC Group's debts that are an integral part of the effective interest rate. The effective interest rate amortization is included as interest expense in the consolidated statement of comprehensive income.

  This category includes the JFC Group's trade payables and other current liabilities (excluding local and other taxes payable and unearned revenue from gift certificates), short-term and long-term debts, lease liabilities and senior debt securities as at December 31, 2021 and 2020.

- *Debt Issue Costs.* Debt issue costs are specific incremental costs, other than those paid to the lender, that are directly related to issuing a debt instrument. These are presented in the consolidated statement of financial position as a reduction from the related debt instrument and are amortized through the EIR amortization process.

Derecognition of Financial Assets and Liabilities

Financial Assets. A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the JFC Group's consolidated statement of financial position) when:

- The rights to receive cash flows from the asset have expired, or,

- The JFC Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the JFC Group has transferred substantially all the risks and rewards of the asset, or (b) the JFC Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the JFC Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the JFC Group continues to recognize the transferred asset to the extent of its continuing involvement. In that case, the JFC Group also recognized an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the JFC Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the JFC Group could be required to repay.

Financial Liabilities. A financial liability is derecognized when the obligation under the liability is discharged, cancelled or has expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the consolidated statement of comprehensive income.

Classification of Financial Instruments Between Liability and Equity

A financial instrument is classified as liability if it provides for a contractual obligation to:

- Deliver cash or another financial asset to another entity;
- Exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavorable to the Company; or,
- Satisfy the obligation other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of own equity shares.

If the Company does not have an unconditional right to avoid delivering cash or another financial asset to settle its contractual obligation, the obligation meets the definition of a financial liability.

The components of issued financial instruments that contain both liability and equity elements are accounted for separately, with the equity component being assigned the residual amount after deducting from the instrument as a whole the amount separately determined as the fair value of the liability component on the date of issue.

Day 1 Difference

Where the transaction price in a non-active market is different from the fair value based on other observable current market transactions in the same instrument or based on a valuation technique whose variables include only data from observable market, the JFC Group recognizes the difference between the transaction price and fair value (a 'Day 1 difference') in the profit or loss unless it qualifies for recognition as some other type of asset. In cases where unobservable data is used, the difference between the transaction price and model value is recognized in the profit or loss only when the inputs become observable or when the instrument is derecognized. For each transaction, the JFC Group determines the appropriate method of recognizing the 'Day 1 difference' amount.

Offsetting of Financial Instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, to realize the assets and settle the liabilities simultaneously. The JFC Group assesses that it has a currently enforceable right of offset if the right is not contingent on a future event, and is legally enforceable in the normal course of business, event of default, and event of insolvency or bankruptcy of the JFC Group and all of the counterparties.

Derivative Financial Instruments and Hedge Accounting

Initial Recognition and Subsequent Measurement. The JFC Group uses derivative financial instruments, such as cross currency swaps and interest rate swaps to hedge its foreign currency risks and interest rate risks, respectively. Such derivative financial instruments are initially recognized at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Any gains or losses arising from changes in the fair value of derivatives are taken directly to profit or loss, except for the effective portion of cash flow hedges, which is recognized in other comprehensive income and later reclassified to profit or loss when the hedge item affects profit or loss.

For the purpose of hedge accounting, hedges are classified as:

- Fair value hedges when hedging the exposure to changes in the fair value of a recognized asset or liability or an unrecognized firm commitment;
- Cash flow hedges when hedging the exposure to variability in cash flows that is either attributable to a particular risk associated with a recognized asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognized firm commitment; and
- Hedges of a net investment in a foreign operation.

The JFC Group's interest rate swap is cash flow hedge. The JFC Group has no fair value hedge and hedge of a net investment in a foreign operation as at December 31, 2021 and 2020.

At the inception of a hedge relationship, the JFC Group formally designates and documents the hedge relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the JFC Group will assess whether the hedging relationship meets the hedge effectiveness requirements (including analysis of sources of hedge ineffectiveness and how the hedge ratio is determined). A hedging relationship qualifies for hedge accounting if it meets all of the following effectiveness requirements:

- There is 'an economic relationship' between the hedged item and the hedging instrument;
- The effect of credit risk does not 'dominate the value changes' that result that economic relationship; and
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the JFC Group actually hedges and the quantity of the hedging instrument that the JFC Group actually uses to hedge that quantity of hedged item.

Hedges that meet the strict criteria for hedge accounting are accounted for, as described below:

Cash Flow Hedges. Cash flow hedges are hedges of the exposure to variability in cash flows that is attributable to a particular risk associated with a recognized asset, liability or a highly probable forecast transaction and could affect the consolidated statements of comprehensive income. Changes in the fair value of a hedging instrument that qualifies as a highly effective cash flow hedge are recognized as "Comprehensive income (loss) on derivative liability" in the consolidated statement of comprehensive income, whereas any hedge ineffectiveness is immediately recognized in profit or loss.

The JFC Group has an interest rate swap for its exposure to volatility in interest rates.

Amounts recognized as other comprehensive are transferred to profit or loss when the hedged transaction affects profit or loss, such as when the hedged income or expense is recognized or when a forecast sale occurs.

If the hedging instrument expires or is sold, terminated or exercised without replacement or rollover (as part of the hedging strategy), or if its designation as a hedge is revoked, or when the hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss previously recognized in other comprehensive income remains separately in equity until the forecast transaction occurs or the foreign currency firm commitment is met.

Contract Balances

Contract Assets. A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the JFC Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognized for the earned consideration that is conditional.

Trade Receivables. A receivable represents the JFC Group's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due).

Contract Liabilities. A contract liability is the obligation to transfer goods or services to a customer for which the JFC Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the JFC Group transfers goods or services to the customer, a contract liability is recognized when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognized as revenue when the JFC Group performs under the contract.

Inventories

Inventories are valued at the lower of cost and net realizable value. Costs are accounted for as follows:

Processed inventories	- Standard costing, which is reviewed on a quarterly basis and revised as necessary to approximate current costs determined using first in, first out (FIFO). Cost includes direct materials, labor and a proportion of manufacturing overhead costs based on normal operating capacity.
Food supplies, packaging, store and other supplies, and novelty items	- Standard costing which is reviewed on a quarterly basis and revised as necessary to approximate current costs determined using FIFO.

Net realizable value of processed inventories is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

Net realizable value of food supplies, packaging, store and other supplies is the current replacement cost. Food and other supplies are held for use in the production of processed inventories.

Net realizable value of novelty items is the estimated selling price in the ordinary course of business, less the estimated costs necessary to make the sale.

Other Current Assets

Other current assets include prepaid expenses which are paid in advance and recorded as asset before these are utilized, deposits which pertain to advance payments to suppliers to be applied for future purchases, and creditable withholding taxes, which will be applied in the following year against corporate income tax or be claimed for refund with the Bureau of Internal Revenue. Prepaid expenses are amortized over time and recognized as expense as the benefit is derived from the asset.

Interests in and Advances to Joint Ventures, Co-venturers and Associates

An associate is an entity over which the JFC Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not in control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The JFC Group's investments in its associates and joint ventures are accounted for using the equity method based on the percentage share of ownership and capitalization. Interests in joint ventures are accounted for under the equity method from the date the joint control is obtained.

Under the equity method, the JFC Group's investments in joint ventures and associates are carried in the consolidated statement of financial position at cost plus the JFC Group's share in post-acquisition changes in the net assets of associates or joint ventures, less any impairment in value. Goodwill relating to the joint ventures or associates is included in the carrying amount of the investment and is not amortized. The consolidated statement of comprehensive income includes the JFC Group's share in the financial performance of the associates or joint ventures. The JFC Group's share in profit or loss of the associates is shown on the face of the consolidated statement of comprehensive income as "Equity in net earnings (losses) of joint ventures and associates - net", which is the profit or loss attributable to equity holders of the joint ventures and associates.

When the JFC Group's share of losses in the joint ventures or associates equals or exceeds its interest, including any other unsecured receivables, the JFC Group does not recognize further losses, unless it has incurred obligations or made payments on behalf of the associates or joint ventures. Where there has been a change recognized directly in the equity of the associate or joint venture, the JFC Group recognizes its share in any changes and discloses this, when applicable, in the consolidated statement of changes in equity.

Unrealized gains arising from transactions with the associates or joint ventures are eliminated to the extent of the JFC Group's interests in the associates or joint ventures against the related investments. Unrealized losses are eliminated similarly but only to the extent that there is no evidence of impairment in the asset transferred.

The JFC Group ceases to use the equity method of accounting on the date from which it no longer has joint control in the joint ventures, no longer has significant influence over the associates, or when the interest becomes held for sale.

Upon loss of significant influence over the associate or joint control over the joint ventures, the JFC Group measures and recognizes its remaining investment at its fair value. Any difference between the carrying amount of the former associate or former jointly controlled entities upon loss of significant influence or joint control, and the fair value of the remaining investment and proceeds from disposal is recognized in profit or loss. When the remaining interest in the former jointly controlled entity constitutes significant influence, it is accounted for as interest in an associate.

Property, Plant and Equipment

Property, plant and equipment, except land and construction in progress, are stated at cost less accumulated depreciation and amortization and any accumulated impairment in value. Such cost includes the cost of replacing part of property, plant and equipment at the time that cost is incurred, if the recognition criteria are met, and excludes the costs of day-to-day servicing. Land is stated at cost less any impairment in value.

The initial cost of property, plant and equipment consists of its purchase price, including import duties and nonrefundable taxes and any other costs directly attributable in bringing the asset to its working condition and location for its intended use. Cost also includes any related asset retirement obligation and interest incurred during the construction year on funds borrowed to finance the construction of the asset. Expenditures incurred after the property, plant and equipment have been put into operation, such as repairs and maintenance, are normally charged to profit or loss in the year in which the costs are incurred. In situations where it can be clearly demonstrated that the expenditures have resulted in an increase in the future economic benefits expected to be obtained from the use of an item of property, plant and equipment beyond its originally assessed standard of performance, the expenditures are capitalized as additional costs of property, plant and equipment.

Depreciation and amortization are calculated on a straight-line basis over the following estimated useful lives of the assets:

Land improvements	5 years
Plant, buildings, commercial condominium units and improvements	5 - 40 years
Leasehold improvements	2 - 10 years or term of the lease, whichever is shorter
Office, store and food processing equipment	1 - 15 years
Furniture and fixtures	3 - 5 years
Transportation equipment	3 - 5 years

The residual values, if any, useful lives and depreciation and amortization method of the assets are reviewed at the end of each financial year and adjusted prospectively, if appropriate.

Fully depreciated assets are retained in the accounts until they are disposed or retired.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognized.

Construction in progress represents assets under construction and is stated at cost less any impairment in value. This includes the cost of construction and other direct costs. Cost also includes interest on borrowed funds incurred during the construction year. Construction in progress is not depreciated until such time that the relevant assets are completed and ready for use.

Investment Properties

Investment properties consist of land and buildings and building improvements held by the JFC Group for capital appreciation and rental purposes. Investment properties, except land, are carried at cost, including transaction costs, less accumulated depreciation and amortization and any impairment in value. Cost also includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met; and excludes the costs of day-to-day servicing of an investment property. Land is carried at cost less any impairment in value.

The depreciation of buildings and building improvements are calculated on a straight-line basis over the estimated useful lives of the assets which are five (5) to thirty-five (35) years.

The residual values, if any, useful lives and method of depreciation and amortization of the assets are reviewed at each financial year-end and adjusted prospectively, if appropriate.

Investment property is derecognized when either it has been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement or disposal of an investment property are recognized in profit or loss in the year of retirement or disposal.

Transfers to, and from, investment property are made only when there is a change in use, evidenced by:

- Commencement of owner-occupation, for a transfer of investment property to owner-occupied property;
- Commencement of development with a view to sell, for a transfer from investment property to real properties held-for-sale and development;
- End of owner occupation, for a transfer from owner-occupied property to investment property; or,
- Commencement of an operating lease to another party, for a transfer from real properties held-for-sale and development to investment property.

For a transfer from investment property to owner-occupied property, the cost of property for subsequent accounting is its carrying value at the date of change in use. If the property occupied by the JFC Group as an owner-occupied property becomes an investment property, the JFC Group accounts for such property in accordance with the policy stated under property and equipment up to the date of change in use.

Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial year of time to get ready for its intended use or sale are capitalized as part of the cost of asset. Capitalization of borrowing costs commences when the activities to prepare the asset are in progress and expenditures and borrowing costs are being incurred. Borrowing costs are capitalized until the assets are substantially ready for their intended use. All other borrowing costs are expensed as incurred. Borrowing costs consist of interest and other cost that an entity incurs in connection with the borrowing of funds.

Business Combinations

Business combinations are accounted for using the acquisition method. Applying the acquisition method requires the (a) determination whether the JFC Group will be identified as the acquirer; (b) determination of the acquisition date; (c) recognition and measurement of the identifiable assets acquired, liabilities assumed and any non-controlling interest in the acquiree; and (d) recognition and measurement of goodwill or a gain from a bargain purchase.

When the JFC Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at acquisition date.

The cost of an acquisition is measured as the aggregate of the (a) consideration transferred by the JFC Group, measured at acquisition-date fair value, (b) amount of any non-controlling interest in the acquiree and (c) acquisition-date fair value of the JFC Group's previously held equity interest in the acquiree in a business combination achieved in stages. Acquisition costs incurred are expensed and included in "General and administrative expenses" account in the consolidated statement of comprehensive income.

Initial Measurement of Non-controlling Interest. For each business combination, the JFC Group measures the non-controlling interest in the acquiree using the proportionate share of the acquiree's fair value of identifiable net assets.

Business Combination Achieved in Stages. In a business combination achieved in stages, the JFC Group remeasures its previously held equity interests in the acquiree at its acquisition-date fair value and recognizes the resulting gain or loss, if any, in profit or loss.

Measurement Period. If the initial accounting for a business combination is incomplete by the end of the reporting period in which the business combination occurs, the JFC Group reports in its consolidated financial statements provisional amounts for the items for which the accounting is incomplete. The measurement period ends as soon as the JFC Group receives the information it was seeking about facts and circumstances that existed as at the acquisition date or learns that more information is not obtainable. The measurement period does not exceed one year from the acquisition date.

Initial Measurement of Goodwill or Gain on a Bargain Purchase. Goodwill is initially measured by the JFC Group at cost being the excess of the total consideration transferred over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognized in profit or loss as gain on a bargain purchase. Before recognizing a gain on a bargain purchase, the JFC Group determines whether it has correctly identified all of the assets acquired and all of the liabilities assumed and recognize any additional assets or liabilities that are identified in that review.

Subsequent Measurement of Goodwill. Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.

Impairment Testing of Goodwill. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the JFC Group's CGU, or groups of CGUs, that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units or groups of units.

Each unit or group of units to which the goodwill is allocated:

- represents the lowest level within the JFC Group at which the goodwill is monitoredfor internal management purposes; and,
- is not larger than an operating segment as defined in PFRS 8, Operating Segments, before aggregation.

Frequency of Impairment Testing. Irrespective of whether there is any indication of impairment, the JFC Group tests goodwill acquired in a business combination for impairment annually as at December 31 and more frequently when circumstances indicate that the carrying amount is impaired.

Allocation of Impairment Loss. An impairment loss is recognized for a CGU if the recoverable amount of the unit or group of units is less than the carrying amount of the unit or group of units. The impairment loss is allocated to reduce the carrying amount of the assets of the unit or group of units first to reduce the carrying amount of goodwill allocated to the CGU or group of units and then to the other assets of the unit or group of units pro rata on the basis of the carrying amount of each asset in the unit or group of units. In allocating the impairment loss, the JFC Group cannot reduce the carrying amount of an asset below the highest of its fair value less cost of disposal if measurable, its value in use if determinable and zero.

Intangible Assets

Intangible assets acquired separately are measured at cost on initial recognition. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and any accumulated impairment loss. The useful lives of intangible assets are assessed at the individual asset level as either finite or indefinite.

Intangible assets with finite lives are amortized over the useful economic life using the straight-line method and assessed for impairment whenever there is an indication that the intangible assets may be impaired. At a minimum, the amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortization period or method, as appropriate, and treated as changes in accounting estimates.

Intangible assets with indefinite useful lives are tested for impairment annually either individually or at the CGU level. Such intangible assets are not amortized. The useful life of an intangible asset with an indefinite life is reviewed annually to determine whether the indefinite life assessment continues to be supportable. If not, the change in the useful life assessment from indefinite to finite is made on a prospective basis.

Amortization of computer software, trademarks and other intangible assets are calculated on a straight-line basis over the following estimated useful lives of the assets:

Computer software	10 years
Trademarks	5 years
Other intangible assets	5 years

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset, and are recognized in profit or loss when the asset is derecognized.

Land Assets Held for Sale

Land assets held for sale are carried at the lower of its carrying amount and fair value less costs to sell. At reporting date, the JFC Group classifies assets as held for sale (disposal group) when their carrying amount will be recovered principally through a sale transaction rather than through continuing use. For this to be the case the asset must be available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such assets and its sale must be highly probable. For the sale to be highly probable, the appropriate level of management must be committed to a plan to sell the asset and an active program to locate a buyer and complete the plan must have been initiated. Further, the asset must be actively marketed for sale at a price that is reasonable in relation to its current fair value. In addition, the sale should be expected to qualify for recognition as a completed sale within one year from the date of classification.

The JFC Group measures land asset held for sale at the lower of its carrying amount and fair value less cost to sell.

Impairment of Nonfinancial Assets

The carrying values of interests in and advances to joint ventures, co-venturers and associates, property, plant and equipment, right-of-use assets, investment properties, trademarks and other intangible assets with definite useful life, and other noncurrent assets are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable. If any such indication exists, and if the carrying value exceeds the estimated recoverable amount, the assets or CGU are written down to their recoverable amounts. The recoverable amount of the asset is the greater of fair value less costs to sell or value in use. The fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's-length transaction between knowledgeable and willing parties, less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the CGU to which the asset belongs. Impairment losses are recognized in profit or loss in those expense categories consistent with the function of the impaired asset.

For nonfinancial assets, excluding goodwill, an assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated. A previously recognized impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation and amortization, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in profit or loss. After such a reversal, the depreciation charge is adjusted in future years to allocate the asset's revised carrying amount, less any residual value on a systematic basis over its remaining useful life.

Equity

Capital Stock and Additional Paid-in Capital. Capital stock is measured at par value for all shares issued. Proceeds and/or fair value of considerations received in excess of par value, if any, are recognized as additional paid-in capital. Incremental costs incurred directly attributable to the issuance of new shares are shown in equity as a deduction from proceeds, net of tax.

Additional paid-in capital is also credited for the cost of the JFC Group's equity-settled share-based payments to its employees.

Subscription Receivable. Subscription receivable represents the unpaid balance of the subscription price for subscribed common stock of the Parent Company.

Retained Earnings. Retained earnings represent the JFC Group's accumulated earnings, net of dividends declared. The balance includes accumulated earnings of subsidiaries, joint ventures and associates, which are not available for dividend declaration.

Dividends. The JFC Group recognizes a liability to make cash distribution to its equity holders when the distribution is authorized and the distribution is no longer at the discretion of the JFC Group. A corresponding amount is recognized directly in the equity. Dividends for the year that are approved after the financial reporting date are dealt with as an event after the reporting year.

Other Comprehensive Income. Other comprehensive income comprises items of income and expense (including reclassification adjustments) that are not recognized in profit or loss. These include cumulative translation adjustments, gains or losses on derivatives designated as hedging instruments in an effective hedge, unrealized gains or losses on financial assets at FVOCI, remeasurement gains or losses on pension and their income tax effects.

Treasury Shares. Acquisitions of treasury shares are recorded at cost. The total cost of treasury shares is shown in the consolidated statement of financial position as a deduction from the total equity. Upon re-issuance or resale of the treasury shares, cost of common stock held in treasury account is credited for the cost of the treasury shares determined using the simple average method. Gain on sale is credited to additional paid-in capital. Losses are charged against additional paid-in capital but only to the extent of previous gain from original issuance, sale or retirement for the same class of stock. Otherwise, losses are charged to retained earnings.

Revenue from Contracts with Customers

Revenue from contracts with customers is recognized when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the JFC Group expects to be entitled in exchange for those goods or services. The JFC Group assesses its revenue arrangements against specific criteria to determine if it is acting as a principal or as an agent. The JFC Group has concluded that it is acting as principal in majority of its revenue arrangements. The following specific recognition criteria must also be met before revenue is recognized:

Sale of Goods. Revenue from sale of goods is recognized at the point in time when control is transferred to the customer, which is normally upon delivery. Sales returns and discounts are deducted from sales to arrive at net sales shown in the consolidated statement of comprehensive income.

Royalty Fees. Revenue from royalty fees is recognized as the royalty accrues based on certain percentages of the franchisees' net sales.

Set-up Fees. Revenue from set-up fees is recognized on a straight-basis over the term of the franchise agreement and when performance obligations relating to the payment of set-up fees have been satisfied.

System-wide Advertising Fees. Revenues consisting of reimbursements of network advertising and promotional costs from franchisees are recognized upon performance of service.

Service Fees. Revenue is recognized in the period in which the service has been rendered.

Management Fees. Revenue is recognized in the period in which the administration services has been rendered based on a certain percentage of the total costs incurred.

Other Revenues

The following specific recognition criteria must also be met before other revenue is recognized:

Rent Income. Rent income from short-term leases and leases of low-value asset is recognized on a straight-line basis over the lease terms.

Interest Income. Interest income is recognized as the interest accrues, taking into account the effective yield on the asset.

Other Income. Other income is recognized when there is an incidental economic benefit, other than the usual business operations, that will flow to the JFC Group through an increase in asset or reduction in liability and that can be measured reliably.

Cost and Expenses

Cost and expenses are decreases in economic benefits during the reporting period in the form of outflows or decrease of assets or incurrence of liabilities that result in decreases in equity, other than those relating to distributions to equity participants. Cost and expenses are recognized as incurred.

Advertising and promotion expenses include costs incurred for advertising schemes and promotional activities for new products.

Pension Benefits

The pension liability or asset is the aggregate of the present value of the defined benefit obligation at the end of the reporting period reduced by the fair value of plan assets (if any), adjusted for any effect of limiting a net defined benefit asset to the asset ceiling. The asset ceiling is the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan.

The cost of providing benefits under the defined benefit plans is actuarially determined using the projected unit credit method.

Pension expense comprises the following:

- Service cost; and,
- Net interest on the net defined benefit liability or asset.

Service costs which include current service costs, past service costs and gains or losses on non-routine settlements are recognized as part of pension expense. Past service costs are recognized when plan amendment or curtailment occurs. These amounts are calculated periodically by independent qualified actuaries.

Net interest on the pension liability or asset is the change during the period in the liability or asset that arises from the passage of time which is determined by applying the discount rate based on government bonds to the pension liability or asset. Net interest on the pension liability or asset is recognized under "Direct costs" and "General and administrative expenses" in the consolidated statement of comprehensive income.

Remeasurements comprising actuarial gains and losses, return on plan liability or assets and any change in the effect of the asset ceiling (excluding net interest on defined benefit liability) are recognized immediately in other comprehensive income in the period in which they arise. Remeasurements are not reclassified to profit or loss in subsequent periods.

Plan assets are assets that are held by a long-term employee benefit fund or qualifying insurance policies. Plan assets are not available to the creditors of the JFC Group, nor can they be paid directly to the JFC Group. Fair value of plan assets is based on market price information. When no market price is available, the fair value of plan assets is estimated by discounting expected future cash flows using a discount rate that reflects both the risk associated with the plan assets and the maturity or expected disposal date of those assets (or, if they have no maturity, the expected period until the settlement of the related obligations). If the fair value of the plan assets is higher than the present value of the defined benefit obligation, the measurement of the resulting defined benefit asset is limited to the present value of economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan.

The JFC Group also participates in various government-defined contribution schemes for the PRC-based and USA-based subsidiaries. Under these schemes, pension benefits of existing and retired employees are guaranteed by the local pension benefit plan, and each subsidiary has no further obligations beyond the annual contribution.

Employee Leave Entitlement

Employee entitlements to annual leave are recognized as a liability when they are accrued to the employees. JFC Group recognizes undiscounted liability for leave expected to be settled wholly before twelve months after the end of the annual reporting period.

Share-based Payments

The JFC Group has stock option plans granting its management and employees an option to purchase a fixed number of shares of stock at a stated price during a specified period ("equity-settled transactions").

The cost of the options granted to the JFC Group's management and employees that becomes vested is recognized in profit or loss over the period in which the performance and/or service conditions are fulfilled, ending on the date on which the relevant management and employees become fully entitled to the award ("vesting date").

The fair value is determined using the Black-Scholes Option Pricing Model. The cumulative expense recognized for the share-based transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the JFC Group's best estimate of the number of equity instruments that will ultimately vest. The charge or credit in profit or loss or the investment account for a period represents the movement in cumulative expense recognized as of the beginning and end of that period.

No expense is recognized for awards that do not ultimately vest.

Where the terms of a share-based award are modified, at a minimum, an expense is recognized as if the terms had not been modified. In addition, an expense is recognized for any modification, which increases the total fair value of the share-based payment agreement, or is otherwise beneficial to the management and employees as measured at the date of modification.

Where a share-based award is cancelled, it is treated as if it had vested on the date of cancellation, and any expense not yet recognized for the award is recognized immediately. However, if a new award is substituted for the cancelled award, and designated as a replacement award on the date that it is granted, the cancelled and new awards are treated as if there were a modification of the original award.

Leases

The JFC Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

JFC Group as Lessee. The JFC Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The JFC Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

- Right-of-Use Assets. The JFC Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. The cost of right-of-use assets also includes an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories. Unless the JFC Group is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognized right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. Right-of-use assets are subject to impairment.

- Lease Liabilities. At the commencement date of the lease, the JFC Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The variable lease payments that do not depend on an index or a rate are recognized as expense in the period on which the event or condition that triggers the payment occurs.

  In calculating the present value of lease payments, the JFC Group uses the incremental borrowing rate (IBR) at the lease commencement date if the interest rate implicit in the lease is not readily determinable. In determining the IBR, the JFC Group uses risk-free rate plus credit spread where the credit spread is based on the credit risk of the lessee. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset.

The JFC Group's lease liabilities are included in interest-bearing loans and borrowings.

- Short-term Leases and Leases of Low-value Assets. The JFC Group applies the short-term lease recognition exemption to its short-term leases of QSR outlets. It also applies the lease of low-value assets recognition exemption to leases of that are considered of low value (i.e., below USD5,000 or approximately ₱250,000). Lease payments on short-term leases and leases of low-value assets are recognized as expense on a straight-line basis over the lease term.

- Subleases of Underlying Asset. The JFC Group continues to account for the original lease (the head lease) as a lessee and accounts for the sublease as the lessor (intermediate lessor).

- Lease Modification. Lease modification is defined as a change in the scope of a lease, or the consideration for a lease, that was not part of the original terms and conditions of the lease (for example, adding or terminating the right to use one or more underlying assets, or extending or shortening the contractual lease term).

  A lessee shall account for a lease modification as a separate lease if both:

  - The modification increases the scope of the lease by adding the right to use one or more underlying assets; and,
  - The consideration for the lease increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

  For a lease modification that is not accounted for as a separate lease, at the effective date of the lease modification a lessee shall:

  - Allocate the consideration in the modified contract;
  - Determine the lease term of the modified lease; and,
  - Remeasure the lease liability by discounting the revised lease payments using a revised discount rate. The revised discount rate is determined as the interest rate implicit in the lease for the remainder of the lease term, if that rate can be readily determined, of the lessee's incremental borrowing rate at the effective date of the modification, if the interest rate implicit in the lease cannot be readily determined. The lessee shall account for the remeasurement of the lease liability by:

    - Decreasing the carrying amount of the right-of-use asset to reflect the partial or full termination of the lease for lease modifications that decrease the scope of the lease. The lessee shall recognize in profit or loss any gain or loss relating to partial or full termination of the lease; or,

    - Making corresponding adjustment to the right-of-use asset for all other lease modifications.

  As a practical expedient, a lessee may elect not to assess whether a rent concession occurring as a direct consequence of Covid-19 pandemic is a lease modification and only if all of the following conditions are met:

  - The change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change;
  - Any reduction in lease payment affects only payments originally due on or before June 30, 2022; and,
  - There is no substantive change to other terms and conditions of the lease.

  Rent concession from lessors were accounted for as negative variable lease payments in profit or loss.

JFC Group as Lessor. Leases in which the JFC Group does not transfer to the lessee substantially all the risks and benefits incidental to ownership an asset are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the operating lease receivable and recognized over the lease term on the same basis as rent income. Rent income from operating leases is accounted for on a straight-line basis over the lease term and is recognized as income in profit or loss. Contingent rents are recognized as revenue in the period in which they are earned.

JFC Group as an Intermediate Lessor. Sublease is classified at the inception date as a finance lease or an operating lease. Subleases in which the JFC Group determined that the lease term constitute a major part of the economic life of the underlying asset and at the inception date, the present value of the minimum lease payment amounts to substantially all of the fair value of the underlying asset are classified as finance lease.

If the sublease is classified as finance lease, JFC Group as an intermediate lessor:

- Derecognizes the right-of-use asset relating to the head lease that it transfers to the sublessee and recognizes the net investment in the sublease;
- Recognizes any difference between the right-of-use asset and the net investment in the sublease in profit or loss; and,
- Retains the lease liability relating to the head lease in its consolidated statement of financial position, which represents the lease payments owed to the head lessor.

During the term of the sublease, JFC Group recognizes both finance income on the sublease and interest expense on the head lease.

If the sublease is classified as an operating lease, JFC Group retains the lease liability and the right-of-use asset relating to the head lease in its consolidated statement of financial position. During the term of the sublease, JFC Group recognizes a depreciation charge for the right-of-use asset and interest on the lease liability and recognizes rent income from the sublease.

Foreign Currency Transactions and Translations

The consolidated financial statements are presented in Philippine Peso, which is the Parent Company's functional and presentation currency. Each entity in the JFC Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. The functional currency of subsidiaries domiciled and operating in the Philippines are also determined to be the Philippine Peso. Where the functional currency is the Philippine Peso, transactions in foreign currencies are recorded in Philippine Peso using the exchange rate at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are restated using the closing rate of exchange at reporting date. All differences are recognized in profit or loss. Nonmonetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions.

The functional currencies of the JFC Group's foreign operations are US dollar (USD), PRC Renminbi (RMB), Vietnam dong (VND), Singapore dollar (SGD), Malaysian ringgit (MYR), Canadian dollar (CND), Euro, Pound (GBP), Hong Kong dollar (HKD), Indonesia rupiah (IDR) and Macau pataca (MOP). As of the reporting date, the assets and liabilities of foreign subsidiaries are translated into the presentation currency of the Parent Company at the rate of exchange ruling at the reporting date while the income and expense accounts are translated at the weighted average exchange rates for the year. The resulting translation differences are included in equity under the account "Cumulative translation adjustments of foreign subsidiaries and interests in joint ventures and associates." On disposal of a foreign subsidiary, the accumulated exchange differences are recognized in profit or loss.

Taxes

Current Tax. Current tax liabilities for the current and prior periods are measured at the amount expected to be paid to the tax authority. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at reporting date.

Current income tax relating to items recognized directly in equity is recognized in equity (not in the profit or loss). Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred Tax. Deferred tax is provided using balance sheet liability method, on all temporary differences at reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax assets are recognized for all deductible temporary differences and carryforward benefits of unused tax credits from excess of minimum corporate income tax (MCIT) over regular corporate income tax (RCIT) and net operating loss carryover (NOLCO), to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and carry forward benefits of excess of MCIT over RCIT and NOLCO can be utilized, except:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit; and,
- in respect of deductible temporary differences associated with investments in subsidiaries and interest in joint ventures and associates, deferred tax assets are recognized only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilized.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax assets to be utilized. Unrecognized deferred tax assets are reassessed at each reporting date and are recognized to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Deferred tax liabilities are recognized for all taxable temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transactions, affects neither the accounting profit nor taxable profit; and,
- in respect of taxable temporary differences associated with investments in subsidiaries and interests in joint ventures and associates, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantially enacted at the reporting date.

Deferred tax relating to items recognized outside profit or loss is recognized outside profit or loss. Deferred tax items are recognized in correlation to the underlying transaction either in other comprehensive income or directly in another equity account.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognized subsequently if new information about facts and circumstances change. The adjustment is either treated as reduction in goodwill, as long as it does not exceed goodwill, if it was incurred during the measurement year or recognized in profit or loss.

Deferred tax assets and liabilities are offset, if a legally enforceable right exists to off-set current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Value Added Tax (VAT). Revenue, expenses and assets are recognized net of the amount of VAT, if applicable.

When VAT from sales of goods and/or services (output VAT) exceeds VAT passed on from purchases of goods or services (input VAT), the excess is recognized as part of "Trade payables and other current liabilities" account in the consolidated statement of financial position. When VAT passed on from purchases of gods or services (input VAT) exceeds VAT from sales of goods and/or services (output VAT), the excess is recognized as part of "Other current assets" account in the consolidated statement of financial position.

Earnings per Share (EPS) Attributable to Equity Holders of the Parent Company

Basic EPS is calculated by dividing the net income for the year attributable to the equity holders of the Parent Company by the weighted average number of common shares outstanding during the year, after considering the retroactive effect of stock dividend declaration, if any.

Diluted EPS is computed by dividing the net income for the year attributable to the equity holders of the Parent Company by the weighted average number of common shares outstanding during the period, adjusted for any potential common shares resulting from the assumed exercise of outstanding stock options. Outstanding stock options will have dilutive effect under the treasury stock method only when the average market price of the underlying common share during the period exceeds the exercise price of the option.

Where the EPS effect of the shares to be issued to management and employees under the stock option plan would be anti-dilutive, the basic and diluted EPS would be stated at the same amount.

Provisions

Provisions are recognized when the JFC Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessment of the time value of money and, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as interest expense.

Contingencies

Contingent liabilities are not recognized in the consolidated financial statements but are disclosed in the notes to financial statements unless the possibility of an outflow of resources embodying economic benefits is remote. Contingent assets are not recognized in the consolidated financial statements but are disclosed when an inflow of economic benefits is probable.

Business Segments

The JFC Group is organized and managed separately according to the nature of operations and geographical locations of businesses. The three major operating businesses of the JFC Group are food service, franchising and leasing while geographical segments are segregated to Philippine businesses and international businesses. These operating and geographical businesses are the basis upon which the JFC Group reports its primary segment information presented in Note 5.

Events after the Reporting Period

Post year-end events that provide additional information about the JFC Group's financial position at reporting date (adjusting events) are reflected in the JFC Group's consolidated financial statements. Post year-end events that are not adjusting events are disclosed in the notes to consolidated financial statements when material.

4. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts in the consolidated financial statements and related notes at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the affected asset or liability in the future.

The JFC Group believes the following represents a summary of these significant judgments, estimates and assumptions and the related impact and associated risks on the JFC Group's consolidated financial statements.

Judgments

In the process of applying the JFC Group's accounting policies, management has made the following judgments, apart from those involving estimations, which have the most significant effect on the amounts recognized in the consolidated financial statements.

Revenue Contracts with Customers - Determining the Timing of Satisfaction of Set-up Fees. The JFC Group undertakes activities prior to store opening (e.g., initial training, site development, systems set-up, etc.) as indicated in the franchise agreement. The JFC Group determines whether these activities are capable of being distinct (i.e., whether the franchisee can benefit on each of these activities on a standalone basis) and whether these activities are distinct within the context of the franchise agreement (i.e., whether these activities can be separated from the franchise license granted to the franchisee).

The JFC Group determined that revenue from set-up fees should be recognized on a straight-line basis over the term of the franchise agreement and when performance obligations relating to the payment of set-up fees have been satisfied.

Principal versus Agent Consideration. The JFC Group's agreement with the franchisee includes the right to charge the franchisee its share in the JFC Group's nationwide advertising and marketing efforts as well as fees for the JFC Group's administration of various advertisements, network and media placements. The JFC Group determined that it is acting as principal for the nationwide advertising because it is the JFC Group who retains the right to direct the service provider of the advertisements, network and media placements, and has the discretion on how to price the advertising fee charges. The JFC Group considers both the legal form and the substance of its agreement to determine each party's respective roles in the agreement.

Determining the Lease Term of Contracts with Renewal Options - JFC Group as Lessee. The JFC Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The JFC Group has the option, under some of its leases to lease the assets for additional terms of 5 to 15 years. The JFC Group applies judgement in evaluating whether it is reasonably certain to exercise the option to renew. That is, it considers all relevant factors that create an economic incentive for it to exercise the renewal. After the commencement date, the JFC Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise (or not to exercise) the option to renew (e.g., a change in business strategy). The JFC Group included the renewal period as part of the lease term for leases of QSR outlets and warehouses due to the significance of these assets to its operations. These leases have a short non-cancellable period (i.e., 5 to 10 years) and there will be a significant negative effect on operations if a replacement is not readily available.

Assessing Joint Control of an Arrangement and the Type of Arrangement. Joint control is the contractually agreed sharing of control of an arrangement which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control. The JFC Group assessed that it has joint control in all joint arrangements by virtue of a contractual agreement with other stockholders. The JFC Group's joint ventures have separate legal entities and the shareholders have right to their net assets (see Note 11).

Material Partly-Owned Subsidiaries. The consolidated financial statements include additional information about subsidiaries that have non-controlling interests that are material to the JFC Group (see Note 11). Management determined material partly-owned subsidiaries as those with balance of non-controlling interest greater than 5% of total non-controlling interests and those subsidiaries with activities that are important to the JFC Group as at end of the period.

Material Joint Ventures and Associates. The consolidated financial statements include additional information about joint ventures and associates that are material to the JFC Group (see Note 11). Management determined material joint ventures and associates as those joint ventures and associates where the JFC Group's carrying amount of investment is greater than 5% of the total interests in joint ventures and investments in associates as at end of the period.

Estimates and Assumptions

The key estimates and assumptions concerning the future and other key sources of estimation uncertainty at reporting date that has a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. The JFC Group based its assumptions and estimates on parameters available when the consolidated financial statements are prepared. Existing circumstances and assumptions about future developments, however, may change due to changes on market circumstances arising beyond the control of the JFC Group. Such changes are reflected in the assumptions when they occur.

Determination of Purchase Price Allocation. On September 24, 2019, the JFC Group, through SMCC-HU, acquired CBTL for the total consideration of ₱17,098.7 million (see Note 11). In identifying the assets acquired and liabilities assumed, management has determined that part of the assets being acquired pertains to the trademark and other intangibles of CBTL amounting to ₱19,333.0 million.

Management has measured the trademarks and other intangible assets based on the valuation report prepared by the external valuation specialist and the property and equipment that were acquired using the appraisal reports that were prepared by an independent appraiser. The trademarks were valued using the relief-from-royalty method wherein the fair value of trademarks is based on cost savings from owning the trademarks. Significant assumptions and estimates used include comparable royalty rates, long-term growth rates, discount rates based on available market data and revenue growth rate forecasts. The property and equipment were valued using the replacement cost. Adjustments were made to replacement cost to reflect depreciation. The valuation of other intangible assets was based on market values using income approach.

Recoverability of Trademarks, Goodwill and Other Intangible Assets. The JFC Group determines whether trademarks, goodwill and other intangible assets with indefinite useful life is impaired at least on an annual basis or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. This requires an estimation of the value in use of the CGU to which the goodwill is allocated. Estimating the value in use requires the JFC Group to make an estimate of the expected net sales, long-term growth rates and earnings before interest, taxes, depreciation and amortization (EBITDA) from the CGU and also consider market data in determining discount rate in order to calculate the present value of those cash flows. In addition, the assumptions are also subjected to a higher level of estimation uncertainty due to the current economic conditions which have been impacted by the COVID-19 pandemic.

Management has determined that trademarks, goodwill and other intangible assets are not impaired. The carrying amount of trademarks, goodwill and other intangible assets amounted to ₱50,610.9 million and ₱50,224.1 million as at December 31, 2021 and 2020, respectively (see Note 14).

Recoverability of Interests in and Advances to Joint Ventures, Co-venturers and Associates. The JFC Group performs impairment test of its interests in and advances to joint ventures, co-venturers and associates when there are facts and circumstances indicating that their carrying amounts exceed their recoverable amounts. Determining the recoverable amount of assets, which requires the determination of future cash flows expected to be generated from the continued operations of joint ventures and associates, requires the JFC Group to make significant assumptions that can materially affect the consolidated financial statements. These assumptions include long-term growth rates, EBITDA and discount rate. Future events could cause the JFC Group to conclude that the assets are impaired. Any resulting impairment loss could have a material adverse impact on the JFC Group's financial position and performance.

The carrying amounts of interests in and advances to joint ventures, co-venturers and associates as at December 31, 2021 and 2020 are as follows (see Note 11):

	2021	2020
Interests in joint ventures	₱10,989,369	₱4,904,383
Interests in associates	2,653,323	796,054
Advances to co-venturers	1,783,911	1,629,181

Recognition of Deferred Income Tax Assets. The carrying amounts of deferred tax assets at each reporting date is reviewed and reduced to the extent that sufficient taxable profits are available to allow all or part of the deferred tax assets to be utilized. The JFC Group's assessment on the recognition of deferred tax assets is based on the forecasted taxable income taking into account the period in which the deductible temporary differences can be claimed in the Philippines, PRC and USA. This forecast is based on assumptions that are affected by expected future market or economic conditions and the expected future performance as well as management's plans and strategies of the relevant taxable entities, including the Parent Company and certain subsidiaries. The effect of the COVID-19 pandemic on the macroeconomic factors are also used in developing the assumptions.

The carrying amount of the recognized deferred tax assets amounted to ₱17,086.6 million and

₱15,463.9 million as at December 31, 2021 and 2020, respectively. Unrecognized deferred tax assets amounted to ₱2,706.4 million and ₱3,321.2 million as at December 31, 2021 and 2020, respectively (see Note 24).

Impairment of Property, Plant and Equipment, Right-of-use Assets and Investment Properties. The JFC Group performs impairment review of right-of-use assets, property, plant and equipment and investment properties when certain impairment indicators are present. In 2021 and 2020, Management has identified store closures and pre-termination of underlying lease agreements due to the COVID-19 pandemic as impairment indicators and has performed impairment assessment on its property, plant and equipment and right-of-use assets and has identified the related lease pre-termination costs, if any.

Determining the fair value of assets, which requires the determination of future cash flows expected to be generated from the continued use and ultimate disposition of such assets, requires the JFC Group to make estimates and assumptions that can materially affect the consolidated financial statements. Future events could cause the JFC Group to conclude that the assets are impaired. Any resulting impairment loss could have a material adverse impact on the JFC Group's financial position and performance.

Provision for impairment loss recognized on property, plant and equipment and right-of-use assets amounted to ₱44.4 million, ₱1,846.9 million and ₱399.2 million in 2021, 2020 and 2019, respectively. Reversal of previously recognized impairment loss amounted to ₱675.7 million, ₱76.2 million and ₱29.2 million in 2021, 2020 and 2019, respectively (see Notes 12 and 22).

The aggregate carrying values of property, plant and equipment, right-of-use assets and investment properties as at December 31, 2021 and 2020 are as follows:

	2021	2020
Property, plant and equipment (SEE NOTE 12)	₱30,608,819	₱28,684,131
Right-of-use assets (SEE NOTE 29)	38,168,366	34,224,143
Investment properties (SEE NOTE 13)	-	572,722

Impairment of Receivables and Contract Assets. The JFC Group uses a provision matrix to calculate ECLs for its receivables and contract assets. The provision rates are based on days past due.

The provision matrix is initially based on the JFC Group's historical observed default rates. The JFC Group calibrates the matrix to adjust the historical credit loss experience with forward-looking information. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analyzed.

The assessment of the correlation between historical observed default rates, forward-looking information, and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The JFC Group's historical credit loss experience and forecast of economic conditions may also not be representative of customers' actual default in the future.

Other than the considerations on the impact of COVID-19 on macroeconomic factors used as inputs to the ECL calculation, there have been no significant changes in estimation techniques or significant assumptions made during the reporting period.

Provision for impairment loss on receivables amounted to ₱210.9 million, ₱281.9 million and ₱25.3 million in 2021, 2020 and 2019, respectively (see Note 22). Reversal of previously recognized impairment loss amounted to ₱54.2 million, nil and₱91.4 million in 2021, 2020 and 2019, respectively (see Note 22). The carrying amount of receivables and contract assets amounted to ₱7,246.0 million and₱7,049.9 million as at December 31, 2021 and 2020, respectively (see Note 7).

Net Realizable Value of Inventories. The JFC Group writes down inventories to net realizable value, through the use of an allowance account, whenever the net realizable value of inventories becomes lower than the cost due to damage, physical deterioration, obsolescence, changes in price levels or other causes (i.e., Covid-19 pandemic).

The estimates of net realizable value are based on the most reliable evidence available at the time the estimates are made of the amounts the inventories are expected to be realized. These estimates take into consideration fluctuations of prices or costs directly relating to events occurring after reporting date to the extent that such events confirm conditions existing at reporting date. The allowance account is reviewed on a regular basis to reflect the accurate valuation in the financial records.

The JFC Group assessed that the net realizable value for some inventories is lower than cost, hence, it recognized provision for inventory obsolescence amounting to ₱23.7 million, ₱332.5 million and ₱16.7 million in 2021, 2020 and 2019, respectively (see Note 22). Reversal of previously recognized impairment loss amounted to ₱9.5 million, ₱82.4 million and ₱26.5 million in 2021, 2020 and 2019, respectively (see Note 22). The carrying amount of inventories amounted to ₱9,355.3 million and ₱8,295.8 million as at December 31, 2021 and 2020, respectively (see Note 8).

Present Value of Defined Benefit Obligation. The pension expense as well as the present value of the defined benefit obligation are determined using actuarial valuations. The actuarial valuation involves making various assumptions. These include the determination of the discount rates and the future salary increases. Due to the complexity of the valuation, the underlying assumptions and its long-term nature, defined benefit obligations are highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

In determining the appropriate discount rate, management considers the interest rates of government bonds that are denominated in the currency in which the benefits will be paid, with extrapolated maturities corresponding to the expected duration of the defined benefit obligation.

Future salary increases are based on budgetary salary increases.

The carrying amount of pension liability amounted to ₱2,416.5 million and ₱2,917.5 million as at December 31, 2021 and 2020, respectively (see Note 25).

Share-based Payments. The Parent Company measures the cost of its equity-settled transactions with management and employees by reference to the fair value of the equity instruments at the grant date. Estimating fair value for share-based payment transactions requires determining the most appropriate valuation model, which is dependent on the terms and conditions of the grant. The estimate also requires determining the most appropriate inputs to the valuation model including the expected life of the share option, volatility and dividend yield and making assumptions about these inputs. The fair value of the share option is being determined using the Black-Scholes Option Pricing Model. The expected life of the stock options is based on the expected exercise behavior of the stock option holders and is not necessarily indicative of the exercise patterns that may occur. The volatility is based on the average historical price volatility which may be different from the expected volatility of the shares of the Parent Company.

Total expense arising from share-based payment recognized by the JFC Group amounted to ₱155.5 million, ₱188.3 million and ₱262.9 million in 2021, 2020 and 2019, respectively (see Notes 19, 22 and 26).

Fair Value of Financial Assets and Liabilities. When the fair values of financial assets and financial liabilities recorded or disclosed in the consolidated statement of financial position cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques, including the discounted cash flow model. The inputs to these models are taken from observable markets where possible, but when this is not feasible, a degree of judgment is required in establishing fair values. Judgments include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments.

The fair value of financial assets and liabilities are discussed in Note 32.

Provisions and Contingencies. The JFC Group is involved in litigations, claims and disputes, and regulatory assessments which are normal to its business. The estimate of the probable costs for the resolution of these claims has been developed in consultation with the JFC Group's legal counsels and based upon an analysis of potential results (see Note 17). The inherent uncertainty over the outcome of these matters is brought about by the differences in the interpretation and application of laws and rulings. Management believes that the ultimate liability, if any, with respect to the litigations, claims and disputes, and regulatory assessments will not materially affect the financial position and performance of the JFC Group.

Total outstanding provisions amounted to ₱1,035.6 million and ₱1,326.7 million as at December 31, 2021 and 2020, respectively (see Notes 1, 17 and 30).

5. SEGMENT INFORMATION

For management purposes, the JFC Group is organized into segments based on the nature of the products and services offered and geographical locations. The Executive Management Committee monitors the operating results of its segments separately for resource allocation and performance assessment. Segment results are evaluated based on operating profit or loss and is measured consistently with operating profit or loss in the consolidated financial statements.

Business Segments

The JFC Group's operating businesses are organized and managed separately according to the nature of the products and services provided, with each segment representing a strategic business unit that offers different products and serves different markets.

- The food service segment is involved in the operations of QSRs and the manufacture of food products to be sold to JFC Group-owned and franchised QSR outlets.
- The franchising segment is involved in the franchising of the JFC Group's QSR store concepts.
- The leasing segment leases store sites mainly to the JFC Group's independent franchisees.

The following tables present certain information on revenues, expenses and other segment information of the different business segments for the years ended December 31, 2021, 2020 and 2019:

	2021				
	Food Service	Franchising	Leasing	Eliminations	Consolidated
Revenues from external customers	₱143,670,738	₱9,591,132	₱313,720	₱–	₱153,575,590
Inter-segment revenues	23,888,763	3,199,748	5,826,577	(32,915,088)	–
Segment revenues	167,559,501	12,790,880	6,140,297	(32,915,088)	153,575,590
Segment expenses	(169,515,241)	(5,478,593)	(5,674,558)	32,915,088	(147,753,304)
Reversals of impairment loss on receivables, inventories, property, plant and equipment and right-of-use assets - net of provisions	452,327	–	–	–	452,327
Equity in net losses of joint ventures and associates - net	(43,423)	–	–	–	(43,423)
Other segment income	3,893,018	–	–	–	3,893,018
Segment result	₱2,346,182	₱7,312,287	₱465,739	₱–	10,124,208
Interest income					164,967
Interest expense					(4,145,749)
Income before income tax					6,143,426
Provision for income tax					(641,435)
Net income					₱5,501,991

	2020				
	Food Service	Franchising	Leasing	Eliminations	Consolidated
Revenues from external customers	₱121,887,963	₱7,143,865	₱281,174	₱–	₱129,313,002
Inter-segment revenues	21,848,511	3,090,888	5,358,264	(30,297,663)	–
Segment revenues	143,736,474	10,234,753	5,639,438	(30,297,663)	129,313,002
Segment expenses	(160,006,111)	(4,691,713)	(5,421,583)	30,297,663	(139,821,744)
Impairment losses on receivables, inventories, property, plant and equipment, right-of-use assets and other assets - net of reversals	(2,302,721)	–	–	–	(2,302,721)
Equity in net losses of joint ventures and associates - net	(1,081,308)	–	–	–	(1,081,308)
Other segment income	4,161,177	–	–	–	4,161,177
Segment result	(₱15,492,489)	₱5,543,040	₱217,855	₱–	(9,731,594)
Interest income					226,616
Interest expense					(3,787,652)
Loss before income tax					(13,292,630)
Benefit from income tax					659,007
Net loss					₱12,633,623)

	2019				
	Food Service	Franchising	Leasing	Eliminations	Consolidated
Revenues from external customers	₱167,227,077	₱11,949,859	₱449,252	₱–	₱79,626,188
Inter-segment revenues	41,824,266	3,707,162	7,605,038	(53,136,466)	–
Segment revenues	209,051,343	15,657,021	8,054,290	(53,136,466)	179,626,188
Segment expenses	(211,536,195)	(6,708,270)	(7,745,021)	53,136,466	(172,853,020)
Impairment losses on receivables, inventories, property, plant and equipment, right-of-use assets and other assets - net of reversals	(294,178)	–	–	–	(294,178)
Equity in net earnings of joint ventures and associates - net	23,384	–	–	–	23,384
Other segment income	6,849,340	–	878	–	6,850,218
Segment result	₱4,093,694	₱8,948,751	₱310,147	₱–	13,352,592
Interest income					400,657
Interest expense					(3,187,298)
Income before income tax					10,565,951
Provision for income tax					(3,055,170)
Net loss					₱7,510,781

The following tables present certain information on assets and liabilities and other segment information of the different business segments as at December 31, 2021 and 2020:

	2021				
	Food Service	Franchising	Leasing	Eliminations	Consolidated
Assets and Liabilities					
Segment assets	₱203,313,667	₱-	₱649,705	₱-	₱203,963,372
Deferred tax assets - net	6,869,561	-	5,294	-	6,874,855
Consolidated assets	₱210,183,228	₱-	₱654,999	₱-	₱210,838,227
Segment liabilities	₱110,544,308	₱-	₱172,257	₱-	₱110,716,565
Deferred tax liabilities - net	3,428,713	-	-	-	3,428,713
Long-term debt - including current portion	22,360,177	-	-	-	22,360,177
Income tax payable	125,612	-	23,005	-	148,617
Consolidated liabilities	₱136,458,810	₱-	₱195,262	₱-	₱136,654,072
Other Segment Information					
Capital expenditures	₱7,874,955	₱-	₱-	₱-	₱7,874,955
Depreciation and amortization	13,479,108	-	3,157	-	13,482,265

	2020				
	Food Service	Franchising	Leasing	Eliminations	Consolidated
Assets and Liabilities					
Segment assets	₱204,238,510	₱-	₱457,236	₱-	₱204,695,746
Deferred tax assets - net	6,118,812	-	(4,428)	-	6,114,384
Consolidated assets	₱210,183,228	₱-	₱452,808	₱-	210,810,130
Segment liabilities	₱119,377,629	₱-	₱90,187	₱-	₱119,467,816
Deferred tax liabilities - net	3,855,579	-	–	-	3,855,579
Long-term debt - including current portion	19,258,213	-	–	-	19,258,213
Income tax payable	195,664	-	994	-	196,658
Consolidated liabilities	₱142,687,085	₱-	₱91,181	₱-	₱142,778,266
Other Segment Information					
Capital expenditures	₱5,922,003	₱-	₱-	₱-	₱5,922,003
Depreciation and amortization	14,564,126	-	4,614	-	14,568,740

Geographical Segments

The JFC Group's geographical segments are based on the location of the assets producing revenues in the Philippines and in other locations which include PRC, USA, Canada, Vietnam, UAE, Hongkong, Macau, Brunei, Singapore, Malaysia, Italy and UK. Sales to external customers disclosed in the geographical segments are based on the geographical location of the customers.

Majority of the JFC Group's revenues were generated from the Philippines, which is the Parent Company's country of domicile.

The JFC Group does not have a single external customer which revenue amounts to 10% or more of the JFC Group's revenues.

The following tables present segment revenues, segment assets and capital expenditures of the JFC Group's geographical segments as at and for the years ended December 31:

	2021			
	Philippines	International	Eliminations	Consolidated
Segment revenues	₱94,301,174	₱60,921,581	(₱1,647,165)	₱153,575,590
Segment assets	63,899,625	140,063,747	–	203,963,372
Capital expenditures	1,584,235	6,290,720	–	7,874,955

2020

	Philippines	International	Eliminations	Consolidated
Segment revenues	₱78,405,439	₱51,886,417	(₱978,854)	₱129,313,002
Segment assets	64,631,999	140,063,747	–	204,695,746
Capital expenditures	1,900,199	4,021,804	–	5,922,003

2019

	Philippines	International	Eliminations	Consolidated
Segment revenues	₱129,913,889	₱50,551,864	(₱839,565)	₱179,626,188
Segment assets	82,313,934	100,679,567	–	182,993,501
Capital expenditures	6,449,194	3,592,718	–	10,041,912

Revenue from Contracts with Customers

Set out below is the disaggregation of the JFC Group's revenue from contracts with customers:

2021

Revenue Source	Food Service	Franchising	Total
Sale of goods	₱142,586,436	₱–	₱142,586,436
Royalty fees	–	7,125,470	7,125,470
Set-up fees	–	186,817	186,817
System-wide advertising fees	–	2,278,845	2,278,845
Other revenues	1,084,302	–	1,084,302
Total revenue from contracts with customers	₱143,670,738	₱9,591,132	₱153,261,870
Timing of recognition:			
Goods transferred at a point in time			₱143,670,738
Services transferred over time			9,591,132
			₱153,261,870

2020

Revenue Source	Food Service	Franchising	Total
Sale of goods	₱121,245,043	₱–	₱121,245,043
Royalty fees	–	5,426,460	5,426,460
Set-up fees	–	116,580	116,580
System-wide advertising fees	–	1,600,825	1,600,825
Other revenues	9,465	–	9,465
Total revenue from contracts with customers	₱121,254,508	₱7,143,865	₱128,398,373
Timing of recognition:			
Goods transferred at a point in time			₱121,254,508
Services transferred over time			7,143,865
			₱128,398,373

2019

Revenue Source	Food Service	Franchising	Total
Sale of goods	₱166,909,364	₱–	₱166,909,364
Royalty fees			8,477,040
Set-up fees	–	8,477,040	471,711
System-wide advertising fees	–	471,711	3,001,108
Other revenues	–	3,001,108	317,713
	317,713	–	
Total revenue from contracts with customers	₱167,227,077	₱11,949,859	₱179,176,936
Timing of recognition:			
Goods transferred at a point in time			₱167,227,077
Services transferred over time			11,949,859
			₱179,176,936

6. CASH AND CASH EQUIVALENTS AND SHORT-TERM INVESTMENTS

Cash and Cash Equivalents

This account consists of:

	2021	2020
Cash on hand	₱302,159	₱324,779
Cash in banks	15,309,537	14,170,871
Short-term deposits	9,080,979	6,865,836
	₱24,692,675	₱21,361,486

Cash in banks earn interest at the respective savings or special demand deposit rates. Short-term deposits are made for varying periods of up to three months depending on the immediate cash requirements of the JFC Group, and earn interest at the respective short-term deposit rates.

Short-term Investments

The JFC Group also has short-term investments amounting to ₱79.7 million and ₱441.0 million as at December 31, 2021 and 2020, respectively. These pertain to deposits with maturities of more than three months but less than a year.

Interest income earned from cash and cash equivalents and short-term investments amounted to ₱77.0 million, ₱114.8 million and ₱273.0 million for the years ended December 31, 2021, 2020 and 2021, respectively (see Note 23).

7. RECEIVABLES AND CONTRACT ASSETS

This account consists of:

	2021	2020
Trade	₱5,357,872	₱5,466,778
Less allowance for impairment loss	503,462	658,633
	4,854,410	4,808,145
Receivable from retirement fund (SEE NOTES 25 AND 27)	694,401	878,710
Advances to employees	326,081	221,045
Current portion of employee car plan receivables (SEE NOTE 15)	54,492	59,337
Interest receivable	4,579	6,685
Others	93,815	87,674
	6,027,778	6,061,596
Contract assets	1,218,208	988,338
	₱7,245,986	₱7,049,934

The terms and conditions of the receivables are as follows:

- Trade receivables are noninterest-bearing and are generally settled on a 14-day term. The JFC Group classified accrued receivables as contract assets, which are billed and collected in the next 12 months.
- Receivable from retirement fund represents benefit payments made by the JFC Group for and on behalf of the retirement plans. The receivable is noninterest-bearing.
- Advances to employees, current portion of employee car plan receivables and other receivables are normally collectible within the next financial year.
- Other receivables consist of receivables from the Social Security System (SSS) and insurance claims.

The movements in the allowance for impairment loss on trade receivables as at December 31 are as follows:

	2021	2020
Balance at beginning of year	₱658,633	₱392,357
Write-offs	(299,138)	(11,582)
Provisions (SEE NOTE 22)	210,870	281,866
Reversals (SEE NOTE 22)	(54,215)	–
Translation adjustments	(12,688)	(4,008)
Balance at end of year	₱503,462	₱658,633

8. INVENTORIES

This account consists of:

	2021	2020
At net realizable value:		
Food supplies and processed inventories	₱8,588,435	₱7,590,490
Novelty items	62,560	89,472
	8,650,995	7,679,962
At cost -		
Packaging, store and other supplies	704,334	615,866
Total inventories at lower of cost and net realizable value	₱9,355,329	₱8,295,828

The cost of food supplies and processed inventories, and novelty items carried at net realizable value amounted to ₱8,676.9 million and ₱217.5 million, respectively, as at December 31, 2021 and ₱7,694.9 million and₱253.6 million, respectively, as at December 31, 2020.

The movements in the allowance for inventory obsolescence as at December 31 are as follows:

	2021	2020
Balance at beginning of year	₱268,564	₱21,430
Write-offs	(42,294)	(1,804)
Provisions (SEE NOTE 22)	23,721	332,505
Reversals (SEE NOTE 22)	(9,475)	(82,354)
Translation adjustments	2,904	(1,213)
Balance at end of year	₱243,420	₱268,564

9. OTHER CURRENT ASSETS

This account consists of:

	2021	2020
Prepaid expenses:		
Taxes	₱4,232,101	₱3,232,092
Rent	973,877	909,537
Supplies	100,689	61,917
Insurance and others	599,013	457,824
Deposits to suppliers and other third parties	2,655,819	2,431,638
Land assets held for sale (SEE NOTES 12 AND 13)	1,015,616	–
Current portion of security and other deposits (SEE NOTE 15)	18,360	140,736
	₱9,595,475	₱7,233,744

Terms and conditions of other current assets are as follows:

- Prepaid taxes represent creditable withholding taxes that can be applied in the following year against the corporate income tax due or can be claimed as tax refund from the BIR. This also includes prepaid real property and local business taxes which are expected to be utilized within the next twelve months.
- Prepaid rent pertains to short-term leases of store and office spaces that are paid in advance. Supplies consist of various office and administrative supplies. Prepaid rent, insurance and others are normally utilized within the next financial year.
- Deposits to suppliers and other third parties are generally applied to purchase of inventories and availment of services within the next financial year.
- In 2021, the JFC Group engaged property agents to start marketing all its land assets, including improvements attached thereto, except for certain parcels of land assets to be exchanged for shares of common stock of CentralHub (see Note 11) and units in the Project (see Note 13) which related transactions are expected to be completed in 2022. Three (3) of the parcels of land were sold in 2021 (see Note 13) and based on market conditions a sale within 12 months is highly probable. The lower of the carrying amount and fair value less costs to sell of all its land assets were reclassified as held for sale as at December 31, 2021.

Land assets held for sale are categorized under Level 3 fair value measurement (see Note 32).

10. FINANCIAL ASSETS AT FVTPL

This account consists of:

	2021	2020
Investment in bond funds	₱14,412,902	₱35,658,565
Investment in club shares	40,232	33,792
	14,453,134	35,692,357
Less current portion	14,412,902	35,658,565
Noncurrent portion	₱40,232	₱33,792

In July 2020, unused proceeds from the issuance of senior perpetual securities and senior debt securities in January 2020 and June 2020, respectively, totaling to USD759.8 million (₱37,857.1 million) were invested by the JFC Group in bond funds (see Notes 18 and 19).

Investment in club shares includes investment in shares of stocks of Manila Polo Club, Tagaytay Highlands and other golf and leisure clubs.

The movements in financial assets at FVTPL are as follows:

	2021	2020
Balance at beginning of year	₱35,692,357	₱38,202
Additions	86,478	37,857,050
Redemptions	(23,022,553)	(3,066,548)
Marked-to-market gain on financial assets at FVTPL (SEE NOTE 23)	196,986	1,317,728
Interest income (SEE NOTE 23)	72	–
Translation adjustment	1,499,794	(454,075)
Balance at end of year	₱14,453,134	₱35,692,357

The fair value of financial assets at FVTPL has been determined directly by reference to quoted prices in active market or inputs other than quoted prices that are directly or indirectly observable.

11. BUSINESS COMBINATIONS, INCORPORATION OF NEW SUBSIDIARIES, MATERIAL NON-CONTROLLING INTERESTS AND INTERESTS IN AND ADVANCES TO JOINT VENTURES, CO-VENTURERS AND ASSOCIATES

A. Business Combinations

Acquisition of CBTL. On June 4, 2019 and June 28, 2019, the JFC Group, through its wholly owned subsidiary, JWPL, incorporated Java Ventures, LLC in the state of Delaware, USA and Super Magnificent Coffee Company Pte. Ltd. (SMCC-SG) in Singapore, respectively.

On July 24, 2019, JWPL entered into an agreement with Brewheal Pte. Ltd. (Brewheal), a company based in Singapore, to invest USD100.0 million (₱5,118.0 million) in SMCC-SG to acquire 100% of The Coffee Bean & Tea Leaf (CBTL), specialty coffee and tea brand based in Los Angeles, California, USA. Consequently, Brewheal subscribed to 20% ordinary shares of SMCC-SG for a total consideration of USD70.0 million (₱3,650.5 million). SMCC-SG is 80% owned by JWPL and 20% owned by Brewheal. The difference between the value of the ordinary shares purchased and the subscription price amounting to USD36.0 million (₱1,877.4 million) is recognized and included in equity under "Other reserve" account in the consolidated statements of financial position.

The agreement between JWPL and Brewheal provides a mechanism wherein JWPL has the option, but not the obligation, to purchase the 20% ordinary shares of SMCC-SG held by Brewheal and to subscribe for up to 10% of the ordinary shares of SMCC-SG, respectively, upon the occurrence of a call option event enumerated in the agreement from the date of acquisition of CBTL up to September 24, 2029.

On September 11, 2019, the JFC Group, through SMCC-SG, incorporated Super Magnificent Coffee Company Hungary Kft. (SMCC-HU), a holding company based in Hungary.

On September 24, 2019, SMCC-SG, through its wholly owned subsidiary, SMCC-HU, completed the 100% acquisition of CBTL. The closing of the transactions was effected after the completion of closing conditions, including required government approvals, provided under the executed Unit Purchase Agreement (UPA).

Consistent with the terms of the executed UPA, the JFC Group, through SMCC-HU acquired CBTL for USD350.0 million (₱18,252.5 million) on a debt-free basis. SMCC-HU paid in cash amounting to USD329.1 million (₱17,163.0 million). The balance amounting to USD20.9 million (₱1,089.5 million) was applied to CBTL's debt from unearned revenue from gift certificates sold assumed by SMCC-HU at acquisition date.

Transaction costs of USD0.7 million (₱36.6 million) have been expensed and are included in general and administrative expenses in the consolidated statement of comprehensive income for the year ended December 31, 2019.

The JFC Group included CBTL in its financial consolidation starting September 24, 2019 (the "acquisition date").

The fair value of the identifiable assets acquired and liabilities assumed as at the date of the acquisition which was finalized in 2020 were as follows:

Cash and cash equivalents	₱221,426
Receivables	361,192
Inventories	1,162,540
Other current assets	144,177
Right-of-use assets	11,709,851
Property, plant and equipment	3,978,818
Trademarks and other intangibles (see Note 14)	19,333,001
Other noncurrent assets	350,294
Total identifiable assets acquired	37,261,299
Less:	
Trade payables and other current liabilities	1,957,587
Lease liabilities	12,472,792
Other noncurrent liabilities	731,091
Deferred tax liabilities	745,839
Total identifiable liabilities assumed	15,907,309
Net identifiable assets acquired	₱21,353,990

The amount of gain on bargain purchase at acquisition date shown as part of "Other Income" determined as follows:

Cash consideration	₱ 17,098,666
Less fair value of net identifiable assets acquired	21,353,990
Gain on bargain purchase (see Note 23)	4,255,324

The net cash outflow from the acquisition is as follows:

Cash paid on acquisition	₱17,098,666
Less cash acquired from subsidiary	221,426
	₱16,877,240

Management has measured the trademarks that were acquired using the valuation report that was prepared by an independent valuation specialist. The trademarks were valued using the relief-from- royalty method wherein the fair value of the trademarks is based on cost savings from owning the trademarks. Significant assumptions and estimates used include comparable royalty rates, long-term growth rates, discount rates based on available market data and revenue growth rate forecasts. On September 24, 2019, SMCC-HU completed the acquisition of 100% of CBTL from previous shareholders. The previous shareholders had been looking for buyers for the past two years and were unable to sell CBTL. Upon notification and after doing due diligence, JFC Group agreed to purchase the business.

As part of the ownership restructuring, the trademarks of CBTL are required to be valued by an independent third party. Management determined that the bargain purchase gain was mainly attributable to the value of trademarks. The legal structure of CBTL was redesigned for fast growth both in the United States and Asia, driven mainly by franchising. This is in line with JFC Group's plan to build a truly global business. Management expects CBTL to be accretive to JFC Group's profit within a short period of time. The acquisition of the CBTL brand is JFC Group's largest and most multinational with business presence in 27 countries. This will bring JFC Group closer to its vision to be one of the top 5 restaurant companies in the world in terms of market capitalization. Combined with Highlands Coffee, the business mostly in Vietnam, the CBTL acquisition will enable JFC Group to become an important player in the large, fast growing, and profitable coffee business. CBTL is JFC Group's second largest business after Jollibee brand. Management's priority is to accelerate the growth of the CBTL brand particularly in Asia, by strengthening its brand development, marketing and franchise support system.

From the acquisition date, CBTL contributed ₱4,436.8 million of revenues and ₱153.5 million net loss to the JFC Group. If the business combination had taken place at the beginning of 2019, contribution to consolidated revenues and net loss for the year ended December 31, 2019 would have been ₱15,645.1 million and ₱1,634.1 million, respectively.

On June 23, 2021, SMCC-SG was granted a Development and Expansion Incentive under the International Headquarters Award by the Minister for Trade and Industry of Singapore, entitling SMCC-SG to a concessionary tax rate of 10% instead of 17%.

Business Combination Achieved in Stages

SJBF. On March 1, 2020, the JFC Group, through SJBF's wholly-owned subsidiary, Icon Burger Acquisition LLC (Icon Burger), acquired the remaining 30% interest in Smashburger Long Island JV LLC (Long Island) for a total cash consideration of USD2.9 million (₱149.5 million).

The acquisition resulted to Smashburger Long Island becoming a wholly owned subsidiary of SJBF. On November 20, 2020, Icon Burger amended and restated a limited liability agreement to hold the 49% abandoned equity interest in Smashburger Westchester JV LLC (Westchester) without any cash consideration. The abandonment of membership interest resulted to Westchester becoming a wholly owned subsidiary of SJBF.

The difference in the carrying values of the minority interests over the acquisition cost at the date of acquisition of Long Island and Westchester, amounted to ₱95.8 million and ₱125.8 million, respectively. These were recognized under the "Excess of cost over the carrying value of non-controlling interests acquired", a separate component of "Equity Attributable to Equity Holders of the Parent Company" in the consolidated statements of financial position (see Note 19).

B. Incorporation of New Subsidiaries and Additional Investment to a Subsidiary

Bee World Pty. Ltd. (Bee World Australia). On May 11, 2021, the JFC Group, through its wholly owned subsidiary, JWPL, incorporated Bee World Australia to own and operate Jollibee stores in Australia. As at December 31, 2021, no capital investment has been made other than the investment to incorporate the new entity.

Magnificent Coffee Trading Pte. Ltd. (MCT). On December 7, 2020, the JFC Group, through its majority owned subsidiary, SMCC-SG, incorporated MCT in Singapore. As at December 31, 2021 and 2020, no capital investment has been made other than the investment to incorporate the new entity. MCT take over operations of roasting plant from an affiliate on April 1, 2021.

Hong Yun Hong (Shanghai) Food and Beverages Management Company Ltd. (Hong Yun Hong). On November 13, 2019, the JFC Group through its wholly owned subsidiary, GPPL, entered into an agreement with Dim Sum Pte. Ltd. (DSPL) to develop and operate Tim Ho Wan stores in Shanghai and other cities within PRC as may be agreed with the Franchisor.

Hong Yun Hong, incorporated on November 18, 2019, is 60% owned by GPPL and 40% owned by DSPL. GPPL and DSPL have committed to invest up to USD13 million (₱658.3 million) to Hong Yun Hong. On September 8, 2021 and November 22, 2021, GPPL made additional investment amounting to USD1.2 million (₱60.1 million) and USD1.8 million (₱91.2 million), respectively.

As at December 31, 2021 and 2020, the capital contribution of GPPL amounted to USD3.9 million (₱196.9 million) and USD0.9 million (₱45.6 million), respectively. Hong Yun Hong started its commercial operations on September 23, 2020.

Bee World Spain, Sociedad Limitada (Bee World Spain). On May 23, 2019, the JFC Group, through its wholly owned subsidiary, GPPL, incorporated Bee World Spain. On April 26, 2021, GPPL made additional investment amounting to USD0.1 million (₱6.0 million). On June 11, 2021, advances amounting USD1.3 million (₱63.6 million) were converted to equity. As at December 31, 2021 and 2020, the capital contribution of GPPL amounted to USD1.5 million (₱69.8 million) and USD0.003 million (₱0.2 million), respectively. Bee World Spain owns and operates Jollibee stores in Spain which its first store started commercial operations on September 23, 2021.

C. Material Non-Controlling Interests

The JFC Group has subsidiaries with material non-controlling interests as provided below.

Proportion of equity interest held by non-controlling interests in 2021 and 2020:

	Country of incorporation and operation	
GCPL	Singapore	40%
SuperFoods Group	Vietnam	40%
SMCC-SG	Singapore	20%

The summarized financial information of GCPL, SuperFoods Group and SMCC-SG in 2021 and 2020 are provided below. These information are based on amounts before intercompany eliminations.

Summarized Statements of Comprehensive Income for the year ended December 31

	GCPL		
	2021	2020	2019
Revenue	₱77,175	₱72,507	₱140,255
Net loss	(64,173)	(87,189)	(212,868)
Other comprehensive income (loss)	5,289	(50,925)	(5,134)
Total comprehensive loss	(58,884)	(138,115)	(218,002)
Total comprehensive loss attributable to non-controlling interests	(23,553)	(55,246)	(87,201)

	SUPERFOODS GROUP		
	2021	2020	2019
Revenue	₱3,955,321	₱4,936,689	₱5,733,569
Net loss	(505,385)	(200,433)	(312,410)
Other comprehensive income (loss)	(6,359)	(45,985)	(14,584)
Total comprehensive loss	(511,744)	(246,418)	(326,994)
Total comprehensive loss attributable to non-controlling interests	(204,698)	(98,567)	(130,798)

	SMCC - SG		
	2021	2020	2019
Revenue	₱12,499,163	₱10,805,812	₱4,436,777
Net loss	(501,762)	(3,377,870)	(2,137,427)
Total comprehensive loss	(501,762)	(3,377,870)	(2,137,427)
Total comprehensive loss attributable to non-controlling interests	(100,352)	(665,609)	430,219

Summarized Statements of Financial Position as at December 31

	GCPL	
	2021	2020
Current assets	₱796,305	₱721,385
Noncurrent assets	129,950	108,460
Current liabilities	680,669	509,744
Total equity	245,586	320,100
Equity attributable to non-controlling interests	98,234	128,040

	SUPERFOODS GROUP	
	2021	2020
Current assets	₱717,144	₱747,343
Noncurrent assets	5,326,259	5,891,257
Current liabilities	3,730,530	3,182,817
Noncurrent liabilities	2,310,255	2,949,194
Total equity	2,618	506,589
Equity attributable to non-controlling interests	1,047	202,635

	SMCC - SG	
	2021	2020
Current assets	₱2,983,314	₱3,347,709
Noncurrent assets	31,271,103	31,409,580
Current liabilities	19,602,479	17,995,461
Noncurrent liabilities	9,415,844	10,215,253
Total equity	5,236,094	6,546,575
Equity attributable to non-controlling interests	(1,577)	263,254

Summarized Cash Flow Information for the year ended December 31

	GCPL		
	2021	2020	2019
Net cash provided by (used in) operating activities	₱112,705	(₱802,924)	(₱87,408)
Net cash provided by (used in) investing activities	(38,554)	46,984	71,160
Net increase (decrease) in cash and cash equivalents	74,151	(755,940)	(16,248)

	SUPERFOODS GROUP		
	2021	2020	2019
Net cash provided by (used in) operating activities	(₱329,512)	(₱46,194)	₱178,732
Net cash used in investing activities	(329,353)	(318,347)	(163,132)
Net cash provided by financing activities	50,859	429,843	160,051
Net increase (decrease) in cash and cash equivalents	(608,006)	65,302	175,651

	SMCC - SG	
	2021	2020
Net cash provided by (used in) operating activities	₱1,980,705	₱785,607
Net cash used in investing activities	(1,084,153)	(325,292)
Net cash provided by financing activities	(1,739,183)	118,800
Net increase (decrease) in cash and cash equivalents	(842,631)	579,114

D. Interests in and Advances to Joint Ventures, Co-venturers and Associates

	2021	2020
Interests in joint ventures:		
Titan Dining LP	₱10,502,251	₱4,618,007
Golden Bee Foods Restaurant LLC	310,851	233,062
JBPX Foods Inc.	109,978	53,314
Yoshinoya Jollibee Foods, Inc.	66,289	–
	10,989,369	4,904,383
Interests in associates:		
CentralHub Industrial Centers, Inc.	1,912,121	–
Tortas Frontera LLC	590,165	660,675
Entrek (B) SDN BHD	127,261	124,149
C-Joy Poultry Realty, Inc.	14,477	11,230
Beeworks Food SDN. BHD.	9,299	–
C-Joy Poultry Meats Production, Inc.	–	–
	2,653,323	796,054
Advances to co-venturer - VTI Group	1,783,911	1,629,181
	₱15,426,603	₱7,329,618

Interests in Joint Ventures

Titan Dining LP (Titan). On May 23, 2018, JWPL invested SGD18.0 million (₱706.9 million) in Titan, a private equity fund that has executed (through a wholly-owned subsidiary) a binding agreement for the acquisition of 100% of the Asia Pacific master franchise holder of the "Tim Ho Wan" brand, Tim Ho Wan Pte. Ltd. and its affiliate Dim Sum Pte. Ltd., which owns and operates Tim Ho Wan stores in Singapore.

The investment provides an opportunity for the JFC Group to have a significant interest in the Tim Ho Wan franchise in the long-term.

Consistent with the agreement that JWPL shall invest up to SGD45.0 million (₱1,687.1 million) or 45% of the total maximum fund of SGD100.0 million (₱3,749.0 million) in Titan, JWPL made additional investments to Titan amounting to SGD0.9 million (₱35.3 million) and SGD2.7 million (₱102.7 million) for the 2nd and 3rd capital call on August 29, 2018 and May 29, 2019, respectively.

On October 2, 2019, the total maximum fund of Titan increased from SGD100.0 million (₱3,749.0 million) to SGD200.0 million (₱7,498.0 million). As such, JWPL, increased its capital commitment to Titan from SGD45.0 million (₱1,687.1 million) to SGD120.0 million (₱4,498.8 million) which, when completed, JWPL's investment 1will constitute 60% of the total maximum fund. The increase in the total maximum fund and additional capital commitment of JWPL are in furtherance of certain strategic projects currently being undertaken by Titan, consistent with its mandate to invest in the food service sector and grow strong Asia Pacific food service brands.

On October 28, 2019 and March 12, 2020, JWPL made additional investments for the 4th and 5th capital call amounting to SGD53.4 million (₱2,006.1 million) and SGD2.4 million (₱89.7 million), respectively.

On October 30, 2020, JWPL acquired the 25% interest of a partner in Titan for a total cash consideration of SGD36.3 million (₱1,297.0 million). The acquisition increased JWPL's interest in Titan from 60% to 85%.

On November 27, 2020, JWPL made additional investment for the 6th capital call amounting to SGD4.4 million (₱156.5 million).

On August 11, 2021, JWPL acquired the 15% remaining interest of the other partners in Titan for a total cash consideration of SGD71.6 million (₱2,672.8 million). The acquisition increased JWPL's interest in Titan from 85% to 100%.

On November 1, 2021, the Limited Partnership Agreement for Titan was amended. As part of the amendment, the fund size increased from SGD200.0 million (₱7,498.0 million) to SGD250.0 million (₱9,440.0 million) to fund working capital requirements of Tim Ho Wan and to facilitate completion of other projects. Titan will also have additional investors who will take up a 10% participating interest in Titan. With the increase in fund size and entry of additional investors, JWPL's total commitment to the fund shall amount to SGD225.0 million (₱8,496.0 million) comprising 90% of the increased fund size and total commitments.

On November 5, 2021, JWPL made additional investment for the 7th capital call amounting to SGD86.5 million (₱3,235.0 million).

The details of the JFC Group's interest in Titan as at December 31 are as follows:

	2021	2020
Interest in a joint venture - cost:		
Balance at beginning of year	₱4,394,180	₱2,850,966
Additions during the year	5,907,812	1,543,214
	10,301,992	4,394,180
Cumulative equity in net earnings (losses):		
Balance at beginning of year	223,827	(46,719)
Equity in net earnings (loss) during the year	(23,568)	270,546
	200,259	223,827
	₱10,502,251	₱4,618,007

Summarized financial information of Titan based on its financial statements and reconciliation with the carrying amount of the investment in the consolidated financial statements are set out below:

	2021	2020
Current assets	₱308,770	₱241,026
Noncurrent assets	9,170,342	5,196,361
Total assets	₱9,479,112	₱5,437,387
Current liabilities	₱42,137	₱53,725

The amounts of assets and liabilities above include:

	2021	2020
Cash and cash equivalents	₱308,071	₱240,295

The amounts of the income and expense accounts include the following:

	2021	2020	2019
Net income (loss)	(₱100,246)	(₱72,638)	₱77,865
Total comprehensive income (loss)	(100,246)	(72,638)	77,865

	2021	2020
Net assets	₱9,436,975	₱5,383,662
Proportion of the JFC Group's ownership	90%	85%
	8,493,277	4,576,113
Provisional notional goodwill	2,066,596	144,704
Cumulative translation adjustments	(57,622)	(102,810)
Current liabilities	₱10,502,251	₱4,618,007

Golden Bee Foods Restaurant LLC (Golden Bee). The JFC Group, through GPPL, has 49% ownership in Golden Bee, a company that owns and operates the Jollibee brand in the United Arab Emirates.

The details of the JFC Group's interest in the Golden Bee as at December 31 are as follows:

	2021	2020
Interest in a joint venture - cost	₱33,926	₱33,926
Cumulative equity in net earnings:		
Balance at beginning of year	199,136	206,627
Equity in net earnings (loss) during the year	77,789	(7,491)
Balance at end of year	276,925	199,136
	₱310,851	₱233,062

Summarized financial information of Golden Bee based on its financial statements and reconciliation with the carrying amount of the investment in the consolidated financial statements are set out below:

	2021	2020
Current assets	₱952,067	₱661,382
Noncurrent assets	159,575	246,533
Total assets	₱1,111,642	₱907,915
Current liabilities	₱474,146	₱454,736

The amounts of assets and liabilities above include:

	2021	2020
Cash and cash equivalents	₱590,118	₱335,811

The amounts of the income and expense accounts include the following:

	2021	2020	2019
Revenues	₱1,622,296	₱1,302,792	₱1,687,621
Depreciation and amortization	95,070	92,344	90,077
Net income (loss)	158,754	(15,287)	96,991
Total comprehensive income (loss)	158,754	(15,287)	96,991

	2021	2020
Net assets	₱637,496	₱453,179
Proportion of the JFC Group's ownership	49%	49%
	312,373	222,058
Cumulative translation adjustments	(1,522)	11,004
	₱310,851	₱233,062

JBPX Foods Inc. (Panda Express). On September 27, 2018, the JFC Group, through the Parent Company, entered into an agreement with Panda Restaurant Group, Inc. to establish a joint venture entity to own and operate Panda Express restaurants in the Philippines.

The joint venture entity, incorporated as JBPX Foods Inc. on July 3, 2019, is 50% owned by the Parent Company and 50% owned by Panda Restaurant Group, Inc. Panda Express started commercial operations on December 12, 2019.

On August 27, 2021, the Parent Company made additional investments amounting to ₱65.7 million proportionate to its ownership interest in Panda Express.

The details of JFC Group's interest in Panda Express as at December 31 are as follows:

	2021	2020
Interest in a joint venture - cost:		
Balance at beginning of year	₱66,023	₱ 66,023
Additions during the year	65,727	-
	131,750	66,023
Cumulative equity in net earnings (losses):		
Balance at beginning of year	(12,709)	(8,264)
Equity in net earnings (loss) during the year	(9,063)	(4,445)
	(21,772)	(12,709)
	₱109,978	₱53,314

Summarized financial information of Panda Express based on its financial statements and reconciliation with the carrying amount of the investment in the consolidated financial statements are set out below:

	2021	2020
Current assets	₱189,592	₱93,245
Noncurrent assets	325,314	80,842
Total assets	₱514,906	₱174,087
Current liabilities	₱91,727	₱24,885
Noncurrent liabilities	203,224	42,575
Total liabilities	₱294,951	₱67,460

The amounts of assets and liabilities above include:

	2021	2020
Cash and cash equivalents	₱179,381	₱89,898
Current financial liabilities (excluding trade payables and other current liabilities and provisions)	21,861	4,899
Noncurrent financial liabilities	203,224	42,575

The amounts of the income and expense accounts include the following:

	2021	2020	2019
Revenues	₱296,316	₱101,839	₱8,266
Depreciation and amortization	31,831	10,574	460
Taxes and licenses	3,677	20	1,672
Interest income	479	615	614
Interest expense	(6,023)	(1,366)	(122)
Net loss	(18,125)	(8,890)	(16,528)
Total comprehensive loss	(17,883)	(9,145)	(16,528)

	2021	2020
Net assets	₱219,955	₱106,627
Proportion of the JFC Group's ownership	50%	50%
	₱109,978	₱53,314

Yoshinoya Jollibee Foods, Inc. (Yoshinoya). On February 15, 2021, the JFC Group, through the Parent Company, entered into an agreement with Yoshinoya International Philippines, Inc. (YIPI) to establish a joint venture entity to own and expand Yoshinoya restaurants in the Philippines.

The joint venture entity, incorporated as Yoshinoya Jollibee Foods, Inc. on June 18, 2021, is 50% owned by the Parent Company and 50% owned by YIPI. On May 20, 2021, the Parent company made an initial investment amounting to ₱65.0 million.

On October 29, 2021, Yoshinoya executed a Franchise Agreement with YIPI with effective date on November 1, 2021. Subsequently, Yoshinoya acquired from YIPI and operated the existing Yoshinoya stores in the Philippines.

The details of JFC Group's interest in Yoshinoya as at December 31, 2021 are as follows:

Interest in a joint venture - cost	₱65,000
Equity in net earnings during the year	1,289
	₱66,289

Summarized financial information of Yoshinoya based on its financial statements and reconciliation with the carrying amount of the investment in the consolidated financial statements as at December 31, 2021 are set out below:

Current assets	₱151,709
Noncurrent assets	5,350
Total assets	₱157,059
Current liabilities	₱24,482

The amount of assets and liabilities above include cash and cash equivalents amounting to ₱143.1 million as at December 31, 2021.

The amounts of the income and expense accounts for the year ended December 31, 2021 include the following:

Revenues	₱27,564
Depreciation and amortization	90
Taxes and licenses	30
Interest income	65
Net loss	2,578
Total comprehensive loss	2,578

	As at December 31, 2021
Net assets	₱132,577
Proportion of the JFC Group's ownership	50%
	₱66,289

Interests in Associates

CentralHub Industrial Centers, Inc. (CentralHub). On July 7, 2021, the BOD approved the plan to invest in CentralHub, a company in the industrial real estate business. CentralHub intends to register and operate as a Real Estate Investment Trust (REIT) company, with a planned initial public offering in 2022.

On August 19, 2021, the Parent Company, together with its wholly owned subsidiary, Zenith, CentralHub and other investors entered into a Shareholder's Agreement in connection with the investments by the JFC Group and other investors in CentralHub, through a combination of cash subscription and exchange of certain parcel of the JFC Group's land assets, subject to fulfillment of certain closing conditions, for shares of common stock of CentralHub. On the same date, JFC Group paid cash subscription of ₱1,922.9 million. Pending the application with and approval by the Philippine SEC of the increase in authorized capital stock of CentralHub, the cash subscription of the JFC Group was accounted for as deposits for future stock subscription (DFFS) by the latter.

On September 3, 2021, the Philippine SEC approved the increase in authorized capital stock of CentralHub and the conversion of DFFS to capital stock. Consequently, JFC Group owns 38.71% ownership interest in CentralHub. As at December 31, 2021, the JFC Group has not made additional investments through exchange of its land assets for an additional 18.15% ownership interest in CentralHub pending fulfillment of all closing conditions as required by the Shareholder's Agreement. On February 24, 2022, the Philippine SEC issued the confirmation of valuation of such land assets. Upon fulfillment of all closing conditions, the JFC Group will exchange its land assets for additional shares of common stock of CentralHub.

The details of JFC Group's interest in CentralHub as at December 31, 2021 are as follows:

Interest in a joint venture - cost	₱1,922,882
Equity in net loss during the year	(10,761)
	₱1,912,121

Summarized financial information of CentralHub based on its financial statements and reconciliation with the carrying amount of the investment in the consolidated financial statements as December 31, 2021 are set out below:

Current assets	₱4,210,225
Noncurrent assets	1,655,056
Total assets	₱5,865,281
Current liabilities	₱773,999
Noncurrent liabilities	301,231
Total liabilities	₱1,075,230

As at December 31, 2021, the amounts of assets and liabilities above include:

Cash and cash equivalents	₱4,014,775
Current financial liabilities (excluding trade payables and other current liabilities and provisions)	40,117
Noncurrent financial liabilities	301,232

The amounts of the income and expense accounts for the year ended December 31, 2021 include the following:

Revenues	₱17,000
Depreciation and amortization	–
Taxes and licenses	40,913
Interest income	316
Interest expense	914
Net loss	(27,800)
Total comprehensive loss	(27,800)

	As at December 31, 2021
Net assets	₱4,786,844
Proportion of the JFC Group's ownership	38.71%
	1,852,987
Provisional notional goodwill	59,134
	₱1,912,121

Tortas Frontera LLC (Tortas). The JFC Group, through Jollibee Foods Corporation (USA), has 52.22% ownership in Tortas, a company that owns and operates the Tortazo business – a Mexican fast-casual restaurant business in the USA, founded by award-winning Chef Rick Bayless.

The details of the JFC Group's interest in Tortas as at December 31 are as follows:

	2021	2020
Interest in an associate - cost:	₱668,679	₱668,679
Cumulative equity in net earnings (losses):		
Balance at beginning of year	(8,004)	10,114
Equity in net loss during the year	(70,510)	(18,118)
Balance at end of year	(78,514)	(8,004)
	₱590,165	₱660,675

Summarized financial information of Tortas based on its financial statements and reconciliation with the carrying amount of the investment in the consolidated financial statements are set out below:

	2021	2020
Current assets	₱159,223	₱364,264
Noncurrent assets	330,660	339,336
Total assets	₱489,883	₱703,600
Current liabilities	₱28,362	₱15,382

The amounts of assets and liabilities above include:

	2021	2020
Cash and cash equivalents	₱151,298	₱360,215

The amounts of the income and expense accounts include the following:

	2021	2020	2019
Revenues	₱57,915	₱28,047	₱128,138
Net loss	(135,025)	(34,696)	24,899
Total comprehensive loss	(135,025)	(34,696)	24,899

	2021	2020
Net assets	₱461,521	₱688,218
Proportion of the JFC Group's ownership	52.22%	52.22%
	241,006	359,387
Goodwill	381,532	381,532
Cumulative translation adjustments	(32,373)	(80,244)
	₱590,165	₱660,675

Entrek (B) SDN BHD (Entrek). The JFC Group, through JIBL, has 1/3 or 33.3% ownership in Entrek, a company that operates Jollibee stores in Brunei.

The details of the JFC Group's interest in Entrek as at December 31 are as follows:

	2021	2020
Interest in an associate - cost:	₱16,660	₱16,660
Cumulative equity in net earnings:		
Balance at beginning of year	107,489	120,405
Equity in net earnings during the year	39,349	40,131
Dividends received during the year	(36,237)	(53,047)
Balance at end of year	110,601	107,489
	₱127,261	₱124,149

Summarized financial information of Entrek based on its financial statements and reconciliation with the carrying amount of the investment in the consolidated financial statements are set out below:

	2021	2020
Current assets	₱487,197	₱463,626
Noncurrent assets	310,066	287,414
Total assets	₱797,263	₱751,040
Current liabilities	₱371,763	₱350,213
Noncurrent liabilities	13,492	12,973
Total liabilities	₱385,255	₱363,186

The amounts of the income and expense accounts include the following:

	2021	2020	2019
Revenues	₱1,050,217	₱967,500	₱973,596
Depreciation	76,653	74,809	66,523
Net income	118,047	120,393	64,009
Total comprehensive income	118,047	120,393	64,009

	2021	2020
Net assets	₱412,008	₱387,854
Proportion of the JFC Group's ownership	33.33%	33.33%
	137,336	129,285
Cumulative translation adjustments	(10,075)	(5,136)
	₱127,261	₱124,149

C-Joy Poultry Realty, Inc. (C-Joy Realty). The Parent Company has 30% ownership interest in C-Joy Realty, a company which leases the land where the C-Joy Poultry plant is located.

The details of the JFC Group's interest in C-Joy Realty as at December 31 are as follows:

	2021	2020
Interest in an associate - cost:	₱10,586	₱10,586
Cumulative equity in net earnings:		
Balance at beginning of year	644	(2,039)
Equity in net earnings during the year	3,247	2,683
Balance at end of year	3,891	644
	₱14,477	₱11,230

Summarized financial information of C-Joy Realty based on its financial statements and reconciliation with the carrying amount of the investment in the consolidated financial statements are set out below:

	2021	2020
Current assets	₱8,793	₱4,477
Noncurrent assets	62,152	62,152
Total assets	₱70,945	₱66,629
Current liabilities	₱2,769	₱5,126
Noncurrent liabilities	19,918	24,069
Total liabilities	₱22,687	₱29,195

The amounts of assets and liabilities above include the following:

	2021	2020
Cash and cash equivalents	₱8,083	₱3,412
Current financial liabilities excluding trade payables and other current liabilities and provisions	2,079	4,532
Noncurrent financial liabilities	19,918	24,069

The amounts of the income and expense accounts include the following:

	2021	2020	2019
Revenues	₱15,595	₱15,486	₱2,400
Taxes and licenses	2	73	208
Interest Income	4	–	–
Interest expense	675	1,212	2,465
Net income	10,824	8,945	(2,027)
Total comprehensive income	10,824	8,945	(2,027)

	2021	2020
Net assets	₱48,258	₱37,434
Proportion of the JFC Group's ownership	30%	30%
	₱14,477	₱11,230

Beeworks Food SDN. BHD. (Beeworks - West Malaysia). On July 29, 2021, the JFC Group, through GPPL, entered into an agreement with Beeworks Investment Pte. Ltd. (BIPL) to own and operate Jollibee stores in West Malaysia which covers the country's capital, Kuala Lumpur. GPPL and BIPL have committed to invest an initial amount of USD8.0 million (₱402.5 million) to Beeworks - West Malaysia, of which up to USD2.4 million (₱120.7 million) will be contributed by GPPL in proportion to its ownership interest. Beeworks - West Malaysia, under the Exclusive License Agreement, will have the exclusive license rights to develop the Jollibee brand in West Malaysia. It aims to open at least 120 stores within the next 10 years. As at December 31, 2021, Beeworks - West Malaysia has not started its commercial operations. Its first store started commercial operations on February 8, 2022.

The agreement between GPPL and BIPL provides a mechanism wherein GPPL has the option, but not the obligation, to purchase all BIPL's shares in Beeworks - West Malaysia to GPPL any time within one (1) year from the expiration or termination of the Exclusive License Agreement.

Beeworks Foods SDN. BHD., incorporated on August 12, 2021, is 30% owned by GPPL and 70% owned by BIPL. As at December 31, 2021, the capital contribution of GPPL amounted to USD0.2 million (₱9.3 million).

C-Joy Poultry Meats Production, Inc. (C-Joy Poultry). The Parent Company has 30% ownership interest in C-Joy Poultry, a company that operates a poultry processing plant in Sto. Tomas, Batangas, Philippines.

The details of JFC Group's interest in C-Joy Poultry as at December 31 are as follows:

	2021	2020
Interest in an associate - cost:		
Balance at beginning of year	₱1,470,126	₱233,406
Conversion of advances	–	1,236,720
	1,470,126	1,470,126
Cumulative equity in net earnings:		
Balance at beginning of year	(1,598,020)	(233,406)
Equity in net earnings during the year	(51,194)	(1,364,614)
Balance at end of year	(1,649,214)	(1,598,020)
	(₱179,088)	(₱127,894)

On May 20, 2020, the BOD approved the conversion of C-Joy Poultry's advances from Parent Company to equity amounting to ₱1,236.7 million.

On September 9, 2020, the BOD ratified the Minutes of Special Meeting dated May 20, 2020 for the conversion of JFC Group's advances amounting (₱1,236.7 million to additional interest in C-Joy Poultry. Consequently, the equity in net loss amounting to (₱1,364.6 million recognized in the consolidated statements of comprehensive income in 2020 includes the unrecognized equity share in net losses amounting to (₱967.3 million from 2018 to 2019. The loss in excess of interest in C-Joy Poultry of (₱179.1 million and (₱127.9 million as at December 31, 2021 and 2020, respectively, is presented as part of "Noncurrent liabilities" account in the consolidated statements of financial position.

Total interest from the advances recognized as interest income, prior to conversion to additional interest in C-Joy, amounted to (₱17.5 million and (₱32.5 million in 2020 and 2019, respectively (see Note 23).

Summarized financial information of the C-Joy Poultry based on its financial statements and reconciliation with the carrying amount of the investment in the consolidated financial statements are set out below:

	2021	2020
Current assets	₱1,266,217	₱1,008,150
Noncurrent assets	2,057,098	2,138,033
Total assets	₱3,323,315	₱3,146,183
Current liabilities	₱3,867,104	₱3,528,140
Noncurrent liabilities	53,172	44,358
Total liabilities	₱3,920,276	₱3,572,498

The amounts of assets and liabilities above include the following:

	2021	2020
Cash and cash equivalents	₱301,074	₱156,071
Current financial liabilities (excluding trade payables and other current liabilities and provisions)	996,310	473,980
Noncurrent financial liabilities	52,622	44,358

The amounts of the income and expense accounts include the following:

	2021	2020	2019
Revenues	₱6,557,370	₱4,841,680	₱4,764,375
Depreciation and amortization	193,212	187,781	118,088
Taxes and licenses	23,535	22,781	93,660
Interest income	395	757	1,706
Interest expense	86,069	182,848	283,992
Net loss	(170,645)	(1,324,300)	(1,972,303)
Total comprehensive loss	(170,645)	(1,342,048)	(1,978,024)

	2021	2020
Net liabilities	(₱596,961)	(₱426,315)
Proportion of the JFC Group's ownership	30%	30%
	(₱179,088)	(₱127,894)

Advances to Co-venturers

Advances to VTI Group. The details of the JFC Group's advances to VTI Group as at December 31 are as follows:

	2021	2020
Balance at beginning of year	₱1,629,181	₱1,664,532
Accrual of interest (SEE NOTE 23)	51,949	52,451
Translation adjustments and others	102,781	(87,802)
Balance at end of year	₱1,783,911	₱1,629,181

On December 14, 2016, a loan of USD9.0 million (₱447.5 million) was extended to the VTI Group with an interest rate of 3.5% per annum. The loan was agreed to be used for SuperFoods Group's capital needs. The loan is part of the total agreed loan of USD30.0 million payable in eight (8) years from the first utilization date. On June 2, 2017, the additional loan of USD21.0 million (₱1,060.0 million) was granted to the VTI Group. The loan is secured by pledged shares in SFVT and Blue Sky which will be released in proportion to the amount of the principal paid. Total interest from this loan, recognized as interest income, amounted to USD1.1 million (₱51.9 million), USD1.1 million (₱52.5 million) and USD1.1 million (₱53.5 million) for the years ended December 31, 2021, 2020 and 2019, respectively (see Note 23).

12. PROPERTY, PLANT AND EQUIPMENT

The rollforward analysis of property, plant and equipment are as follows:

	2021							
	Land and Land Improvements	Plant, Buildings, Commercial Condominium Units and Improvements	Leasehold Improvements	Office, Store and Food Processing Equipment	Furniture and Fixtures	Transportation Equipment	Construction in Progress	Total
Cost								
Balance at beginning of year	₱1,040,804	₱7,963,196	₱25,033,818	₱25,311,849	₱2,701,090	₱621,445	₱3,751,360	₱66,423,562
Additions	–	82,853	2,273,838	1,245,055	278,711	49,768	3,933,617	7,863,842
Retirements and disposals	–	(66,798)	(1,434,636)	(1,252,134)	(192,075)	(26,508)	(40,267)	(3,012,418)
Reclassifications (SEE NOTE 9)	(503,698)	655,450	1,794,112	886,827	32,460	–	(3,368,849)	(503,698)
Translation adjustments	24,330	130,007	830,627	478,952	104,736	3,357	105,322	1,677,331
Balance at end of year	561,436	8,764,708	28,497,759	26,670,549	2,924,922	648,062	4,381,183	4,381,183
Accumulated Depreciation and Amortization								
Balance at beginning of year	–	2,457,444	14,110,630	17,473,893	1,996,337	503,633	–	36,541,937
Depreciation and amortization (SEE NOTES 21 AND 22)	–	510,413	2,292,338	2,646,468	323,310	51,806	–	5,824,335
Retirements and disposals	–	(66,621)	(1,092,796)	(1,079,224)	(175,777)	(20,394)	–	(2,434,812)
Reclassifications	–	–	(108)	–	108	–	–	–
Translation adjustments	–	67,948	494,428	402,687	84,639	3,174	–	1,052,876
Balance at end of year	–	2,969,184	15,804,492	19,443,824	2,228,617	538,219	–	40,984,336
Accumulated Impairment Loss								
Balance at beginning of year	–	1,437	501,327	669,771	4,155	338	20,466	1,197,494
Additions (SEE NOTE 22)	–	–	11	44,344	37	–	–	44,392
Reversals (SEE NOTE 22)	–	–	(185,548)	(178,793)	(7,033)	(338)	(18,319)	(390,031)
Reclassifications	–	–	105,652	(118,199)	6,067	–	6,480	–
Translation adjustments	–	–	–	3,609	–	–	–	3,609
Balance at end of year	–	1,437	421,442	420,732	3,226	-	8,627	855,464
Net Book Value	₱561,436	₱5,794,087	₱12,271,825	₱6,805,993	₱693,079	₱109,843	₱4,372,556	₱30,608,819

	2020							
	Land and Land Improvements	Plant, Buildings, Commercial Condominium Units and Improvements	Leasehold Improvements	Office, Store and Food Processing Equipment	Furniture and Fixtures	Transportation Equipment	Construction in Progress	Total
Cost								
Balance at beginning of year	₱1,069,759	₱7,508,767	₱25,861,381	₱25,871,816	₱3,068,656	₱626,159	₱3,709,083	₱67,715,621
Additions	–	376,853	890,409	972,162	121,595	22,491	3,496,015	5,879,525
Retirements and disposals	(7,564)	(213,559)	(3,303,598)	(2,152,757)	(413,546)	(26,151)	(83,829)	(6,201,004)
Reclassifications	–	361,437	2,002,990	900,283	63,792	29	(3,328,531)	–
Translation adjustments	(21,391)	(70,302)	(417,364)	(279,655)	(139,407)	(1,083)	(41,378)	(970,580)
Balance at end of year	1,040,804	7,963,196	25,033,818	25,311,849	2,701,090	621,445	3,751,360	66,423,562
Accumulated Depreciation and Amortization								
Balance at beginning of year	7,564	2,187,141	13,889,198	16,266,305	1,901,747	467,697	–	34,719,652
Depreciation and amortization								6,523,723
(SEE NOTES 21 AND 22)	–	510,583	2,303,053	3,252,511	398,087	59,489	–	
Retirements and disposals	(7,564)	(211,207)	(1,639,531)	(1,992,015)	(219,683)	(23,059)	–	(4,093,059)
Reclassifications	–	(2)	(181,386)	163,148	18,240	–	–	–
Translation adjustments	–	(29,071)	(260,704)	(216,056)	(102,054	(494)	–	(608,379)
Balance at end of year	–	2,457,444	14,110,630	17,473,893	1,996,337	503,633	–	36,541,937
Accumulated Impairment Loss								
Balance at beginning of year	–	–	–	403,847	–	–	–	403,847
Additions (SEE NOTE 22)	–	1,437	501,327	657,789	4,155	338	20,466	1,185,512
Reversals (SEE NOTE 22)	–	–	–	(76,173)	–	–	–	(76,173)
Reclassifications	–	–	–	(296,836)	–	–	–	(296,836)
Translation adjustments	–	–	–	(18,856)	–	–	–	(18,856)
Balance at end of year	–	1,437	501,327	669,771	4,155	338	20,466	1,197,494
Net Book Value	₱1,040,804	₱5,504,315	₱10,421,861	₱7,168,185	₱700,598	₱117,474	₱3,730,894	₱28,684,131

Construction in progress account mainly pertains to costs incurred for ongoing construction of properties, including soon-to-open stores and commissaries. The borrowing cost that has been capitalized for the construction of commissaries amounted to ₱89.7 million in 2020.

In relation to JFC Group's business transformation initiative implemented, certain stores have been permanently closed resulting in a loss on retirements and disposals of property, plant and equipment amounting to ₱296.9 million and ₱1,489.2 million in 2021 and 2020, respectively (see Note 22). Gain on retirements and disposals of property, plant and equipment amounted to ₱299.0 million in 2019 (see Note 22).

The JFC Group also performed impairment assessments of fixed assets considering that there are observable indications that the assets' values have declined specially that certain stores were planned to be closed resulting to recognition of provision for impairment amounting to ₱44.4 million, ₱1,185.5 million and ₱399.2 million in 2021, 2020 and 2019, respectively (see Note 22).

Management reassessed the recoverable amount of the JFC Group's office, store and food processing equipment and recognized reversal of provision amounting to ₱390.0 million, ₱76.2 million and ₱29.2 million in 2021, 2020 and 2019, respectively (see Note 22). Consequently, allowance for impairment loss amounted to ₱855.5 million and ₱1,197.5 million as at December 31, 2021 and 2020, respectively.

No property, plant and equipment as at December 31, 2021 and 2020 have been pledged as security or collateral.

13. INVESTMENT PROPERTIES

The rollforward analysis of property, plant and equipment are as follows:

	2021		
	Land	Buildings and Building Improvements	Total
Cost			
Balance at beginning of year	₱572,722	₱179,377	₱752,099
Retirements and disposals	(60,804)	(11,140)	(71,944)
Reclassifications (SEE NOTE 9)	(511,918)	12,679	(499,239)
Balance at end of year	–	180,916	180,916
Accumulated Depreciation and Amortization			
Balance at beginning of year	–	179,377	179,377
Retirements and disposals	–	(11,140)	(11,140)
Reclassifications (SEE NOTE 9)	–	12,679	12,679
Balance at end of year	–	180,916	180,916
Net Book Value	₱–	₱–	₱–

	2020		
	Land	Buildings and Building Improvements	Total
Cost			
Balance at beginning and end of year	₱572,722	₱179,377	₱752,099
Accumulated Depreciation and Amortization			
Balance at beginning and end of year	-	179,377	179,377
Net Book Value	₱572,722	₱–	₱572,722

The JFC Group's investment properties have an aggregate fair value of ₱1,537.3 million as at December 31, 2020 as determined by independent appraisers who holds a recognized and relevant professional qualification. The fair value represents the amount at which the assets and liabilities can be exchanged in an orderly transaction between market participants to sell the asset or transfer the liability at the measurement date under current market conditions in accordance with International Valuation Standards.

In determining the fair value of the investment properties, the independent appraisers used the market data approach for land and cost approach for buildings and building improvements. For land, fair value is based on sales and listings of comparable properties within the vicinity after adjustments for differences in location, size and shape of the lot, time elements and other factors between the properties and their comparable properties. For buildings and building improvements, fair value is based on the current cost to replace the properties in accordance with prevailing market prices for materials, labor, and contractors' overhead, profit and fees in the locality after adjustments for depreciation due to physical deterioration, and functional and economic obsolescence based on personal inspection of the buildings and building improvements and in comparison to similar properties. Fair value hierarchy disclosures for investment properties have been provided in Note 32.

Rent income derived from income-generating properties amounted to ₱12.6 million, ₱20.1 million and ₱28.8 million in 2021, 2020 and 2019, respectively (see Notes 20 and 29).

Direct operating costs relating to the investment properties which include maintenance expenses totaled to ₱5.8 million, ₱12.8 million and ₱15.0 million in 2021, 2020 and 2019, respectively.

In 2021, Grandworth, a wholly owned subsidiary, sold three (3) parcels of land, including improvements attached thereto, for a total consideration of ₱322.0 million. Net gain arising from the sale of these investment properties amounted to ₱261.2 million.

In 2015, the Parent Company entered into an agreement to develop a commercial and office condominium building (the "Project") in a parcel of its land in consideration for cash and assigned units in the Project. The completion of the transaction is conditional upon fifty percent (50%) completion of the Project, as certified by the general contractor of the Project, and when all of the assigned units are fully constructed and accepted in accordance with the specifications contained in the Agreed Design. As at December 31, 2021 and 2020, the assigned units have not been accepted by and conveyed to the JFC Group.

No investment properties as at December 31, 2021 and 2020 have been pledged as security or collateral for the JFC Group's debts.

14. TRADEMARKS, GOODWILL AND OTHER INTANGIBLE ASSETS

This account consists of:

	2021	2020
Trademarks (NOTE 11)	₱35,047,990	₱35,047,990
Goodwill (NOTE 11)	14,889,007	14,097,283
Computer software, net of accumulated amortization	355,754	479,463
Other intangible assets, net of accumulated amortization	318,137	599,342
	₱50,610,888	₱50,224,078

Trademarks and Goodwill

Trademarks and goodwill acquired through business combinations are attributable to the following group of CGUs as at December 31:

	2021	2020
Trademarks:		
CBTL (SEE NOTE 11)	₱18,484,721	₱18,484,721
Smashburger	10,414,000	10,414,000
SuperFoods Group:		
Highlands Coffee	3,681,912	3,681,912
Pho 24	463,101	463,101
Mang Inasal	2,004,256	2,004,256
Total	35,047,990	35,047,990
Goodwill:		
Smashburger	₱5,235,648	₱4,929,722
Hong Zhuang Yuan	2,988,858	2,756,350
SuperFoods Group	2,484,456	2,340,102
Mang Inasal	1,781,267	1,781,267
Red Ribbon Bakeshop:		
Philippine operations	737,939	737,939
US operations	403,480	379,904
Yong He King	632,873	583,642
Chowking US operations	451,803	425,403
GSC	167,438	157,709
Burger King	5,245	5,245
	14,889,007	14,097,283
Trademarks and goodwill	₱49,936,997	₱49,145,273

The rollforward analysis of the JFC Group's goodwill as at December 31 are as follows:

	2021	2020
Cost		
Balance at beginning and end of year	₱14,395,717	₱14,395,717
Translation Adjustments		
Balance at beginning of year	(298,434)	101,445
Translation adjustments of foreign subsidiaries	791,724	(399,879)
Balance at end of year	493,290	(298,434)
Net Book Value	₱14,889,007	₱14,097,283

Computer Software

The JFC Group's computer software pertains to the Enterprise Resource Planning (ERP) system which the JFC Group started to use on August 1, 2014 and cloud-based hosting arrangements and implementation costs of CBTL.

The rollforward analysis of the JFC Group's computer software as at December 31 are as follows:

	2021	2020
Cost		
Balance at beginning of year	₱1,006,084	₱972,468
Additions	–	33,616
Write-off (SEE NOTE 22)	(69,574)	–
Balance at end of year	936,510	1,006,084
Accumulated Amortization		
Balance at beginning of year	513,013	397,035
Amortizations (SEE NOTE 22)	113,035	115,978
Write-off (SEE NOTE 22)	(50,718)	–
Balance at end of year	493,290	(298,434)
Translation adjustment	(5,426)	(13,608)
Net Book Value	₱355,754	₱479,463

Other Intangible Assets

The JFC Group's other intangible assets include other trademarks and patents, liquor licenses and customer list amortized over a useful life of five (5) years.

The rollforward analysis of other intangible assets as at December 31 are as follows:

	2021	2020
Cost		
Balance at beginning of year	₱809,198	₱800,336
Additions	11,113	8,862
Reclassification (SEE NOTE 29)	(80,025)	–
Balance at end of year	740,286	809,198
Accumulated Amortization		
Balance at beginning of year	214,141	97,207
Amortizations (SEE NOTE 22)	145,232	116,934
Balance at end of year	359,373	214,141
Translation adjustment	(62,776)	4,285
Net Book Value	₱318,137	₱599,342

Impairment Testing of Trademarks and Goodwill

Goodwill acquired through business combinations have been allocated to ten (10) groups of CGUs, which are subsidiaries of the Parent Company, owned directly or indirectly. The recoverable amounts of the groups of CGUs have been determined based on value in use calculations using cash flow projections from financial budgets approved by the BOD covering a five-year period, taking into consideration effect of significant events (i.e., Covid-19) on the macroeconomic factors used in developing the assumptions. Furthermore, the trademarks of Smashburger, SuperFoods Group and Mang Inasal are allocated to the CGU of Smashburger, SuperFoods Group and Mang Inasal, respectively. The recoverable amount of the trademarks of CBTL was determined using the relief-from-royalty method wherein the value is based on cost savings from owning the trademark.

The calculation of value in use is most sensitive to the following assumptions which vary per geographical location:

CGUs	Geographical Location	Pre-tax Discount Rate	Long-term Revenue Growth Rate
Hong Zhuang Yuan	PRC	7.8%	5.5%
Mang Inasal	Philippines	10.6%	7.4%
Red Ribbon Bakeshop:			
Philippine operations	Philippines	10.6%	7.4%
US operations	USA	6.1%	3.7%
Yong He King	PRC	7.8%	5.5%
Chowking US operations	USA	6.1%	3.7%
Burger King	Philippines	10.4%	7.4%
GSC	Vietnam	10.8%	7.8%
SuperFoods Group	Vietnam	10.8%	7.8%
Smashburger	USA	6.2%	3.7%
CBTL	USA	6.7%	3.5%

Key assumptions with respect to the calculation of value in use of the groups of CGUs as at December 31, 2021 used by management in its cash flow projections to undertake impairment testing of goodwill are as follows:

a) Discount rates - discount rates represent the current market assessment of the risks specific to each group of CGUs, regarding the time value of money and individual risks of the underlying assets which have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the JFC Group's group of CGUs, derived from the weighted average cost of capital (WACC) of each group of CGUs. The WACC takes into account both the cost of debt and equity. The cost of equity is calculated using the Capital Asset Pricing Model (CAPM). The cost of debt is based on the assumed interest-bearing borrowings each group of CGUs is obliged to service. CGU-specific risk is incorporated by applying individual alpha and beta factors. The beta factors are evaluated annually based on publicly available market data.

b) Long-term growth rates - rates are determined in consideration of historical and projected results, as well as the economic environment where the group of CGUs operate.

c) EBITDA - is based on the most recent value achieved in the year preceding the start of the budget period, and adjusted for planned efficiency improvement, if any.

Management believes that any reasonably possible change in the key assumptions on which recoverable amount is based would not cause the carrying amount of the CGUs to exceed its recoverable amount.

No impairment losses were recognized for trademarks and goodwill in 2021 and 2020.

15. OTHER NONCURRENT ASSETS

This account consists of:

	2021	2020
Security and other deposits (SEE NOTES 9, 31 AND 32)	₱3,051,421	₱2,772,604
Noncurrent portion of:		
Employee car plan receivables (SEE NOTES 7, 31 AND 32)	83,369	79,598
Rent and other long-term prepayments	–	21,209
Prepaid market entry fee - net of accumulated amortization of ₱31.2 million and ₱26.0 million in 2021 and 2020, respectively	75,416	76,052
Franchise rights - net of accumulated amortization of ₱83.4 million and ₱72.0 million in 2021 and 2020, respectively	55,986	64,499
Deferred compensation	13,889	15,913
Returnable containers and others	2,801	12,364
Tools and other assets	331,309	386,506
	₱3,614,191	₱3,428,745

Terms and conditions of other noncurrent assets are as follows:

- Security and other deposits generally represent deposits for leases entered into by the JFC Group as lessee. The security deposits are recoverable from the lessors at the end of the lease terms, which range from three to twenty years. These are carried at amortized cost. The discount rates used range from 1.28%-21.57% and 1.00%-15.43% in 2021 and 2020, respectively. The difference between the fair value at initial recognition and the notional amount of the security deposits is recognized as right-of-use asset.

- Employee car plan receivables are presented at amortized cost. The difference between the fair value at initial recognition and the notional amount of the employee car plan receivables is recognized as "Deferred compensation" and is amortized on a straight-line basis over the credit period.

  Accretion of interest on security and other deposits and employee car plan receivables amounted to ₱32.9 million and ₱35.9 million in 2021 and 2020, respectively (see Note 23).

- Prepaid market entry fee represents upfront fee paid to the franchisor prior to the operations of Dunkin' Donuts restaurants in the PRC. Market entry fee is amortized over twenty (20) years effective February 2016 (i.e., start of Dunkin' Donuts operations).

The rollforward analysis of prepaid market entry fee as at December 31 are as follows:

	2021	2020
Market Entry Fee		
Balance at beginning and end of year	₱93,870	₱93,870
Accumulated Amortization		
Balance at beginning of year	26,039	20,830
Amortizations (SEE NOTE 22)	5,173	5,209
Balance at end of year	31,212	26,039
Translation adjustment	12,758	8,221
Net Book Value	₱75,416	₱76,052

- Franchise rights pertain to franchise fees paid by PERF entities to Burger King Asia Pacific for the license to operate Burger King stores in the Philippines. Franchise rights are amortized over ten (10) years.

The rollforward analysis of franchise rights as at December 31 are as follows:

	2021	2020
Franchise Rights		
Balance at beginning of year	₱136,481	₱143,172
Additions	2,880	2,511
Write-off	–	(9,202)
Balance at end of year	139,361	136,481
Accumulated Amortization		
Balance at beginning of year	71,982	63,047
Amortizations (SEE NOTE 22)	11,393	12,313
Write-off	–	(3,378)
Balance at end of year	83,375	71,982
	₱55,986	₱64,499

- Tools and other assets represent tools for repairs and maintenance of office and store equipment which are still unused as at December 31, 2021 and 2020.

16. TRADE PAYABLES AND OTHER CURRENT LIABILITIES AND CONTRACT LIABILITIES

This account consists of:

	2021	2020
Trade	₱13,256,806	₱11,665,921
Accruals for:		
Salaries, wages and employee benefits	4,144,889	2,740,760
Store operations	1,847,189	1,687,259
Rent	1,490,579	1,355,193
Advertising and promotions	1,173,896	1,118,474
Freight	985,890	1,093,078
Local taxes	871,473	1,356,637
Interest (SEE NOTE 18)	545,563	543,729
Utilities	479,493	625,803
Repairs and maintenance	394,068	414,559
Professional fees	358,683	295,004
Operating supplies	209,225	330,252
Security	172,195	212,063
Transportation and travel	104,056	145,180
Insurance	87,949	63,989
Communication	71,112	136,689
Trainings and seminars	9,792	20,812
Service fees and others	1,818,586	2,559,020
Customer deposits	1,050,421	1,207,191
Unearned revenue from gift certificates	529,781	565,202
Dividends and distributions payable (see Note 19)	636,008	579,100
Other current liabilities	1,290,302	1,331,175
	31,527,956	30,047,090
Contract liabilities	1,424,799	1,318,924
	₱32,952,755	₱31,366,014

The terms and conditions of the above liabilities are as follows:

- Trade payables to suppliers are noninterest-bearing and are normally settled on a 30 to 60-day term.
- Accrued expenses are noninterest-bearing and are normally settled within the next financial year. Other accrued liabilities presented under "Service fees and others" consist of asset retirement obligation and other miscellaneous expenses.
- Customer deposits pertain to deposits from franchisees for the sale of store assets and security deposits from operating leases with franchisees which are refundable at the end of the lease term.

  Accretion of interest on customer deposits amounted to ₱0.7 million and ₱0.8 million in 2021 and 2020, respectively (see Note 23).

- Other current liabilities consist of contractors' retention, staled checks, amounts payable for mascots and various subscriptions in newspapers given to customers as a complementary to their meals.
- Contract liabilities pertain to deferred revenues and unearned revenues from gift certificates from international operations.

  Movements of contract liabilities arising from deferred revenues and unearned revenues from gift certificates from international operations are as follows:

	2021	2020
Balance at beginning of year	₱1,318,924	₱1,008,073
Additions	2,278,305	2,067,725
Utilization and amortization	(2,233,327)	(1,713,631)
Translation adjustments	60,897	(43,243)
Balance at end of year	₱1,424,799	₱1,318,924

The amount of contract liabilities arising from deferred revenues and unearned revenues from gift certificates from international operations is expected to be earned within one year.

17. PROVISIONS

The rollforward analysis of provisions is as follows:

	2021	2020
Balance at beginning of year	₱1,326,746	₱825,109
Additions (SEE NOTES 1 AND 23)	–	501,637
Reversal (SEE NOTE 23)	(291,110)	–
Balance at end of year	1,035,636	1,326,746
Current	–	291,110
Noncurrent	₱1,035,636	₱1,035,636

The JFC Group's outstanding provisions consist mainly of provisions for asserted claims which are normal to the JFC Group's business. These include estimates of legal services, settlement amounts and other costs of claims made against the JFC Group. Other information on the claims is not disclosed as this may prejudice the JFC Group's position on such claims (see Note 30).

18. SHORT AND LONG-TERM DEBTS AND SENIOR DEBT SECURITIES

Short-term Debt

The short-term debt consists of the following:

	Availment Date	Maturity Date	Interest Rate	Condition	2021	2020
USD-denominated						
Subsidiaries						
Loan 1	April 5, 2019 - July 19, 2019	March 23, 2020/ March 31, 2021/ December 31, 2021	LIBOR plus spread; quarterly	Unsecured	₱–	₱960,400
Loan 2	August 22, 2019 - April 2, 2020	August 14, 2020/ February 3, 2021/ February 3, 2022	LIBOR plus spread; quarterly	Unsecured	–	1,680,700
Loan 3	September 30, 2020	September 24, 2021	LIBOR plus spread; quarterly	Unsecured	–	480,200
Loan 4	March 11, 2020 - April 21, 2020	March 4, 2021/ December 31, 2021	LIBOR plus spread; quarterly	Unsecured	–	1,440,600
Loan 5	October 27, 2020	September 24, 2021/ March 24, 2022	LIBOR plus spread; quarterly	Unsecured	510,000	480,200
Parent Company						
Loan 6	April 23, 2020	February 26, 2021/ September 24, 2021	1.2% Fixed rate	Unsecured	–	1,440,690
Loan 7	April 29, 2020	February 26, 2021/ September 24, 2021	1.2% Fixed rate	Unsecured	–	1,392,667
PHP-denominated						
Parent Company						
Loan 8	April 15, 2020	April 10, 2021/ October 7, 2021	BVAL plus spread; quarterly	Unsecured	–	4,000,000
Subsidiary						
Loan 9	April 20, 2020	April 15, 2021/ October 12, 2021	Variable rate; quarterly	Unsecured	–	1,000,000
Loan 10	September 8, 2020	September 3, 2021/ October 7, 2021	BVAL plus spread; quarterly	Unsecured	–	3,000,000
					₱510,000	₱15,875,457

Loans of SJBF. Loan 1 consists of a short-term uncommitted line of credit agreement signed on March 22, 2019 with a local bank up to an aggregate amount of USD20.0 million (₱1,046.4 million) until April 1, 2020. The loan is subject to variable interest rate based on three-month LIBOR plus spread of 0.95% which is payable monthly and subject to quarterly repricing. The initial drawdown was availed on April 5, 2019 amounting to USD5.0 million (₱260.5 million). Subsequently, 2nd, 3rd and 4th drawdowns amounting to USD5.0 million (₱262.2 million), USD5.0 million (₱257.9 million) and USD5.0 million (₱255.2 million) were availed on May 14, 2019, June 21, 2019 and July 19, 2019, respectively. The maturity of the loan was extended from March 23, 2020 to March 31, 2021. On March 31, 2021, the credit agreement was further extended up to December 31, 2021. On December 31, 2021, the outstanding balance of the loan amounting to USD20.0 million (₱960.4 million) was paid in full. As at December 31, 2021 and 2020, the carrying value of the loan amounted to nil and USD20.0 million (₱960.4 million), respectively.

Loan 2. On August 14, 2019, Smashburger Finance LLC signed a short-term uncommitted line of credit agreement with a local bank up to an aggregate amount of USD20.0 million (₱1,045.6 million) until August 14, 2020. The loan is subject to variable interest rate based on three-month LIBOR plus spread of 0.95% which is payable and repriced quarterly. The initial drawdown was availed on August 22, 2019 amounting to USD5.0 million (₱261.3 million). Subsequently, 2nd and 3rd drawdowns amounting to USD10.0 million (₱507.3 million) and USD3.0 million (₱151.9 million) were availed on November 12, 2019 and December 30, 2019, respectively, with expected maturity on August 14, 2020.

On February 3, 2020, the credit agreement was amended to increase the aggregate amount from USD20.0 million (₱1,045.6 million) to USD35.0 million (₱1,778.0 million). The credit agreement was extended until February 3, 2021, the maturity date, and made available to the JFC Group's other subsidiaries in North America. Each loan is subject to variable interest rate based on three-month LIBOR plus spread of 0.85% which is payable monthly and subject to quarterly repricing. The 4th, 5th and 6th drawdowns amounting to USD10.0 million (₱506.8 million), USD5.0 million (₱253.4 million) and USD2.0 million (₱99.6 million) were availed on February 6, 2020, March 16, 2020 and April 2, 2020, respectively. On February 3, 2021, the credit agreement was further extended up to February 3, 2022. On September 3, 2021, the loan was prepaid in full. As at December 31, 2021 and 2020, the carrying value of the loan amounted to nil and USD35.0 million (₱1,680.7 million), respectively.

Loan 3 consists of a short-term loan availed on September 30, 2020 from a local bank amounting to USD10.0 million (₱485.0 million) subject to variable interest rate based on three-month LIBOR plus spread determined by the bank and subject to quarterly repricing. The principal is payable on September 24, 2021, the maturity date. On July 29, 2021, the loan was prepaid in full. As at December 31, 2021 and 2020, the carrying value of the loan amounted to nil and USD10.0 million (₱480.2 million), respectively.

Loans 1 to 3 are guaranteed by the Ultimate Parent Company.

Loan of HFC and HFC (Canada). Loan 4 consists of a short-term uncommitted line of credit agreement signed on March 5, 2020 with a local bank up to an aggregate amount of USD30.0 million (₱1,517.7 million) until March 4, 2021. The loan is subject to variable interest rate based on three-month LIBOR plus spread of 0.80% which is payable and repriced quarterly. The initial drawdown was availed on March 11, 2020 amounting to USD15.0 million (₱760.2 million). The 2nd drawdown was availed on April 21, 2020 amounting to USD15.0 million (₱761.9 million). On March 3, 2021, the credit agreement was extended up to December

31, 2021. On September 2, 2021, the outstanding balance of the loan amounting to USD30.0 million (₱1,440.6 million) was prepaid in full. As at December 31, 2021 and 2020, the carrying value of the loan amounted to nil and USD30.0 million (₱1,440.6 million), respectively. This loan is guaranteed by the Ultimate Parent Company.

Loan of ICTL. Loan 5 consist of a short-term uncommitted line of credit agreement signed on September 25, 2020 with a local bank up to an aggregate amount of USD10.0 million (₱483.8 million). The loan was availed on October 27, 2020 and is subject to variable interest rate based on LIBOR plus spread determined by the bank and subject to quarterly repricing. The loan is payable in three months from drawdown date and can be rolled over until September 24, 2021, the maturity date. On September 24, 2021, the credit agreement was extended up to March 24, 2022. As at December 31, 2021 and 2020, the carrying value of the loan amounted to USD10.0 million (₱510.0 million) and USD10.0 million (₱480.2 million), respectively.

Loans of Parent Company. Loan 6 consists of a short-term loan availed on April 23, 2020 from a local bank amounting to USD30.0 million (₱1,520.1 million) subject to a 2.5% fixed interest rate which is payable on a quarterly basis. The principal is payable on February 26, 2021, the maturity date. On March 29, 2021, the loan agreement was extended up to September 24, 2021 and interest has been updated to a fixed rate of 1.2%. The loan was paid in full on the maturity date. As at December 31, 2021 and 2020, the carrying value of the loan amounted nil and USD30.0 million (₱1,440.7 million), respectively.

Loan 7 consists of a short-term loan availed on April 29, 2020 from a local bank amounting to USD29.0 million (₱1,464.8 million) subject to a 2.5% fixed interest rate which is payable on a quarterly basis. The principal is payable on February 26, 2021, the maturity date. On March 29, 2021, the loan agreement was extended up to September 24, 2021 and interest has been updated to a fixed rate of 1.2%. The loan was paid in full on the maturity date. As at December 31, 2021 and 2020, the carrying value of the loan amounted to nil and USD29.0 million (₱1,392.7 million), respectively.

Loan 8 consists of a short-term loan availed on April 15, 2020 from a local bank amounting to ₱4,000.0 million subject to a variable interest rate based on three-month BVAL plus spread of 1.0%, subject to a floor of 5.0% which is payable and is reset on a quarterly basis. The principal is payable on April 10, 2021, the maturity date. On April 10, 2021, the loan agreement was extended up to October 7, 2021 and the variable interest has been updated based on three-month BVAL plus spread of 0.75%, subject to a floor of 2.0%. On October 6, 2021, the loan was refinance and converted into a five (5) year long-term debt.

Loans of ZFC. Loan 9 consists of a short-term loan availed on April 20, 2020 from a local bank amounting to ₱1,000.0 million subject to a variable interest rate which is payable and is reset on a quarterly basis. The principal is payable on April 15, 2021, the maturity date. On April 15, 2021, the loan agreement was extended up to October 12, 2021. The loan was paid in full on the maturity date.

Loan 10 consists of a short-term loan availed on September 8, 2020 from a local bank amounting to ₱3,000.0 million subject to a variable interest rate based on three-month BVAL plus spread of 1.0%, subject to a floor of 5.0% which is payable and is reset on a quarterly basis. The principal is payable on September 3, 2021, the maturity date. On September 3, 2021, the loan agreement was extended up to October 7, 2021. The principal amount was refinance and converted into a five (5) year long-term debt on the maturity date.

Loans 9 and 10 are guaranteed by the Parent Company.

Interest expense recognized on short-term debt amounted to ₱362.7 million, ₱421.8 million and ₱189.9 million in 2021, 2020 and 2019, respectively (see Note 23).

Long-term Debt

The long-term debt consists of the following:

	2021	2020
Principal	₱22,464,134	₱19,326,476
Unamortized debt issue cost	(103,957)	(68,263)
Balance at end of year	₱22,360,177	₱19,258,213

The details of long-term debt follow:

	Availment Date	Maturity Date	Interest Rate	Condition	2021	2020
USD-denominated *Subsidiaries*						
Loan 1	October 21, 2015	October 21, 2025	LIBOR plus spread; quarterly	Unsecured	₱2,493,334	₱2,934,556
Loan 2	November 29, 2016	November 29, 2024	3.0% per annum;annually	Unsecured	1,453,500	1,382,976
Loan 3	November 29, 2016	November 29, 2022	ROP 2121 and ROP 2024 plus spread; annually	Unsecured	387,600	368,794
VND-denominated *Subsidiaries*						
Loan 4	April 3, 2017	April 1, 2022	VND COF plus spread; quarterly	Unsecured	28,088	61,731
Loan 5	February 13, 2018	March 20, 2023	VND COF plus spread; quarterly	Unsecured	106,688	167,482
Loan 6	November 15, 2018 -October 9, 2019	December 24, 2023	Bank's three-month COF plus spread; quarterly	Unsecured	305,666	383,875
Loan 7	November 19-December 31, 2020	August 30, 2024	Bank's three-month COF plus spread; quarterly	Unsecured	242,330	311,250
Loan 8	August 27, 2020-June 30, 2021	July 26, 2026	Bank's three-month COF plus spread; quarterly	Unsecured	416,929	145,812
Parent Company						
Loan 9	April 22, 2016	April 22, 2021	PDST-R2 plus spread; quarterly	Unsecured	–	124,583
Loan 10	December 22, 2017	December 22, 2022	PDST-R2 plus spread; quarterly	Unsecured	398,400	796,800
Loan 11	December 22, 2017	December 22, 2022	PDST-R2 plus spread; quarterly	Unsecured	522,900	1,045,800
Loan 12	December 22, 2017	December 22, 2022	PDST-R2 plus spread; quarterly	Unsecured	199,200	398,400
Loan 13	December 27, 2017	December 27, 2022	PDST-R2 plus spread; quarterly	Unsecured	149,400	298,800
Loan 14	March 27, 2018	March 27, 2025	PDST R2 plus spread; quarterly	Unsecured	2,715,375	3,550,875
Loan 15	May 11, 2018	May 11, 2025	PDST R2 plus spread; quarterly	Unsecured	2,089,018	2,685,803
Loan 16	August 15, 2018	August 15, 2025	PDST-R2 plus spread; quarterly	Unsecured	2,014,393	2,551,500
Loan 17	October 6, 2021	October 7, 2026	BVAL plus spread	Unsecured	3,971,000	–
Subsidiaries						
Loan 18	December 21, 2016	December 21, 2021	PDST-R2 plus spread; quarterly	Unsecured	–	109,890
Loan 19	August 24, 2018	August 24, 2025	PDST-R2 plus spread; quarterly	Unsecured	–	945,000
Loan 20	May 8, 2019	May 8, 2026	BVAL plus spread	Unsecured	895,356	994,286
Loan 21	October 6, 2021	October 7, 2026	BVAL plus spread	Unsecured	2,978,250	–
Loan 22	October 6, 2021	October 8, 2026	Fixed	Unsecured	992,750	–
					₱22,360,177	₱19,258,213
Less current portion - net of debt issue costs of ₱16.8 million and ₱18.4 million in 2021 and 2020, respectively					4,950,565	4,720,096
					₱17,409,612	₱14,538,117

LIBOR – London Interbank Offered Rate
VIOR – Vietnam Interbank Offered Rate
BVAL – Bloomberg Valuation Service
PDST-R2 – Philippine Dealing System Treasury - Reference Rate Two

VND-denominated Loans of SuperFoods Group. Loan 7 consists of a 5-year unsecured loan acquired from a local bank in Vietnam amounting to VND160.0 billion (₱349.6 million) available in tranches within twelve (12) months from August 29, 2019, the date of loan agreement. The loan is subject to a variable interest rate based on the Bank's three-month COF plus spread of 1.35%. The principal is payable in sixteen (16) quarterly installments commencing on the 16th month from the date of agreement. Initial drawdown amounting to VND4.6 billion (₱10.2 million) was availed on November 19, 2019. Subsequent tranches amounting to a total of VND49.6 billion (₱108.4 million) were availed in November and December 2019 and a total of VND105.8 billion (₱229.6 million) were availed in 2020. The loan will mature on August 30, 2024. As at December 31, 2021 and 2020, the carrying value of the loan amounted to VND110.0 billion (₱242.3 million) and VND150.0 billion (₱311.3 million), respectively.

Loan 8 consists of a 5-year unsecured loan acquired from a local bank in Vietnam amounting to VND232.0 billion (₱484.6 million) available in tranches within twelve (12) months from July 27, 2020, the date of loan agreement. The loan is subject to a variable interest rate based on the Bank's three-month COF plus spread of 1.5%. The principal is payable in sixteen (16) quarterly installments commencing on the 16th month from the date of agreement. Initial drawdown amounting to VND7.2 billion (₱15.0 million) was availed on August 27, 2020. Subsequent tranches amounting to a total of VND63.1 billion (₱131.1 million) were availed in September to December 2020 and a total of VND133.5 billion (₱283.8 million) were availed in 2021.

As at December 31, 2021 and 2020, the carrying value of the loan amounted to VND189.3 billion (₱416.9 million) and VND70.3 billion (₱145.8 million), respectively.

Loans 4 to 8 are guaranteed by the Ultimate Parent Company.

PHP-denominated Loans of the Parent Company. Loan 17 consists of a 5-year unsecured loan acquired from a local bank on October 6, 2021 amounting to ₱4,000.0 million split into two (2) tranches. The first tranche is subject to a floating rate based on PHP BVAL Reference Rate for three (3) months tenor plus spread of 0.75% or to an interest rate floor equal to the BSP Reverse Repurchase Rate. The second tranche is subject to a fixed rate of 3.9765% per annum. The Parent Company incurred debt issue cost of ₱30.0 million, representing documentary stamp tax, in relation to this loan. The principal is payable in equal quarterly installments commencing on the 6th quarter from the drawdown date and every quarter thereafter until maturity. The carrying amount of the loan is ₱3,971.0 million, net of unamortized debt issue cost of ₱29.0 million, as at December 31, 2021.

The Parent Company's PHP-denominated long-term debt (Loans 9 to 17) amounted to ₱12,059.7 million, net of unamortized debt issue cost of ₱70.3 million, and ₱11,452.6 million, net of unamortized debt issue cost of ₱57.4 million, as at December 31, 2021 and 2020, respectively.

The current portion amounted to ₱3,239.3 million and ₱3,363.9 million, net of debt issue cost of ₱15.7 million and ₱16.2 million as at December 31, 2021 and 2020, respectively.

PHP-denominated Loan of Zenith. Loan 21 consists of a 5-year unsecured loan acquired from a local bank on October 6, 2021 amounting to ₱3,000.0 million split into two (2) tranches. The first tranche is subject to a floating rate based on PHP BVAL Reference Rate for three (3) months tenor plus spread of 0.75% or to an interest rate floor equal to the BSP Reverse Repurchase Rate. The second tranche is subject to a fixed rate of 3.9765% per annum. Zenith incurred debt issue cost of ₱22.5 million, representing documentary stamp tax, in relation to this loan. The principal is payable in equal quarterly installments commencing on the 6th quarter from the drawdown date and every quarter thereafter until maturity. The carrying amount of the loan is ₱2,978.2 million, net of unamortized debt issue cost of ₱21.8 million, as at December 31, 2021.

Loan 22 consists of a 5-year unsecured loan acquired from a local bank on October 6, 2021 amounting to ₱1,000.0 million. The loan is subject to a fixed rate of 3.395% per annum. Zenith incurred debt issue cost of ₱7.5 million, representing documentary stamp tax, in relation to this loan. The principal is payable in equal quarterly installments commencing on the 6th quarter from the drawdown date and every quarter thereafter until maturity.

The carrying amount of the loan is ₱992.8 million, net of unamortized debt issue cost of ₱7.2 million, as at December 31, 2021. The loans are guaranteed by the Parent Company. Consequently, the Parent Company is subject to certain debt covenants which include, among others, maintaining Debt-to-Equity ratio, Debt-to-EBITDA ratio and Debt-to-Service Coverage Ratio. In June 2020, the Debt-to-EBITDA ratio and Debt-to-Service Coverage Ratio were waived until December 31, 2021. Except for the ratios covered by the waiver, the Parent Company is in compliance with the applicable debt covenants as at December 31, 2021 and 2020.

Interest expense recognized on long-term debt amounted to ₱506.6 million, ₱744.1 million and ₱1,172.6 million in 2021, 2020 and 2019, respectively (see Note 23).

The future expected principal settlements of the JFC Group's loans follow:

	2021	2020
2021	₱–	₱4,738,472
2022	4,966,155	5,041,401
2023	5,190,642	3,211,366
2024	6,435,397	4,383,325
2025 to 2026	5,871,940	1,951,912
	22,464,134	19,326,476
Less debt issue costs	(103,957)	(68,263)
	₱22,360,177	₱19,258,213

Embedded Derivatives

Certain long-term loans of the JFC Group include provisions for an option to convert the variable interest rate into a fixed interest rate. Certain long-term loans are also subject to an interest rate floor. In addition, the JFC Group's long-term loans generally provide an option to pre-pay the loan in full before the maturity date.

The JFC Group assessed that the derivatives embedded in the loan contracts need not be bifurcated since they are clearly and closely related to the economic characteristics and risks of the host loan contract and do not qualify for separate accounting as at December 31, 2021 and 2020.

Freestanding Derivatives, Hedges and Hedge Effectiveness Testing

On November 20, 2015, the JFC Group entered into an Interest Rate Swap (IRS) with a bank to convert its exposure in the variable interest rate of Loan 1 to a fixed interest rate. The IRS will terminate and the loan will mature simultaneously on October 21, 2025. The JFC Group has designated the IRS as a cash flow hedge.

The IRS with a notional amount equal to the principal amount of the loan requires the JFC Group to pay fixed interest payments at 3.36% in exchange of variable interest payments at three-month LIBOR plus spread of 1.20% from the bank throughout the term of the IRS on the notional amount. The IRS settles quarterly on a net basis.

The fair value of the IRS amounted to ₱12.8 million and ₱141.5 million as at December 31, 2021 and 2020, respectively, presented as derivative liability in the consolidated statements of financial position. The terms of the IRS approximately match the terms of the interest payments on the loan. Accordingly, there is no hedge ineffectiveness to be recognized in profit or loss.

Unrealized gain of ₱128.7 million and unrealized loss of ₱83.2 million were recognized in other comprehensive income in 2021 and 2020, respectively.

Senior Debt Securities (Notes)

On June 24, 2020, the JFC Group, through JWPL, issued a USD300.0 million (₱14,994.0 million) 5.5-year and USD300.0 million (₱14,994.0 million) 10-year Reg S dual tranche US dollar denominated guaranteed Notes with a coupon rate of 4.125% and 4.750%, respectively, and payable semi-annually. This was listed in the Singapore Exchange Securities Trading Limited on June 25, 2020.

The proceeds from the issuance will be used for general corporate purposes, intended as a precautionary measure from the unforeseen eventualities that may be caused by the Covid-19 pandemic, as well as fund initiatives of the JFC Group (see Note 10).

The JFC Group incurred debt issue cost of USD4.0 million (₱200.4 million) for this transaction. As at December 31, 2021 and 2020, the carrying value of the Notes amounted to USD596.5 million

(₱30,426.1 million) and USD596.2 million (₱28,629.0 million), net of unamortized debt issue cost of USD3.4 million (₱173.9 million) and USD3.9 million (₱183.0 million), respectively.

Interest expense recognized on senior debt securities amounted to ₱1,311.8 million and ₱682.4 million in 2021 and 2020, respectively (see Note 23).

19. EQUITY

A. Preferred Stock

On May 11, 2021, the BOD of the Parent Company approved the amendment to the Seventh Article of the AOI of the Parent Company to reclassify 20,000,000 unissued common shares, with par value of ₱1.00 per share, out of the authorized capital stock of the Parent Company, into 20,000,000 cumulative, non-voting, non-participating, and non-convertible perpetual preferred shares, with a par value of ₱1.00 per share and the Parent Company's plans to issue peso-denominated preferred shares within 2021. The amount of the planned preferred shares issuance is estimated at ₱8,000.0 million.

The issuance of the preferred shares was approved by the Parent Company's shareholders during the Parent Company's annual stockholders' meeting on June 25, 2021, and is subject to the approval of the Philippine SEC.

On September 24, 2021, the Philippine SEC approved the shelf registration in the Philippines of 20,000,000 cumulative, non-voting, non-participating, non-convertible, redeemable, peso-denominated perpetual preferred shares to be offered within a period of three (3) years from the date of effectivity of the registration statement and granted the Parent Company the permit to sell 8,000,000 preferred shares and an over subscription option of up to 4,000,000 preferred shares, at an offer price of ₱1,000 per share in two (2) series: Preferred Shares-Series A and Series B with a dividend rate of 3.2821% and 4.2405% per annum, respectively.

On October 14, 2021, the Parent Company issued Preferred Shares-Series A and Series B totaling to 3,000,000 shares and 9,000,000 shares, respectively. The preferred shares were listed in the Philippine Stock Exchange on the same day.

The total number of shareholders of the Parent Company for Preferred Shares-Series A and Series B is 3 and 4, respectively, as at December 31, 2021.

B. Common Stock

The movements in the account are as follows:

	2021	2020
Authorized - ₱1 par value		
Balance at beginning of year	₱1,450,000	₱1,450,000
Reclassification to preferred shares	(20,000)	–
Balance at end of year	₱1,430,000	₱1,450,000
Issued and subscribed:		
Balance at beginning of year	₱1,122,257	₱1,410,000
Issuances during the year	2,085	12,108
Balance at end of year	1,124,342	1,122,257
Subscription receivables	(17,178)	(17,178)
	₱1,107,164	₱1,105,079

The total number of shareholders of the Parent Company is 2,981 and 2,999 as at December 31, 2021 and 2020, respectively.

C. Additional Paid-in-Capital

The movements in the Additional paid in-capital pertain to the difference between the exercise prices of stock options exercised and the par value of Parent Company's shares. For the years ended December 31, 2021 and 2020, stock options totaling 2,085,295 shares and 12,108,364 shares, respectively, were exercised (see Note 26). These resulted to an additional paid-in capital amounting to ₱321.7 million and ₱1,268.7 million in 2021 and 2020, respectively.

Issuance cost for the preferred shares incurred by the Parent Company charged to additional paid in capital amounted to ₱80.3 million in 2021.

Stock options expense, amounting to ₱155.5 million and ₱188.3 million in 2021 and 2020, respectively, were also recognized as part of additional paid-in capital (see Notes 22 and 26).

The Parent Company recognized deferred tax assets on MSOP and ELTIP in additional paid-in capital resulting to an increase of ₱20.5 million in 2021 and a decrease of ₱340.5 million in 2020.

As at December 31, 2021 and 2020, total additional paid-in capital amounted to ₱10,331.3 million and ₱9,913.9 million, respectively.

D. Treasury Shares

The cost of common stock of the Parent Company held in treasury of ₱180.5 million consists of 16,447,340 shares as at December 31, 2021 and 2020.

E. Senior Perpetual Securities (Securities)

The Securities amounting to USD600.0 million (₱30,588.0 million) was issued by the JFC Group, through JWPL, on January 23, 2020 and was listed in the Singapore Exchange Securities Trading Limited (SGX-ST) on January 24, 2020. The Securities confer a right to receive a return on the Securities (the "Distribution") every Distribution Payment Date as described in the terms and conditions of the Securities. These distributions are payable semi-annually in arrears on the Distribution Payment Dates of each year. The Securities offered an initial distribution rate of 3.9%, noncallable in five (5) years and payable semi-annually. However, the Issuer may, at its sole and absolute discretion, prior to any Distribution Payment Date, resolve to defer payment of all or some of the Distribution which would otherwise be payable on that Distribution Payment Date subject to exceptions enumerated in the terms and conditions of the Securities. The Securities are perpetual securities in respect of which there is no fixed redemption date, but the Issuer may, at its option change the status of the Securities or redeem the same on instances defined under its terms and conditions. The Securities are unconditionally and irrevocably guaranteed by the Parent Company.

The proceeds from issuance of the Securities were partially used to refinance the short-term debt for the acquisition of CBTL while some were invested to bond funds (see Note 10).

On July 23, 2020, JWPL paid the first distribution amounting to USD11.7 million (₱577.7 million). Subsequently, 2nd and 3rd distributions amounting to USD11.7 million (₱562.3 million) and USD11.7 million (₱589.0 million) were paid on January 20, 2021 and July 19, 2021, respectively. Accrued distribution due in January 2021 and 2022 amounted to USD11.7 million (₱590.0 million) and USD10.2 million (₱490.0 million) as at December 31, 2021 and 2020, respectively (see Note 16).

The Securities are treated as equity as part of non-controlling interests in the consolidated financial statements of the JFC Group because nothing in the terms and conditions of the Securities gives rise to an obligation of the JFC Group to deliver cash or another financial asset in the future as defined by PAS 32.

On October 4, 2021, JWPL announced the Tender Offer to the holders of the Securities to purchase for cash up to USD250.0 million of the outstanding Securities on the official list of SGX-ST. The Tender Offer to buy back up to USD250.0 million of the Securities will be funded partly from the proceeds of the Parent Company's issuance of 12,000,000 preferred shares under its 20,000,000 preferred shares shelf registration.

On October 19, 2021, in relation to the announced Tender Offer, JWPL disclosed the following:

- That, as at 4:00 PM, London time, on October 18, 2021 (the Early Tender Time), holders of Securities had validly tendered and not validly withdrawn USD203.1 million in aggregate principal amount of Securities;
- The Tender Offer cap of USD250.0 million has not been reached and all Securities tendered at or prior to the Early Tender Time will be accepted for purchase; and,
- As JWPL expects that the financing condition and all other conditions to the Tender Offer will be fully satisfied prior to October 21, 2021 (the Early Settlement Date), JWPL plans to make payment for Securities validly tendered at or prior to the Early Tender Time and accepted for purchase on the Early Settlement Date at a price equal to (a) the amount of USD1,000 per USD1,000 principal amount of Securities plus accrued distribution (as defined in the Tender Offer Memorandum), plus (b) an amount equal to USD16.25 per USD1,000 principal amount of Securities which constitutes the Early Tender Premium. JWPL expects to cancel such Securities on the same date.

On October 21, 2021, the settlement of the Securities that have been validly tendered by holders of Securities at the Early Tender Time, not validly withdrawn and accepted for payment pursuant to the Tender Offer, has been completed. As at Early Settlement Date, USD203.1 million (₱10,303.0 million) in aggregate principal amount of Securities has been repurchased and cancelled. Immediately following the Early Settlement Date, USD396.9 million in principal amount of Securities remain outstanding.

Early Tender Premium paid by JWPL amounted to USD3.3 million (₱167.4 million).

On November 5, 2021, JWPL further disclosed that:

- It has been advised that, after the Early Tender Time but at or prior to the Expiration Deadline, holders of Securities had validly tendered and not validly withdrawn USD0.4 million in aggregate principal amount of Securities;

- The Tender Offer cap has not been reached and accordingly all Securities validly tendered after the Early Tender Time but at or prior to the Expiration Deadline will be accepted for purchase; and,
- As the financing condition and all other conditions to the Tender Offer have been satisfied, JWPL plans to make payment for Securities validly tendered after the Early Tender Time but at or prior to the Expiration Deadline and accepted for purchase on November 8, 2021 at a price equal to the amount of the USD1,000 per USD1,000 principal amount of Securities plus accrued distribution. JWPL also expects to cancel such Securities on the same date.

On November 8, 2021, JWPL accepted the purchase of USD0.4 million (₱20.2 million) and cancelled the Securities on the same date.

F. Excess of Cost over the Carrying Value of Non-controlling Interests Acquired

The amount of excess of cost over the carrying value of non-controlling interests acquired as at December 31, 2021 and 2020, recognized as part of "Equity Attributable to Equity Holders of the Parent Company" section in the consolidated statements of financial position, resulted from the following acquisitions of non-controlling interests:

20% of Greenwich in 2006	₱168,257
15% of Belmont in 2007	375,721
40% of Adgraphix in 2010	(1,214)
30% of Mang Inasal in 2016	1,217,615
30% of HBFPPL in 2016	391,782
15% of SJBF in 2018	(347,395)
30% of Smashburger Long Island in 2020 (NOTE 11)	95,774
49% of Smashburger Westchester in 2020 (NOTE 11)	125,800
	₱2,026,340

G. Retained Earnings

The JFC Group has a cash dividend policy of declaring one-third of the JFC Group's net income for the year as cash dividends payable to all common stockholders. It uses best estimate of its net income as basis for declaring cash dividends. Actual cash dividends per share declared as a percentage of the EPS are 31.5%, 12.4% and 38.6% in 2021, 2020 and 2019, respectively.

Preferred Shares-Series A and Series B shareholders, subject to the discretion of the BOD to the extent permitted by law, are entitled to dividends. If cash dividends are declared, cash dividends shall be as follows:

- Preferred Shares-Series A shall be at the fixed rate of 3.2821% per annum; and,
- Preferred Shares-Series B shall be at the fixed rate of 4.2405% per annum.

Cash dividends on Preferred Shares-Series A and Series B will be payable quarterly.

The Parent Company's cash dividend declarations for 2021, 2020 and 2019 follow:

Declaration Date	Record Date	Payment Date	Cash Dividend per Share	Total Cash Dividends Declared
			(In Thousands, except dividend per share)	
2021				
Common Shares				
April 8	April 26	May 12	₱0.78	₱861,054
November 8	November 23	December 14	0.89	984,025
			₱1.67	₱1,845,079
Preferred Shares - Series A				
December 7	December 23	January 14, 2022	₱8.21	₱24,616
Preferred Shares - Series B				
December 7	December 23	January 14, 2022	₱10.60	₱95,411
2020				
Common Shares				
April 7	April 27	May 22	₱0.62	₱680,528
November 9	November 24	December 14	0.68	750,562
			₱1.30	₱1,431,090
2019				
Common Shares				
April 8	April 26	May 9	₱1.23	₱1,341,178
November 11	November 26	December 10	1.35	1,473,767
			₱2.58	₱2,814,945

An important part of the JFC Group's growth strategy is the acquisition of new businesses in the Philippines and abroad. Examples were acquisitions of 85% of Yonghe King in 2004 in PRC (₱1,200.0 million), 100% of Red Ribbon in 2005 (₱1,700.0 million), the remaining 20% minority share in Greenwich in 2006 (₱384.0 million), the remaining 15% share of Yonghe King in 2007 (₱413.7 million), 100% of Hong Zhuang Yuan restaurant chain in PRC in 2008 (₱2,600.0 million), 70% of Mang Inasal in 2010 (₱2,976.2 million), 100% of Chowking US operations in 2011 (₱693.3 million), 40% of SJBF LLC, the parent company of the entities comprising the Smashburger business in US (₱4,812.8 million), including transaction costs in 2015, the remaining 30% minority share each in Mang Inasal (₱2,000.0 million) and HBFPPL (₱514.9 million), acquisition of GSC (₱8.6 million) in 2016, the acquisition of additional 10% share in SuperFoods Group (₱2,712.7 million) in 2017, acquisition of the remaining 60% share in SJBF LLC (₱5,735.8 million) in 2018, acquisition of the 80% of The Coffee Bean & Tea Leaf (₱17,098.7 million) in 2019 and the remaining 30% minority share in Smashburger Long Island (₱95.8 million) in 2020.

The JFC Group plans to continue to make substantial acquisitions in the coming years. The JFC Group uses its cash generated from operations to finance these acquisitions and capital expenditures. These limit the amount of cash dividends that it can declare and pay, making the level of the retained earnings higher than the paid-up capital stock.

Details of the appropriated retained earnings as at December 31 follow:

	2021		2020	
Projects	Timeline	Amount	Timeline	Amount
Capital expenditures	2022	₱18,700,000	2019-2024	₱12,000,000
Acquisition of businesses	–	–	2019-2024	8,000,000
		₱18,700,000		₱20,000,00

On December 7, 2021, the BOD approved the release of previously approved appropriated retained earnings in 2018 amounting to ₱20,000.0 million. On the same day, the BOD approved the appropriation of ₱18,700.0 million from the Parent Company's unappropriated retained earnings for capital expenditures in 2022.

The unappropriated retained earnings of the Parent Company is also restricted to the extent of cost of common stock held in treasury amounting to ₱180.5 million as at December 31, 2021 and 2020, respectively. The unappropriated retained earnings of the JFC Group includes accumulated losses from its subsidiaries.

The Parent Company's retained earnings available for dividend declaration, computed based on the guidelines provided in SEC Memorandum Circular No. 11, amounted to ₱15,728.1 million and ₱12,566.0 million as at December 31, 2021 and 2020, respectively.

In relation with the Securities Regulation Code, below is the summary of the Parent Company's track record of registration of securities.

				Number of Holders of Securities	
	Number of Shares Registered	Initial Issue/ Offer Price	Listing date	2021	2020
Common shares	75,000,000	₱9	July 14, 1993	2,981	2,999
Preferred shares-Series A	3,000,000	1,000	October 14, 2021	3	–
Preferred shares-Series B	9,000,000	1,000	October 14, 2021	4	–

20. ROYALTY, SET-UP FEES AND OTHERS

This account consists of:

	2021	2020	2019
Royalty fees	₱7,125,470	₱5,426,460	₱8,477,040
Service fees	272,341	237,568	381,188
Set-up fees	186,817	116,580	471,711
Scrap sales	84,175	103,427	89,367
Rent income (SEE NOTES 13 AND 29)	24,394	35,771	58,493
Delivery fees and others	1,017,112	547,328	237,917
	₱8,710,309	₱6,467,134	₱9,715,716

The JFC Group has existing Royalty and Service Agreements with independent franchisees for the latter to operate quick service restaurant outlets under the "Jollibee", "Greenwich", "Chowking", "Yong He King", "Red Ribbon", "Hong Zhuang Yuan", "Mang Inasal", "Highlands Coffee", "Pho 24", "Smashburger" and "The Coffee Bean & Tea Leaf" concepts and trade names. In consideration thereof, the franchisees agree to pay set-up fees and monthly royalty fees equivalent to a certain percentage of the franchisees' net sales.

The JFC Group's franchisees pay service fees for various services, including repairs and maintenance services, rendered by the JFC Group's personnel.

On June 24, 2021, the Parent Company and its subsidiaries, Fresh N' Famous and Mang Inasal have entered into a license agreement with Milkshop International Co., Ltd. (Milkshop), owner of a popular Taiwanese Bubble tea brand, Milksha. The license agreement grants the Parent Company, Fresh N' Famous and Mang Inasal the exclusive rights to sell and market products under the Milksha brand in JFC Group's stores starting with Chowking stores.

21. DIRECT COSTS

This account consists of:

	2021	2020	2019
Cost of Sales			
Cost of inventories	₱68,694,594	₱58,999,321	₱85,405,049
Personnel costs:			
Salaries, wages and other employee benefits	18,543,938	16,943,784	17,778,095
Pension expense (SEE NOTE 25)	149,345	47,419	189,336
Depreciation and amortization (SEE NOTES 12 AND 29)	12,831,649	13,863,747	12,876,957
Contracted services	6,358,720	6,741,864	9,942,936
Electricity and other utilities	4,030,719	4,096,589	5,535,762
Rent (SEE NOTE 29)	2,741,734	2,537,011	4,466,414
Supplies	2,473,970	2,260,351	2,963,236
Repairs and maintenance	1,884,213	1,934,204	2,001,413
Security and janitorial	905,246	955,561	1,103,819
Communication	328,566	377,760	341,033
Professional fees	86,090	107,305	162,482
Representation and entertainment	61,591	81,249	125,518
Delivery costs, insurance and others (SEE NOTE 29)	6,127,459	5,179,347	4,364,723
Cost of Services	125,217,834	114,125,512	147,256,773
Advertising expense	2,278,845	1,600,825	3,001,108
	₱127,496,679	₱115,726,337	₱150,257,881

Delivery costs, insurance and others include lease pre-termination costs amounting to ₱1,042.5 million in 2020.

22. GENERAL AND ADMINISTRATIVE EXPENSES

This account consists of:

	2021	2020	2019
Personnel costs:			
Salaries, wages and other employee benefits	₱8,994,529	₱10,692,405	₱9,580,087
Pension expense (SEE NOTE 25)	168,963	48,156	204,831
Stock options expense (SEE NOTES 19 AND 26)	155,539	188,290	262,875
Taxes and licenses	1,571,662	1,403,482	1,854,426
Professional fees	1,143,571	1,432,451	1,213,054
Reversals of provision for impairment on:			
Property, plant and equipment (SEE NOTE 12)	(390,031)	(76,173)	(29,179)
Right-of-use assets (SEE NOTE 29)	(285,635)	–	–
Receivables (SEE NOTE 7)	(54,215)	–	(91,402)
Inventories (SEE NOTE 8)	(9,475)	(82,354)	(26,465)
Contracted services	718,561	1,252,357	597,231
Depreciation and amortization (SEE NOTES 12, 14, 15 AND 29)	650,616	704,993	618,441
Rent (SEE NOTE 29)	427,127	492,322	522,230
Membership and subscriptions	390,963	275,785	222,805
Repairs and maintenance	348,499	313,263	323,257
Transportation and travel	336,597	412,146	836,518
Impairment in value of:			
Receivables (SEE NOTE 7)	210,870	281,866	25,342
Property, plant and equipment (SEE NOTE 12)	44,392	1,185,512	399,212
Inventories (SEE NOTE 8)	23,721	332,505	16,670
Operating lease receivables (SEE NOTE 29)	8,046	–	–
Right-of-use assets (SEE NOTE 29)	–	661,365	–
Communication	233,284	303,461	186,030
Insurance	113,990	101,232	80,048
Supplies	103,562	102,590	106,830
Training	59,712	107,775	279,548
Loss (gain) on retirements and disposals of property, plant and equipment, investment properties and intangibles (SEE NOTES 12, 13 AND 14)	54,560	1,489,155	(278,318)
Donations	54,155	260,726	120,576
Representation and entertainment	49,873	43,188	94,201
Association dues	46,224	42,179	42,338
Electricity and other utilities	39,293	46,280	71,749
Corporate events	32,911	230,880	215,376
Security and janitorial	11,667	11,970	34,054
Research and development and others (SEE NOTE 29)	1,219,560	1,496,414	1,424,369
	₱16,473,091	₱23,754,221	₱18,906,734

Research and development and others include costs (gain) on lease pre-termination and derecognition of unfavorable leases amounting to ₱332.5 million and (₱233.1 million), respectively, in 2020.

23. INTEREST INCOME (EXPENSE) AND OTHER INCOME (EXPENSE)

	2021	2020	2019
Interest income			
Cash and cash equivalents and short-term investments (SEE NOTE 6)	₱76,968	₱114,824	₱273,022
Loans and advances (SEE NOTE 11)	51,949	69,921	85,985
Accretion of:			
Interest on security and other deposits and employee car plan receivables (SEE NOTE 15)	32,913	35,927	33,564
Lease receivables (SEE NOTE 29)	3,065	5,944	8,086
Financial assets at FVTPL (see Note 10)	72	–	–
	₱164,967	₱226,616	₱400,657

	2021	2020	2019
Interest expense			
Financing:			
Senior debt securities (SEE NOTE 18)	(₱1,311,814)	(₱682,448)	₱-
Long-term debt (SEE NOTE 18)	(506,637)	(744,050)	(1,172,589)
Short-term debt (SEE NOTE 18)	(362,722)	(421,779)	(189,917)
	(2,181,173)	(1,848,277)	(1,362,506)
Accretion of:			
Lease liabilities (SEE NOTE 29)	(1,963,848)	(1,938,530)	(1,824,311)
Customer deposits (SEE NOTE 16)	(728)	(845)	(481)
	(1,964,576)	(1,939,375)	(1,824,792)
	(₱4,145,749)	(₱3,787,652)	(₱3,187,298)

	2021	2020	2019
Other income (expense)			
Write-off of liabilities	₱2,824,015	₱2,102,109	₱2,290,538
Bank charges	(470,620)	(542,884)	(404,958)
Rebates, suppliers' incentives and government subsidies	462,791	600,593	339,082
Reversal of (provisions for) business transformation (SEE NOTE 17)	291,110	(501,637)	–
Gain on pre-termination of lease agreements (SEE NOTE 29)	268,615	886,339	400,367
Marked-to-market gain on financial assets at FVTPL (SEE NOTE 10)	196,986	1,317,728	(1,640)
Foreign exchange gain (loss) - net	41,147	(142,364)	(268,155)
Penalties and charges	35,042	47,137	65,826
Other rentals	9,723	18,453	6,258
Charges to franchisees	4,606	6,954	24,556
Gain from acquisition of a business (SEE NOTE 11)	–	–	4,255,324
Insurance claims and others	229,603	368,749	143,020
	₱3,893,018	₱4,161,177	₱6,850,218

In the normal course of business, the JFC Group accrues liabilities based on management's best estimate of costs incurred, particularly in cases when the JFC Group has not yet received final billings from suppliers and vendors. There are also ongoing negotiations and reconciliations with suppliers and vendors on certain liabilities recorded. These balances are continuously reviewed by management and are adjusted based on these reviews, resulting to write-off of certain liabilities as other income.

24. INCOME TAXES

The JFC Group's provision for current income tax consists of the following:

	2021	2020	2019
Final tax withheld on:			
Royalty income	₱1,351,070	₱1,039,849	₱1,750,140
Interest income	2,596	6,055	30,914
RCIT:			
With itemized deduction	620,936	239,481	873,698
With Optional Standard Deduction (OSD)	46,154	6,288	195,044
MCIT	8,608	254,946	405,868
	₱2,029,364	₱1,546,619	₱3,255,664

RCIT consists of corporate income taxes from the JFC Group's operations in the Philippines, PRC, USA, Vietnam, and Singapore.

For the year ended December 31, 2021, Grandworth, a wholly-owned subsidiary, elected to use OSD in computing for its taxable income. The net tax benefit from the availment of OSD amounted to ₱28.9 million in 2021.

For the year ended December 31, 2020, Grandworth and RRBH, wholly-owned subsidiaries, elected to use OSD in computing for their taxable income. The net tax benefit from the availment of OSD amounted to ₱2.0 million in 2020.

The components of the JFC Group's recognized net deferred tax assets as at December 31 follow:

	2021	2020
Deferred tax assets:		
Lease liabilities	₱5,930,795	₱6,079,643
NOLCO:		
USA-based entities	2,530,684	1,284,699
Philippine-based entities	534,907	1,067,152
PRC-based entities	314,151	288,725
Europe-based entities	36,280	1,955
Accrued expenses of USA-based entities	1,293,241	949,995
Pension liability and other benefits	585,158	751,806
Excess of MCIT over RCIT	462,557	411,332
Accumulated impairment loss in value of receivables, inventories, property, plant and equipment and other nonfinancial assets	272,010	422,318
Accrued bonus	248,817	–
MSOP and ELTIP	126,771	64,867
Unrealized foreign exchange loss	28,714	121,092
Unaccreted discount on security deposits and employee car plan receivables	27,068	35,621
Unamortized past service costs	4,273	5,672
Others	107,888	85,453
	12,503,314	11,570,330
Deferred tax liabilities:		
Right-of-use assets	4,970,541	5,009,602
Excess of fair value over book value of identifiable assets of acquired businesses	493,028	256,016
Unrealized foreign exchange gain	93,184	85,578
Operating lease receivables	22,365	20,046
Unaccreted discount on employee car plan receivables and security deposits	18,891	26,733
Deferred rent expense	13,748	14,403
Prepaid rent	13,954	16,902
Unrealized gain on change in fair value of financial assets at FVTPL	2,748	26,666
	5,628,459	5,455,946
Deferred tax assets - net	₱6,874,855	₱6,114,384

The components of the JFC Group's recognized net deferred tax liabilities as at December 31 follow:

	2021	2020
Deferred tax assets:		
Lease liabilities	₱3,816,017	₱3,531,281
NOLCO:		
Hungary-based entity	571,472	100,564
Asia-based entities	8,453	28,185
Capital allowance	69,416	17,884
Allowance for impairment loss on receivables, inventories and property, plant and equipment	60,862	144,021
Pension liability and other benefits	31,105	42,332
Accrued expenses	19,620	12,213
MSOP and ELTIP	4,297	2,146
Accrued bonus	1,521	–
Unaccreted discount on security deposits and employee car plan receivables	284	806
Unamortized past service costs	225	324
Operating lease receivables	–	13,800
Unrealized foreign exchange loss	–	5
	4,583,272	3,893,561
Deferred tax liabilities:		
Excess of fair value over book value of identifiable assets of acquired businesses	4,353,549	4,362,947
Right-of-use assets	3,658,010	3,355,089
Unaccreted discount on employee car plan receivables, security and product security deposits	409	915
Unrealized foreign exchange gain	17	–
Finance lease receivables	–	30,189
	8,011,985	7,749,140
Deferred tax liabilities - net	₱3,428,713	₱3,855,579

The rollforward analysis of the net deferred tax assets and liabilities of the JFC Group follows:

	2021	2020
Balance at beginning of year	₱2,258,805	₱276,629
Income tax effect to profit or loss	1,387,929	2,205,626
Income tax effect of remeasurements of net defined benefit plan	(168,037)	165,324
Tax effect of MSOP and ELTIP	20,488	(340,449)
Translation adjustments	(53,043)	(48,325)
Balance at end of year	₱3,446,142	₱2,258,805

OSD

The availment of the OSD method also affected the recognition of several deferred tax assets and liabilities. Deferred tax assets and liabilities, for which the related income and expense are not considered in determining gross income for income tax purposes, are not recognized. This is because the manner by which the JFC Group expects to recover or settle the underlying assets and liabilities, for which the deferred tax assets and liabilities were initially recognized, would not result to any future tax consequence under the OSD method. Meanwhile, deferred tax assets and liabilities, for which the related income and expense are considered in determining gross income for income tax purposes, are recognized only to the extent of their future tax consequence under the OSD method. Hence, the tax base of these deferred tax assets and liabilities is reduced by the 40% allowable deduction provided for under the OSD method.

Accordingly, the JFC Group's deferred tax assets and liabilities, which were not recognized due to the use of the OSD method, are as follows:

	2021	2020
Deferred tax assets:		
Lease liabilities	₱6,257	₱7,930
Allowance for impairment loss on receivables and nonfinancial assets	4,244	4,550
Customer deposits	6,257	–
Unaccreted discount on financial instruments and others	40	218
	16,798	12,698
Deferred tax liabilities:		
Operating lease receivables	8,656	8,029
Right-of-use assets	–	109
Others	123	117
	8,779	8,255
Deferred tax assets - net	₱8,019	₱4,443

As at December 31, 2021, NOLCO and excess of MCIT over RCIT of the Philippine-based entities that can be claimed as deductions from taxable income and income tax due, respectively, are as follows:

Year Incurred/Paid	Carryforward Benefit up to	NOLCO	Excess of MCIT over RCIT
2021	December 31, 2026	₱265,606	₱91,853
2020	December 31, 2025	3,037,977	192,362
2019	December 31, 2022	519,198	218,970
		3,822,781	503,185
Utilized during the year		(1,684,182)	–
Adjustments due to the CREATE Act		1,029	(40,628)
		₱2,139,628	₱462,557

On September 30, 2020, the BIR issued Revenue Regulations No. 25-2020 implementing Section 4(bbbb) of "Bayanihan to Recover As One Act" which states that the NOLCO incurred for taxable years 2020 and 2021 can be carried over and claimed as a deduction from gross income for the next five (5) consecutive taxable years immediately following the year of such loss.

President Rodrigo Duterte signed into law on March 26, 2021 the Corporate Recovery and Tax Incentives for Enterprises (CREATE) Act to attract more investments and maintain fiscal prudence and stability in the Philippines. Republic Act (RA) 11534 or the CREATE Act introduces reforms to the corporate income tax and incentives systems. It took effect 15 days after its complete publication in the Official Gazette or in a newspaper of general circulation on April 11, 2021.

The following are the key changes to the Philippine tax law pursuant to the CREATE Act which have an impact to the JFC Group:

- Effective July 1, 2020, regular corporate income tax (RCIT) rate is reduced from 30% to 25% for domestic and resident foreign corporations. For domestic corporations with net taxable income not exceeding ₱5 million and with total assets not exceeding ₱100 million (excluding land on which the business entity's office, plant and equipment are situated) during the taxable year, the RCIT rate is reduced to 20%.
- MCIT rate reduced from 2% to 1% of gross income effective July 1, 2020 to June 30, 2023.
- Imposition of improperly accumulated earnings tax (IAET) is repealed.
- For investments prior to effectivity of CREATE:
  - Registered business enterprises granted only an income tax holiday (ITH) – can continue with the availment of the ITH for the remaining period of the ITH.

Applying the provisions of the CREATE Act, the JFC Group has been subjected to the lower RCIT rate of 25% of taxable income or the reduced MCIT rate of 1% of gross income, effective July 1, 2020. Likewise, the impact on the December 31, 2020 consolidated balances had the CREATE Act been substantially enacted as of then, that were adjusted in 2021, are as follows:

Consolidated Statements of Financial Position

Amount in millions	Increase (Decrease)
Prepaid taxes	₱59.9
Deferred tax assets	(1,089.6)
Income tax payable	(8.8)
Deferred tax liabilities	(530.6)
Remeasurement loss on net defined benefit plan	59.4
Additional paid-in capital	0.4

Consolidated Statement of Comprehensive Income

Amount in millions	Increase (Decrease)
Provision for current income tax	(₱68.7)
Provision for deferred income tax	499.1
Other comprehensive income	59.4
Net income attributable to equity holders of the Parent Company	(423.1)
Net income attributable to non-controlling interests	(7.3)

Deferred tax assets on temporary differences and carryforward benefits of NOLCO and excess of MCIT over RCIT of the Philippine-based subsidiaries, which were not recognized as it is not probable that taxable income will be sufficient against which they can be utilized, amounted to ₱2,468.6 million and ₱221.0 million, respectively, as at December 31, 2021 and ₱2,899.0 million and ₱409.5, respectively, as at December 31, 2020.

The PRC enterprise income tax law provides that income tax rates are unified at 25%. As at December 31, 2021, NOLCO of the PRC-based entities that can be claimed as deductions from taxable income are as follows:

Year Incurred/Paid	Carryforward Benefit up to	Tax Losses	Deferred Tax at 25%
2021	December 31, 2026	₱156,844	₱39,211
2020	December 31, 2028	919,422	229,855
2019	December 31, 2024	55,240	13,810
2018	December 31, 2023	41,096	10,274
2017	December 31, 2022	36,168	9,042
2016	December 31, 2021	102,976	25,744
		1,311,746	327,936
Utilized during the year		(25,720)	(6,430)
Written-off during the year		(93,068)	(23,267)
Translation adjustments		63,646	15,912
		₱1,256,604	₱314,151

As provided in Article 4 of the Announcement of the Ministry of Finance and the State Administration of Taxation No. 8 of 2020, the maximum carry forward period for losses incurred by enterprises in difficult industries greatly affected by the pandemic in 2020 is extended from five (5) years to eight (8) years.

As at December 31, 2021, NOLCO of the USA-based entities that can be claimed as deductions from taxable income are as follows:

Year Incurred	Tax Losses	Deferred Tax at 21%
2021	₱1,714,748	₱360,097
2020	4,112,176	863,557
2019	3,359,400	705,474
2018	2,718,152	570,812
2017	40,062	8,413
	11,944,538	2,508,353
Utilized during the year	(273,310)	(57,395)
Translation adjustments	379,648	79,726
	₱12,050,876	₱2,530,684

NOLCO of USA-based entities has no prescription effective taxable year 2018. The 2017 NOLCO will expire in 2037.

As at December 31, 2021, NOLCO of the Europe-based entities that can be claimed as deductions from taxable income are as follows:

Year Incurred/Paid	Tax Losses	Deferred Tax at 19%
2020	₱180,035	₱34,207
2018	10,292	1,955
Translation adjustments	623	118
	₱190,950	₱36,280

NOLCO of Europe-based entities has no prescription.

The following are the movements in deferred tax assets on NOLCO of the JFC Group:

	2021	2020
Balance at beginning of year	₱2,771,280	₱875,622
Additions	1,792,330	1,986,398
Utilization during the year	(484,870)	(60,726)
Change in tax rate due to the CREATE Act	(177,601)	–
Write-off and expirations	(23,267)	–
Translation adjustments	118,075	(30,014)
	₱3,995,947	₱2,771,280

The following are the movements in deferred tax assets on Excess of MCIT over RCIT of the JFC Group:

	2021	2020
Balance at beginning of year	₱411,332	₱654,418
Additions	91,853	192,362
Change in tax rate due to the CREATE Act	(40,628)	–
Write-offs and expirations	–	(435,448)
	₱462,557	₱411,332

The net change in deferred tax liabilities recognized in equity amounted to (₱168.0 million), ₱165.3 million and ₱252.9 million in 2021, 2020 and 2019, respectively.

The reconciliation of provision for income tax computed at the statutory income tax rates to provision for income tax as shown in the consolidated statements of comprehensive income are as follows:

	2021	2020	2019
Provision for income tax at statutory income tax rate	₱1,535,856	(₱3,987,789)	₱2,845,067
Income tax effects of:			
Change in tax rate	354,403	–	–
Effect of different tax rate for royalty and interest income	(338,226)	(522,090)	(887,556)
Expired/written off NOLCO and excess of MCIT over RCIT	67,291	384,502	490,463
Net movement in unrecognized DTA	45,452	2,174,421	888,650
Nondeductible expenses	37,236	584,378	95,678
Nontaxable income	(30,000)	(27,000)	(483,150)
Difference between OSD and itemized deductions	(28,865)	(2,041)	(123,565)
Tax effect of MSOP and ELTIP	(25,096)	126,790	108,357
Intrinsic value of stock options exercised	(8,412)	(128,436)	(261,013)
Effect of different tax rates for capital gains tax	–	662	–
Effect of different tax rates for international operations and others	(968,204)	737,596	382,239
	₱641,435	(₱659,007)	₱3,055,170

Provision for current income tax of foreign entities operating in the US, PRC, Vietnam and Singapore amounted to ₱82.3 million, ₱56.0 million, nil and ₱44.1 million, respectively, for the year ended December 31, 2021 and ₱61.7 million, ₱3.9 million, ₱66.9 million and ₱34.8 million , respectively, for the year ended December 31, 2020.

25. PENSION LIABILITY

Defined Benefit Plan

The Parent Company and certain Philippine-based subsidiaries have funded, independently-administered, non-contributory defined benefit pension plan covering all permanent employees.

The benefits are based on the employees' projected salaries and number of years of service.

The funds are administered by trustee banks. Subject to the specific instructions provided in writing, the Parent Company and certain Philippine-based subsidiaries direct the trustee banks to hold, invest and reinvest the funds and keep the same invested, in its sole discretion, without distinction between principal and income in, but not limited to, certain cash and other short-term deposits, investments in government and corporate debt securities and quoted equity securities.

Under the existing regulatory framework, Republic Act No. 7641 requires a provision for retirement pay to qualified private sector employees in the absence of any retirement plan in the entity, provided however that the employees' retirement benefits under any collective bargaining and other agreements shall not be less than those provided under the law. The law does not require minimum funding of the plan.

The following tables summarize the components of pension expense, included under "Cost of sales" and "General and administrative expenses" accounts in the consolidated statements of comprehensive income and pension liability in the consolidated statements of financial position, which are based on actuarial valuations.

Changes in pension liability of the JFC Group in 2021 are as follows:

	Present Value of Defined Benefit Obligation	Fair Value of Plan Assets	Pension Liability
At January 1, 2021	₱4,711,002	₱1,793,502	₱2,917,500
Opening balance adjustment	(5,381)	-	(5,381)
Pension expense (SEE NOTES 21 AND 22):			
Current service cost	375,120	–	375,120
Net interest	165,211	65,625	99,586
Past service cost	(50,574)	–	(50,574)
Settlement gain	(105,824)	–	(105,824)
	383,933	65,625	318,308
Benefits paid	(138,167)	(143,122)	4,955
Settlement paid	(50,873)	(45,918)	(4,955)
Remeasurements in other comprehensive income:			
Return on plan assets (excluding amount included in net interest)	–	(50,580)	50,580
Actuarial changes arising from changes in financial assumptions	(577,221)	–	(577,221)
Actuarial changes due to experience adjustment	130,600	–	130,600
Actuarial changes due to demographic adjustment	(32,302)	–	(32,302)
	(478,923)	(50,580)	(428,343)
Contributions	–	385,619	(385,619)
Transferred out - net	–	–	–
At December 31, 2021	₱4,421,591	₱2,005,126	₱2,416,465

Changes in pension liability of the JFC Group in 2020 are as follows:

	Present Value of Defined Benefit Obligation	Fair Value of Plan Assets	Pension Liability
At January 1, 2020	₱4,734,016	₱2,512,696	₱2,221,320
Opening balance adjustment	26	–	26
Pension expense (SEE NOTES 21 AND 22):			
Current service cost	388,495	–	388,495
Net interest	219,328	111,727	107,601
Past service cost	–	–	–
Settlement gain	(400,521)	–	(400,521)
	207,302	111,727	95,575
Benefits paid	(264,916)	(264,916)	–
Settlement paid	(607,695)	(607,695)	–
Remeasurements in other comprehensive income:			
Return on plan assets (excluding amount included in net interest)	–	41,690	(41,690)
Actuarial changes arising from changes in financial assumptions	703,881	–	703,881
Actuarial changes due to experience adjustment	(61,145)	–	(61,145)
Actuarial changes due to demographic adjustment	–	–	–
	642,736	41,690	601,046
Transferred out - net	(467)	–	(467)
At December 31, 2020	₱4,711,002	₱1,793,502	₱2,917,500

The maximum economic benefit available is a combination of expected refunds from the plan and reductions in future contributions.

The following table presents the carrying amounts, which approximate the estimated fair values, of the assets of the plan:

	2021	2020
Cash and cash equivalents	₱30,507	₱30,787
Investments in government and corporate debt securities	1,843,471	1,878,841
Investments in quoted equity securities:		
Holding firms	238,751	277,686
Property	174,253	175,618
Banks	144,834	126,185
Telecommunications	74,348	39,578
Food and beverage	61,452	57,071
Electricity, energy, power and water	52,377	24,005
Transportation	45,118	28,332
Others	19,912	19,790
Interest and dividends receivable	18,339	25,188
Fund liabilities (SEE NOTES 7 AND 27)	(698,236)	(889,579)
	₱2,005,126	₱1,793,502

The plan assets consist of the following:

- Investments in government securities which consist of retail treasury bonds that bear interest ranging from 2.38%-6.25% and have maturities from December 2022 to October 2037 and fixed-rate treasury notes that bear interest ranging from 2.38%-8.75% and have maturities from January 2022 to August 2037.
- Investments in debt securities consist of long-term corporate bonds in the property sector, which bear interest ranging from 4.34%-6.30% maturing from February 2022 to November 2028.
- Investments in equity securities consist of investments in listed equity securities, including equity securities of the Parent Company, for certain retirement plans of the JFC Group (see Note 27).
- Other financial assets held by the retirement plan are primarily accrued interest income on cash and cash equivalents, debt instruments and other securities.

Pension expense as well as the present value of the pension liability are determined using actuarial valuations. The actuarial valuation involves making various assumptions. The principal assumptions used in determining pension expense and liability for the defined benefit plans are shown below:

	December 31,2021	December 31, 2020
Discount rate	3.7% – 5.2%	3.6% – 4.3%
Salary increase rate	6.00%	6.00%

The sensitivity analysis below has been determined based on reasonably possible changes of each significant assumption on the present value of the defined benefit obligation as at the end of the reporting period, assuming all other assumptions were held constant:

		Philippine Plan	
	Increase (Decrease)	**2021**	2020
Discount rates	+0.50%	(₱693,183)	(₱1,028,752)
	-0.50%	801,562	1,160,221
Future salary increases	+0.50%	798,337	1,153,401
	-0.50%	(715,557)	(1,026,755)

Shown below is the maturity analysis of the undiscounted benefit payments as at December 31:

	2021	2020
Less than 1 year	₱765,404	₱774,144
More than 1 year to 5 years	1,451,480	1,244,033
More than 5 years to 10 years	2,176,459	2,141,595
More than 10 years to 15 years	2,867,018	2,571,487
More than 15 years to 20 years	3,367,326	3,065,269
More than 20 years	8,514,005	8,982,778

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 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 Parent Company and certain Philippine-based subsidiaries contributed ₱385.6 million to the defined benefit pension plans in 2021.

The average duration of the defined benefit obligation is 10 years as at December 31, 2021 and 2020.

Defined Contribution Plan

The employees of the PRC-domiciled subsidiaries of the JFC Group are members of a state-managed pension benefit scheme operated by the national government. These subsidiaries are required to contribute a specified percentage of their payroll costs to the pension benefit scheme to fund the benefits. The only obligation of these subsidiaries with respect to the pension benefit scheme is to make the specified contributions. Pension expense under the defined contribution plan amounted to ₱447.1 million and ₱336.3 million in 2021 and 2020, respectively.

26. STOCK OPTIONS PLAN

Senior Management Stock Option and Incentive Plan

On January 10, 2017 and December 17, 2002, the SEC approved the exemption requested by the JFC Group on the registration requirements of 31,500,000 and 101,500,000 options, respectively, underlying the Parent Company's common shares to be issued pursuant to the JFC Group's Senior Management Stock Option and Incentive Plan (the Plan). The Plan covers selected key members of management of the JFC Group and designated affiliated entities.

The Plan is divided into two programs, namely, the Management Stock Option Program (MSOP) and the Executive Long-term Incentive Program (ELTIP). The MSOP provides a yearly stock option grant program based on company and individual performance while the ELTIP provides stock ownership as an incentive to reinforce entrepreneurial and long-term ownership behavior of executive participants.

MSOP. The MSOP is a yearly stock option grant program open to members of the senior management committee of the JFC Group and members of the management committee, key talents and designated consultants of some of the business units.

Each MSOP cycle refers to the period commencing on the MSOP grant date and ending on the last day of the MSOP exercise period. Vesting is conditional on the employment of the employee-participants in the JFC Group within the vesting period. The options will vest at the rate of one-third of the total options granted on each anniversary of the MSOP grant date until the third anniversary.

The exercise price of the stock options is determined by the JFC Group with reference to the prevailing market prices over the three months immediately preceding the date of grant for the 1st up to the 7th MSOP cycle. Starting with the 8th MSOP cycle, the exercise price of the option is determined by the JFC Group with reference to the market closing price at date of grant.

The options will vest at the rate of one-third of the total options granted from the start of the grant date on each anniversary date which will start after a year from the grant date. For instance, under the 1st MSOP cycle, the Compensation Committee of the JFC Group granted 2,385,000 options to eligible participants on July 1, 2004. One-third of the options granted, or 795,000 options, vested and may be exercised starting July 1, 2005. The exercise period for the 1st MSOP cycle was until June 30, 2012. From July 1, 2005 to September 25, 2020, the Compensation Committee granted series of MSOP grants under the 2nd to 17th MSOP cycle to eligible participants. Under the most recent grant on August 5, 2021, the 18th MSOP cycle, the Compensation Committee granted 4,219,250 options. These options vest similar to the 1st MSOP cycle.

The options under MSOP expire eight years after grant date. The 1st, 2nd, 3rd, 4th, 5th, 6th, 7th, 8th, 9th and 10th MSOP cycles expired in 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020 and 2021, respectively.

The JFC Group does not pay cash as a form of settlement.

The movements in the number of stock options outstanding under MSOP and related weighted average exercise prices (WAEP) in 2021, 2020 and 2019 follow:

	2021		2020		2019	
	Number of Options	WAEP	Number of Options	WAEP	Number of Options	WAEP
Total options granted at beginning of year	56,922,204	₱118.03	52,715,144	₱116.43	50,492,844	₱111.92
Options granted during the year	4,219,250	189.60	4,207,060	138.00	2,222,300	219.00
Total options granted at end of year	61,141,454	₱122.96	56,922,204	₱118.03	52,715,144	₱116.43
Outstanding at beginning of year	19,415,930	₱191.22	17,905,148	₱200.38	17,613,253	₱193.07
Options granted during the year	4,219,250	189.60	4,207,060	138.00	2,222,300	219.00
Options exercised during the year	(2,031,961)	154.66	(1,223,364)	112.70	(1,696,402)	139.16
Options forfeited during the year	(618,234)	188.72	(1,472,914)	215.80	(234,003)	270.75
Outstanding at end of year	20,984,985	₱194.51	19,415,930	₱191.22	17,905,148	₱200.38
Exercisable at end of year	13,220,262	₱206.69	12,624,653	₱201.00	12,077,981	₱188.14

The weighted average share price of the Parent Company's common shares is ₱200.38, ₱147.16 and ₱264.79 in 2021, 2020 and 2019, respectively. The weighted average remaining contractual life for the stock options outstanding is 4.73 years, 4.70 years, and 4.62 years as at December 31, 2021, 2020 and 2019, respectively.

The weighted average fair value of stock options granted in 2021, 2020 and 2019 is ₱48.71, ₱33.84 and ₱48.07, respectively. The fair value of share options as at the date of grant is estimated using the Black-Scholes Option Pricing Model, taking into account, the terms and conditions upon which the options were granted. The option style used for this plan is the American style because the option plan allows exercise before the expiry date.

The inputs in the valuation of the options granted on the dates of grant for each MSOP cycle are shown below:

MSOP Cycle	Year of Grant	Dividend Yield	Expected Volatility	Risk-free Interest Rate	Expected Life of the Option	Stock Price on Grant Date	Exercise Price
1st	2004	1.72%	36.91%	6.20%	5-7 years	₱24.00	₱20.00
2nd	2005	1.72%	36.91%	6.20%	5-7 years	29.00	27.50
3rd	2006	1.72%	36.91%	6.20%	5-7 years	35.00	32.32
4th	2007	1.70%	28.06%	6.41%	3-4 years	52.50	50.77
5th	2008	1.80%	26.79%	8.38%	3-4 years	34.00	39.85
6th	2009	2.00%	30.37%	5.28%	3-4 years	48.00	45.45
7th	2010	2.00%	29.72%	5.25%	3-4 years	70.00	57.77
8th	2011	2.00%	34.53%	4.18%	3-4 years	89.90	89.90
9th	2012	2.00%	28.72%	3.50%	3-4 years	107.90	107.90
10th	2013	2.00%	29.38%	2.68%	3-4 years	145.00	145.00
11th	2014	2.00%	24.87%	2.64%	3-4 years	179.80	179.80
12th	2015	2.00%	18.94%	2.98%	3-4 years	180.00	180.00
13th	2016	2.00%	17.76%	2.63%	3-4 years	236.00	236.00
14th	2017	2.00%	16.70%	3.92%	3-4 years	206.20	206.20
15th	2018	2.00%	28.98%	4.95%	3-4 years	245.00	245.00
16th	2019	2.00%	27.65%	4.18%	3-4 years	219.00	219.00
17th	2020	2.00%	35.17%	2.40%	3-4 years	138.00	138.00
18th	2021	1.70%	36.19%	2.29%	3-4 years	189.60	189.60

The expected life of the stock options is based on historical data and current expectations and is not necessarily indicative of exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility over a period similar to the life of the options is indicative of future trends, which may also not necessarily be the actual outcome.

ELTIP. The ELTIP entitlement is given to members of the senior management committee and designated consultants of the JFC Group.

Each ELTIP cycle refers to the period commencing on the ELTIP entitlement date and ending on the last day of the ELTIP exercise period. Actual grant and vesting are conditional upon achievement of the JFC Group's medium to long-term goals and individual targets in a given period, and the employment of the employee-participants in the JFC Group within the vesting period. If the goals are achieved, the options will be granted. For the 3rd ELTIP cycle, a percentage of the options to be granted are based on the percentage of growth in annual earnings per share such that 100%, 50% or 25% of the options granted when percentage of growth in annual earnings per share are 12% and above, 10% to less than 12% or 8% to less than 10%, respectively. For the 4th ELTIP cycle, the percentage of the options to be granted and the targeted percentage of growth in annual earnings per share have been further revised such that 150%, 100% or 50% of the options granted when percentage of growth in annual earnings per share are 15% and above, 12% to less than 15% or 10% to less than 12%, respectively.

The exercise price of the stock options under ELTIP is determined by the JFC Group with reference to the prevailing market prices over the three months immediately preceding the date of entitlement for the first and second ELTIP cycles. Starting with the 3rd ELTIP cycle, the exercise price of the option is determined by the JFC Group with reference to the closing market price as at the date of entitlement.

The options will vest at the rate of one-third of the total options granted on each anniversary date which will start after the goals are achieved. For instance, on July 1, 2004, the Compensation Committee gave an entitlement of 22,750,000 options under the 1st ELTIP cycle to eligible participants. One-third of the options granted, or 7,583,333 options, vested and were exercised starting July 1, 2007 until June 30, 2012. On July 1, 2008, October 19, 2012, August 25, 2015 and January 3, 2018, entitlement to 20,399,999, 24,350,000, 11,470,000 and 9,290,000 options were given to eligible participants under the 2nd, 3rd, 4th, and 5th ELTIP cycles, respectively. The 1st, 2nd, and 3rd ELTIP cycles expired on June 30, 2012, April 30, 2017, and April 30, 2020, respectively. The stock options granted under the 4th ELTIP cycle will expire in 2023. The 5th ELTIP cycle was not granted to ELTIP participants as the JFC Group did not achieve the minimum hurdle rate of 10% of annual growth of the EPS due to the impact of the COVID-19 pandemic to JFC Group's business performance in 2020.

The JFC Group does not pay cash as a form of settlement.

The movements in the number of stock options outstanding for the 3rd to 4th ELTIP cycles and related WAEP in 2021, 2020 and 2019 follow:

	2021		2020		2019	
	Number of Options	WAEP	Number of Options	WAEP	Number of Options	WAEP
Total options granted at beginning of year	78,969,999	₱74.58	78,969,999	₱74.58	78,969,999	₱74.58
Outstanding at beginning of year	4,073,368	₱180.00	15,368,368	₱123.22	18,630,000	₱120.55
Options exercised during the year	(53,334)	180.00	(10,885,000)	105.00	(3,238,299)	107.47
Options forfeited during the year	(340,000)	180.00	(410,000)	110.56	(23,333)	180.00
Outstanding at end of year	3,680,034	₱180.00	4,073,368	₱180.00	15,368,368	₱123.22
Exercisable at end of year	3,680,034	₱180.00	4,073,368	₱180.00	13,895,035	₱117.2

The weighted average remaining contractual life for the stock options outstanding is 1.33 years, 2.33 years and 1.06 years as at December 31, 2021, 2020 and 2019, respectively.

The fair value of stock options granted is ₱26.13 in 2015. There were no additional stock option grants under ELTIP in 2021, 2020 and 2019. The fair value of share options as at the date of grant is estimated using the Black-Scholes Option Pricing Model, taking into account the terms and conditions upon which the options were granted. The option style used for this plan is the American style because this option plan allows exercise before the maturity date.

The inputs to the model used for the options granted on the dates of grant for each ELTIP cycle are shown below:

ELTIP Cycle	Year of Grant	Dividend Yield	Expected Volatility	Risk-free Interest Rate	Expected Life of the Option	Stock Price on Grant Date	Exercise Price
1st	2004	1.72%	36.91%	6.20%	5 years	₱24.00	₱20.00
2nd	2008	1.80%	26.79%	8.38%	3-4 years	34.00	39.85
3rd	2012	2.00%	28.74%	3.60%	3-4 years	105.00	105.00
4th	2015	2.00%	18.94%	2.98%	3-4 years	180.00	180.00

The expected life of the stock options is based on historical data and current expectations and is not necessarily indicative of exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility over a period similar to the life of the options is indicative of future trends, which may also not necessarily be the actual outcome.

The cost of the stock options expense charged to operations for both MSOP and ELTIP in the "General and administrative expenses" account amounted to ₱155.5 million, ₱188.3 million and ₱262.9 million in 2021, 2020 and 2019, respectively (see Notes 19, 22 and 27). Correspondingly, a credit was made to additional paid-in-capital (see Note 19).

27. RELATED PARTY TRANSACTIONS

The JFC Group's provision for current income tax consists of the following:

The JFC Group has transactions with related parties. Enterprises and individuals that directly, or indirectly through one or more intermediaries, control or are controlled by, or under common control with the JFC Group, including holding companies, subsidiaries and fellow subsidiaries are related entities of the JFC Group. Individuals owning, directly or indirectly, an interest in the voting power of the JFC Group that give them significant influence over the enterprise, key management personnel, including directors and officers of the JFC Group, and close members of the family of these individuals and companies associated with these individuals also constitute related parties.

Compensation of Key Management Personnel of the JFC Group

The aggregate compensation and benefits to key management personnel of the JFC Group are as follows:

	2021	2020	2019
Salaries and short-term benefits	₱1,073,972	₱1,118,025	₱1,265,771
Stock options expense (SEE NOTES 22 AND 26)	155,539	188,290	262,875
Net pension expense	135,372	275,883	124,114
Employee car plan and other long-term benefits	51,375	51,677	54,728
	₱1,416,258	₱1,633,875	₱1,707,488

Transactions with the Retirement Plans

As at December 31, 2021 and 2020, certain retirement funds of the JFC Group include investment in equity securities of the Parent Company with details as follows:

	2021	2020
Number of shares	95,250	105,560
Market value	₱20,612	₱20,605
Cost	19,387	16,765
Unrealized gain	₱1,225	₱3,840

The JFC Group's receivable from the retirement fund amounted to ₱694.4 million and ₱878.7 million as at December 31, 2021 and 2020, respectively (see Notes 7 and 25). The receivable arose from benefit payments made by the JFC Group for and on behalf of the retirement plans. The receivable is noninterest-bearing.

Terms and Conditions of Transactions with other Related Parties

Transactions with related parties are made at market prices and are normally settled in cash. The JFC Group has approval process and established limits when entering into material related party transactions. Other related party transactions between entities under the JFC Group are eliminated in the consolidation process.

28. EARNINGS PER SHARE (EPS)

Basic and diluted EPS are computed as follows:

	2021	2020	2019
	(In Thousand pesos, except for shares data and EPS)		
Net income (loss) attributable to the equity holders of the Parent Company	₱5,981,690	(₱11,510,727)	₱7,302,726
Dividends on preferred shares - net of tax	112,847	–	–
Adjusted net income (loss) attributable to the equity holders of the Parent Company (a)	₱5,868,843	(₱11,510,727)	₱7,302,726
Weighted average number of shares - basic (b)	1,106,835,216	1,102,060,627	1,092,593,583
Weighted average number of shares out-standing under the stock options plan	12,345,197	6,649,068	32,334,237
Weighted average number of shares that would have been purchased at fair market value	(10,380,791)	(5,455,186)	(19,781,303)
Adjusted weighted average shares – diluted (c)	1,108,799,622	1,103,254,509	1,103,254,509
EPS			
Basic (a/b)	₱5.302	(₱10.445)	₱6.684
Diluted (a/c)	5.293	(10.433)	6.608

Potential common shares for stock options under the 13th to 16th MSOP cycles in 2021 and 10th to 16th MSOP cycles and 4th ELTIP cycle in 2020 were not included in the calculation of the diluted EPS in 2021 and 2020, respectively, because they are anti-dilutive.

29. LEASES

JFC Group as Lessee

The JFC Group has lease contracts for QSR outlets, warehouses, and office spaces. Leases of QSR outlets and warehouses generally have lease terms between three (3) to twenty (20) years. The JFC Group's obligations under its leases are secured by the lessor's title to the leased assets. Generally, the JFC Group is restricted from assigning and subleasing the leased assets. There are several lease contracts that include extension and termination options and variable lease payments, which are further discussed below.

The JFC Group also has certain leases of QSR outlets with lease term of 12 months or less. The JFC Group applies the 'short-term lease' recognition exemptions for these leases.

Set out below are the carrying amounts of right-of-use assets recognized and the movements during the year:

	QSR Outlets	Warehouses	Office Spaces	Total
As at December 31, 2019	₱41,736,396	₱609,018	₱121,548	₱42,466,962
Additions	6,175,350	–	–	6,175,350
Pre-terminations (SEE NOTE 23)	(5,278,846)	(1,338)	–	(5,280,184)
Depreciation expense (SEE NOTES 21 AND 22)	(7,579,375)	(102,854)	(112,354)	(7,794,583)
Impairment loss (SEE NOTE 22)	(661,365)	–	–	(661,365)
Derecognition of unfavorable leases	233,103	–	–	233,103
Cumulative translation adjustments	(914,860)	–	(280)	(915,140)
As at December 31, 2020	33,710,403	504,826	8,914	34,224,143
Additions	11,021,980	–	5,321	11,027,301
Pre-terminations (SEE NOTE 23)	(1,510,979)	–	37	(1,510,942)
Depreciation expense (SEE NOTES 21 AND 22)	(7,281,055)	(75,515)	(26,527)	(7,383,097)
Reversal of impairment loss (SEE NOTE 22)	285,635	–	–	285,635
Reclassification (SEE NOTE 14)	917	–	79,108	80,025
Cumulative translation adjustments	1,446,970	–	(1,669)	1,445,301
As at December 31, 2021	₱37,673,871	₱429,311	₱65,184	₱38,168,366

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the year:

	2021	2020
As at beginning of year	₱39,083,725	₱47,307,404
Additions	11,011,919	6,240,084
Payments	(8,137,825)	(7,803,114)
Accretion of interest (SEE NOTE 23)	1,963,848	1,938,530
Pre-terminations (SEE NOTE 23)	(1,779,557)	(6,236,224)
Rent concessions	(478,727)	(1,411,781)
Cumulative translation adjustments	1,520,294	(951,174)
As at end of year	₱43,183,677	₱39,083,725
Current	₱7,284,154	₱6,479,140
Noncurrent	35,899,523	32,604,585

The maturity analysis of lease liabilities is disclosed in Note 31.

The following are the amounts recognized in profit or loss:

	2021	2020	2019
Depreciation expense of right-of-use assets (SEE NOTES 21 AND 22)	₱7,383,097	₱7,794,582	₱7,164,803
Interest expense on lease liabilities (SEE NOTE 23)	1,963,848	1,938,530	1,824,311
Rent expense - short-term leases (SEE NOTES 21 AND 22)	1,915,515	1,851,080	2,850,568
Rent expense - variable lease pay-ments (SEE NOTES 21 AND 22)	1,253,345	1,178,253	2,138,076
Loss (gain) on pre-termination of lease agreements (SEE NOTES 21, 22 AND 23)	(554,249)	488,727	(400,367)
	₱11,961,556	₱13,251,172	₱13,577,391

The JFC Group had total cash outflows for leases of ₱11,306.7 million and ₱10,832.4 million in 2021 and 2020, respectively.

In 2021 and 2020, the JFC Group received rent concessions from lessors amounting to ₱478.7 million and ₱1,411.8 million, respectively, accounted for as negative variable lease payments in the consolidated statement of comprehensive income.

JFC Group as Lessor

The JFC Group entered into commercial property leases for its investment property units. These leases have terms of between three (3) and twenty (20) years. Leases generally include a clause to enable upward revision of the rent charges on an annual basis based on prevailing market conditions.

Rent income recognized on a straight-line basis amounted to ₱24.4 million, ₱35.8 million and ₱58.5 million in 2021, 2020 and 2019, respectively (see Note 20). The difference of rent income recognized under the straight-line method and the rent amounts in accordance with the terms of the lease are included under "Operating lease receivables" which amounted to ₱55.5 million, net of allowance for impairment of ₱8.0 million (see Note 22), and ₱87.2 million as at December 31, 2021 and 2020, respectively.

The future minimum lease receivables under noncancelable operating leases as at December 31 are as follows:

	2021	2020
Within one year	₱7,683	₱28,367
After one year but not more than five years	43,395	117,305
More than five years	38,315	48,469
	₱89,393	₱194,141

JFC Group as an Intermediate Lessor

The JFC Group subleases certain parcels of land with lease terms between five (5) to twenty (20) years. The lease contracts contain renewal options under terms and conditions that are mutually agreed upon by the parties.

Set out below are the carrying amounts of finance lease receivables and the movements during the period:

	2021	2020
At January 1	₱70,800	₱161,934
Payments	(17,191)	(27,377)
Accretion of interest (see Note 23)	3,065	5,944
Pre-termination (see Note 23)	–	(69,701)
As at December 31	₱56,674	₱70,800

Shown below is the maturity analysis of the undiscounted finance lease receivables:

	2021	2020
1 year	₱18,609	₱17,191
more than 1 year to 5 years	43,759	62,368
more than 5 years	–	–

30. CONTINGENCIES

The JFC Group is involved in litigations, claims and disputes, and regulatory assessments which are normal to its business. Management believes that the ultimate liability, if any, with respect to these litigations, claims and disputes will not materially affect the financial position and financial performance of the JFC Group. Thus, other than the provisions in Note 17, there were no other provisions made for contingencies.

The JFC Group does not provide further information on these provisions and contingencies in order not to impair the outcome of the litigations, claims and disputes.

31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The JFC Group is exposed to a variety of financial risks from its operating, investing and financing activities. The JFC Group's risk management policies focus on actively securing the JFC Group's short-term to medium-term cash flows by minimizing the exposure to financial markets.

The JFC Group's principal financial instruments comprise of cash and cash equivalents, short-term investments, current portion of financial assets at FVTPL, receivables, short-term and long-term debts and senior debt securities. The main purpose of these financial instruments is to obtain financing for the JFC Group's operations. The JFC Group has other financial assets and liabilities such as security and other deposits, finance lease receivables, operating lease receivables, lease liabilities and trade payables and other current liabilities (excluding accrual for local and other taxes, liabilities to government agencies and unearned revenue from gift certificates) which arise directly from its operations and noncurrent portion of financial assets at FVTPL.

The main risks arising from these financial instruments are interest rate risk, foreign currency risk, credit risk and liquidity risk. The risk management policies reviewed regularly by the Parent Company's BOD and management for managing each of these risks are summarized as follows:

Interest Rate Risk

Interest rate risk arises from the possibility that the fair value or future cash flows of financial instruments will fluctuate because of changes in market interest rates.

The JFC Group's exposure to interest rate risk relates primarily to short-term and long-term debts with floating interest rates. Floating rate financial instruments are subject to cash flow interest rate risk. The JFC Group's interest rate exposure management policy centers on reducing the JFC Group's overall interest expense and exposure to changes in the interest rates.

To manage the interest rate risk related to the JFC Group's long-term debts, the JFC Group used a derivative instrument to fix the interest rate over the term of one of its long-term debts (see Note 18). With the JFC Group's Corporate Planning Team, it enters into loan contracts with variable interest rates and option to fix interest rates which can be availed to manage its loan risks.

There is minimal exposure on the other sources of the JFC Group's interest rate risk. These other sources are from the JFC Group's cash in banks, short-term deposits and short-term investments.

The following tables demonstrate the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, of the JFC Group's income before income tax as at December 31, 2021 and 2020. The impact on the JFC Group's income before income tax is due to changes in the fair value of floating interest rates.

Long-term Debt with Floating Interest Rates

	Increase/Decrease in Basis Points	Effect in Profit or Loss Before Income Tax 2021	2020	2019
PHP	+100	(169,260)	(135,017)	(161,228)
	-100	169,260	135,017	161,228
USD	+100	(43,344)	(46,863)	(55,802)
	-100	43,344	46,863	55,802
VND	+100	(10,997)	(10,702)	(8,928)
	-100	10,997	10,702	8,928

The assumed movement in basis point for interest rate sensitivity analysis is based on the currently observable market environment.

Foreign Currency Risk

The JFC Group's exposure to foreign currency risk arises from the Parent Company's investments outside the Philippines, which are mainly in PRC and USA. The net assets of foreign businesses account for 21.8% and 41.3% of the consolidated net assets of the JFC Group as at December 31, 2021 and December 31, 2020, respectively.

The JFC Group also has transactional foreign currency exposures. Such exposure arises from the JFC Group's Philippine operations' cash and cash equivalents, financial assets at FVTPL, receivables and trade payables in foreign currencies.

The following table shows the JFC Group's Philippine operations' foreign currency-denominated monetary assets and liabilities and their peso equivalents as at December 31, 2021 and 2020:

	2021		2020	
	USD	PHP Equivalent	USD	PHP Equivalent
Foreign currency denominated assets:				
Cash and cash equivalents	13,587	692,937	30,381	1,458,896
Financial assets at FVTPL	–	–	35,000	1,680,700
Receivables	11,780	600,780	12,171	584,451
	25,367	1,293,717	77,552	3,724,047
Foreign currency denominated liability - Accounts payable - trade	(2,103)	(107,253)	(2,341)	(112,415)
Foreign currency denominated assets - net	23,264	1,186,464	75,211	3,611,632

Foreign Currency Risk Sensitivity Analysis

The JFC Group has recognized in profit or loss, a net foreign exchange gain of ₱41.1million and net foreign exchange loss of ₱142.4 million in 2021 and 2020, respectively (see Note 23), included under "Other income" account. This resulted from the movements of the Philippine peso against the USD as shown in the following table:

December 31, 2021	**51.00**
December 31, 2020	48.02
December 31, 2019	50.64

The following table demonstrates the sensitivity to a reasonably possible change in USD to Philippine peso exchange rate, with all other variables held constant, of the JFC Group's income before income tax (due to changes in the fair value of monetary assets and liabilities) as at December 31, 2021 and 2020:

Appreciation (Depreciation) of ₱ against Foreign Currency		**2021** Effect on Income before Income Tax	Effect on Equity before Income Tax	2020 Effect on Income before Income Tax	Effect on Equity before Income Tax
USD	1.50	(₱34,896)	(₱34,896)	(₱112,817)	(₱112,817)
	(1.50)	34,896	34,896	112,817	112,817
	1.00	(23,264)	(23,264)	(75,211)	(75,211)
	(1.00)	23,264	23,264	75,211	75,211

Credit Risk

Credit risk is the risk that a customer or counterparty fails to fulfill its contractual obligations to the JFC Group. This includes risk of non-payment by borrowers, failed settlement of transactions and default on outstanding contracts.

The JFC Group has a strict credit policy. Its credit transactions are with franchisees and customers that have gone through rigorous screening before granting them the franchise. The credit terms are very short, while deposits and advance payments are also required before rendering the services or delivering the goods, thus, mitigating the possibility of non-collection. In cases of non-collection, defaults of the debtors are not tolerated; the exposure is contained the moment a default occurs and transactions that will further increase the exposure of the JFC Group are discontinued.

The JFC Group has no significant concentration of credit risk with counterparty. The JFC Group's franchisee profile is such that no single franchisee accounts for more than 5% of the total system-wide sales of the JFC Group.

The aging analysis of financial assets as at December 31, 2021 and 2020 are as follows:

			2021				
			Past Due but not Impaired (Age in Days)				
	Total	Neither Past Due nor Impaired	1-30	31-60	61-120	Over 120	Impaired
			(In Millions)				
Financial Assets at Amortized Cost							
Cash and cash equivalents*	₱24,390.5	₱24,390.5	₱–	₱–	₱–	₱–	₱–
Short-term investments	79.7	79.7	–	–	–	–	–
Receivables:							
Trade	5,357.9	1,978.9	601.8	186.4	298.8	1,788.5	503.5
Receivable from retirement fund	694.4	15.6	56.4	7.2	13.5	601.7	–
Advances to employees	326.1	326.1	–	–	–	–	–
Employee car plan receivables**	137.9	137.9	–	–	–	–	–
Other receivables***	5.7	5.7	–	–	–	–	–
Operating lease receivables	55.5	55.5	–	–	–	–	–
Finance lease receivables	56.7	56.7	–	–	–	–	–
Other noncurrent assets -							
Security and other deposits**	3,069.8	3,069.8	–	–	–	–	–
	34,174.2	30,116.4	658.2	193.6	312.3	2,390.2	503.5
Financial Assets at FVTPL**	14,453.1	14,453.1	–	–	–	–	–
	₱48,627.3	₱44,569.5	₱658.2	₱193.6	₱312.3	₱2,390.2	₱503.5

**Excluding cash on hand amounting to ₱302.2 million*
***Including noncurrent portion*
****Including interest receivable and excluding receivables from government agencies amounting to ₱92.7 million*

			2020				
			Past Due but not Impaired (Age in Days)				
	Total	Neither Past Due nor Impaired	1-30	31-60	61-120	Over 120	Impaired
			(In Millions)				
Financial Assets at Amortized Cost							
Cash and cash equivalents*	₱21,036.7	₱21,036.7	₱–	₱–	₱	₱–	₱–
Short-term investments	441.0	441.0	–	–	–	–	–
Receivables:							
Trade	5,466.8	1,423.1	1,243.1	459.1	614.7	1,068.2	658.6
Receivable from retirement fund	878.7	58.9	30.3	25.7	543.1	220.7	–
Advances to employees	221.0	221.0	–	–	–	–	–
Employee car plan receivables**	138.9	138.9	–	–	–	–	–
Other receivables***	11.4	11.4	–	–	–	–	–
Operating lease receivables	87.2	87.2	–	–	–	–	–
Finance lease receivables	70.8	70.8	–	–	–	–	–
Other noncurrent assets -							
Security and other deposits**	2,913.3	2,913.3	–	–	–	–	–
	31,265.8	26,402.3	1,273.4	484.8	1,157.8	1,288.9	658.6
Financial Assets at FVTPL**	35,692.4	35,692.4	–	–	–	–	–
	₱66,958.2	₱62,094.7	₱1,273.4	₱484.8	₱1,157.8	₱1,288.9	₱658.6

**Excluding cash on hand amounting to ₱324.8 million*
***Including noncurrent portion*
****Including interest receivable and excluding receivables from government agencies amounting to ₱83.0 million*

Credit Risk Exposure. The tables below show the maximum exposure to credit risk of the JFC Group as at December 31, 2021 and 2020 without considering the effects of collaterals and other credit risk mitigation techniques:

	2021		
	Gross Maximum Exposure (a)	Fair Value and Financial Effect of Collateral or Credit Enhancement (b)	Net Exposure (c) – (a) - (b)
	(In Millions)		
Financial Assets at Amortized Cost			
Cash and cash equivalents*	₱24,390.5	₱195.7	₱24,194.8**
Short-term investments	79.7	–	79.7
Receivables:			
Trade	5,357.9	2,261.5	3,096.4***
Receivable from retirement fund	694.4	–	694.4
Employee car plan receivables	137.9	–	137.9
Advances to employees	326.1	–	326.1
Other receivables****	5.7	–	5.7
Operating lease receivables	55.5	–	55.5
Finance lease receivables	56.7	–	56.7
Other noncurrent assets -			
Security and other deposits	3,069.8	–	3,069.8
Financial assets at FVTPL	14,453.1	–	14,453.1
	₱48,627.3	₱2,457.2	₱46,170.1

** Excluding cash on hand amounting to ₱302.2 million.*
*** Gross financial assets after taking into account insurance bank deposits for cash and cash equivalents.*
**** Gross financial assets after taking into account payables to the same counterparty.*
***** Including interest receivable and excluding receivables from government agencies amounting to ₱92.7 million.*

	2020		
	Gross Maximum Exposure (a)	Fair Value and Financial Effect of Collateral or Credit Enhancement (b)	Net Exposure (c) – (a) - (b)
	(In Millions)		
Financial Assets at Amortized Cost			
Cash and cash equivalents*	₱21,036.7	₱185.2	₱20,851.5**
Short-term investments	441.0	–	441.0
Receivables:			
Trade	5,466.8	1,234.3	4,232.5***
Receivable from retirement fund	878.7	–	878.7
Employee car plan receivables	138.9	–	138.9
Advances to employees	221.0	–	221.0
Other receivables****	11.4	–	11.4
Operating lease receivables	87.2	–	87.2
Finance lease receivables	70.8	–	70.8
Other noncurrent assets -			
Security and other deposits	2,913.3	–	2,913.3
Financial assets at FVTPL	35,692.4	–	35,692.4
	₱66,958.2	₱1,419.5	₱65,538.7

** Excluding cash on hand amounting to ₱324.8 million.*
*** Gross financial assets after taking into account insurance bank deposits for cash and cash equivalents.*
**** Gross financial assets after taking into account payables to the same counterparty.*
***** Including interest receivable and excluding receivables from government agencies amounting to ₱83.0 million.*

With respect to credit risk arising from financial assets of the JFC Group, the JFC Group's exposure to credit risk arises from default of the counterparty, with a gross maximum exposure equal to the carrying amount of these instruments.

Credit Quality. The financial assets of the JFC Group are grouped according to stage of which description is explained as follows:

Stage 1 - Those that are considered current and up to 30 days past due, and based on change in rating, delinquencies and payment history, do not demonstrate significant increase in credit risk.

Stage 2 - Those that, based on change in rating, delinquencies and payment history, demonstrate significant increase in credit risk, and/or are considered more than 30 days past due but does not demonstrate objective evidence of impairment as at reporting date.

Stage 3 - Those that are considered in default or demonstrate objective evidence of impairment as at reporting date.

The tables below show determination of ECL stage of the JFC Group's financial assets:

	2021			
		STAGE 1	STAGE 2	STAGE 3
	Total	12-month ECL	Lifetime ECL	Lifetime ECL
Financial Assets at Amortized Cost		*(In Millions)*		
Receivables:				
Trade	₱5,357.9	₱2,580.7	₱2,273.7	₱503.5
Receivable from retirement fund	694.4	72.0	622.4	–
Advances to employees	326.1	326.1	–	–
Employee car plan receivables*	137.9	137.9	–	–
Other receivables**	5.7	5.7	–	–
Financial Assets at FVTPL*	14,453.1	14,453.1	–	–
	₱20,975.1	₱17,575.5	₱2,896.1	₱503.5

**Including noncurrent portion*
***Including interest receivable and excluding receivables from government agencies amounting to ₱92.7 million*

	2020			
		STAGE 1	STAGE 2	STAGE 3
	Total	12-month ECL	Lifetime ECL	Lifetime ECL
Financial Assets at Amortized Cost		*(In Millions)*		
Receivables:				
Trade	₱5,466.8	₱2,666.2	₱2,142.0	₱658.6
Receivable from retirement fund	878.7	89.2	789.5	–
Advances to employees	221.0	221.0	–	–
Employee car plan receivables*	138.9	138.9	–	–
Other receivables**	11.4	11.4	–	–
Financial Assets at FVTPL*	35,692.4	35,692.4	–	–
	₱42,409.2	₱38,819.1	₱2,931.5	₱658.6

**Including noncurrent portion*
***Including interest receivable and excluding receivables from government agencies amounting to ₱83.0 million*

Liquidity Risk

The JFC Group's exposure to liquidity risk refers to the risk that its financial liabilities are not serviced in a timely manner and that its working capital requirements and planned capital expenditures are not met. To manage this exposure and to ensure sufficient liquidity levels, the JFC Group closely monitors its cash flows to be able to finance its capital expenditures and to pay its obligations as and when they fall due.

On a weekly basis, the JFC Group's Cash and Banking Team monitors its collections, expenditures and any excess/deficiency in the working capital requirements, by preparing cash position reports that present actual and projected cash flows for the subsequent week. Cash outflows resulting from major expenditures are planned so that money market placements are available in time with the planned major expenditure. In addition, the JFC Group has short-term cash deposits and portfolio investments and has available credit lines with accredited banking institutions, in case there is a sudden deficiency. The JFC Group maintains a level of cash and cash equivalents deemed sufficient to finance the operations. No changes were made in the objectives, policies or processes of the JFC Group for the years ended December 31, 2021 and 2020.

The JFC Group's financial assets, which have maturity of less than 12 months and are used to meet its short-term liquidity needs, are cash and cash equivalents, short-term investments, financial assets at FVTPL and trade receivables and contract assets amounting to ₱24,692.7 million, ₱79.7 million, ₱14,412.9 million and ₱6,072.6 million, respectively, as at December 31, 2021 and ₱21,361.5 million, ₱441.0 million, ₱35,658.6 million and ₱5,796.5 million , respectively, as at December 31, 2020.

The tables below summarize the maturity profile of the JFC Group's other financial liabilities based on the contractual undiscounted cash flows as at December 31, 2021 and 2020:

	2021				
	Due and Demandable	Less than 1 Year	1 to 5 Years	Over 5 Years	Total
			(In Millions)		
Financial Liabilities					
Trade payables and other current liabilities*	₱8,299.4	₱22,505.2	₱–	₱–	₱30,804.6
Short term debt	–	513.5	–	–	513.5
Long-term debt (including current portion)	–	5,437.8	18,284.0	–	23,721.8
Senior debt securities	–	–	18,140.1	21,477.4	39,617.5
Lease liabilities	–	7,514.1	23,309.2	26,303.3	57,126.6
Total Financial Liabilities	₱8,299.4	₱35,970.6	₱59,733.3	₱47,780.7	₱151,784.0

**Excluding statutory obligations such as local and other taxes payable, PHIC, SSS, HDMF and NHMFC payables and unearned revenue from gift certificates amounting to ₱2,148.2 million as at December 31, 2021*

	2020				
	Due and Demandable	Less than 1 Year	1 to 5 Years	Over 5 Years	Total
			(In Millions)		
Financial Liabilities					
Trade payables and other current liabilities*	₱5,974.0	₱23,386.5	₱–	₱–	₱29,360.5
Short term debt	–	15,875.5	–	–	15,875.5
Long-term debt (including current portion)	–	4,720.1	14,438.5	99.6	19,258.2
Senior debt securities	–	–	14,314.5	14,314.5	28,629.0
Lease liabilities	–	7,717.9	23,171.1	21,183.8	52,072.8
Total Financial Liabilities	₱5,974.0	₱51,700.0	₱51,924.1	₱35,597.9	₱145,196.0

**Excluding statutory obligations such as local and other taxes payable, PHIC, SSS, HDMF and NHMFC payables and unearned revenue from gift certificates amounting to ₱2,005.5 million as at December 31, 2020.*

Price Risk

Price risk is the risk that the fair value or future cash flows of financial instruments will fluctuate because of changes in market prices (other than those arising from interest rate or foreign exchange rate risk), whether those changes are caused by factors specific to the individual financial instrument or contract, or by factors affecting all similar contracts or financial instruments traded in the market.

The JFC Group's price risk exposure relates to financial assets whose values will fluctuate as a result of changes in market prices.

The JFC Group's price risk policy requires it to manage such risks by setting and monitoring objectives and constraints on investments.

The JFC Group's has no significant concentration of price risk.

The JFC Group is not exposed to significant equity price risk on its investment in quoted equity securities consisting of investment in golf and club shares.

At the reporting date, the JFC Group's exposure to other price risk arises from the changes in fair value of bond funds. The JFC Group has determined that an increase/(decrease) ranging from 1% to 5% on the market prices could have an impact of approximately ₱6.3 million ₱1,035.7 million on the profit or loss and equity before income tax as at December 31, 2021 and 2020, respectively.

This analysis was performed for reasonably possible movements in the market index with all other variables held constant. The correlation of variables will have a significant effect in determining the ultimate impact on price risk, but to demonstrate the impact due to changes in variables, variables had to be changed on an individual basis.

Capital Management Policy

Capital includes equity attributable to equity holders of the Parent Company.

The primary objective of the JFC Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximize shareholder value. The JFC Group has sufficient capitalization.

The JFC Group generates cash flows from operations sufficient to finance its organic growth. It declares cash dividends representing at least one-third of its consolidated net income, a ratio that would still leave some additional cash for future expansion. If needed, the JFC Group would borrow money for acquisitions of new businesses.

As at December 31, 2021 and 2020, the JFC Group's debt ratio and net debt ratio are as follows:

Debt Ratio

	2021	2020
Total debt (a)	₱136,654,072	₱142,778,265
Total equity attributable to equity holders of the Parent Company	55,601,549	38,539,260
Total debt and equity attributable to equity holders of the Parent Company (b)	₱192,255,621	₱181,317,525
Debt ratio (a/b)	71%	79%

Net Debt Ratio

	2021	2020
Total debt	₱136,654,072	₱142,778,265
Less cash and cash equivalents, short-term in-vestments and current portion of financial assets at FVTPL	39,185,277	57,461,051
Net debt (a)	97,468,795	85,317,214
Total equity attributable to equity holders of the Parent Company	55,601,549	38,539,260
Net debt and equity attributable to equity holders of the Parent Company (b)	₱153,070,344	₱123,856,474
Net debt ratio (a/b)	64%	69%

32. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at measurement date.

Financial Instruments Which Carrying Amounts Approximate Fair Value. Management has determined that the carrying amounts of cash and cash equivalents, short-term investments, receivables, operating lease receivables, trade payables and other current liabilities, based on their notional amounts, reasonably approximate their fair values because of their short-term nature or due to the immaterial effect of discounting when the present value of future cash flows from these instruments are calculated.

Financial Assets at FVTPL. The fair value of bond funds and quoted shares of stock in golf and leisure clubs are based on quoted prices. The JFC Group does not have the intention to dispose its quoted shares of stock in the near term.

Investment Properties. The fair value of the investment properties is determined by independent appraisers using the market data and cost approach, which considers the local market conditions, the extent, character and utility of the property, sales and holding prices of similar parcels of land and the highest and best use of the investment properties.

Finance Lease Receivables, Security and Other Deposits, Employee Car Plan Receivables, Long-term Debt and Lease Liabilities. Management has determined that the estimated fair value of security and other deposits, noncurrent portion of employee car plan receivables, long-term debt and derivative asset or liability are based on the discounted value of future cash flows using applicable rates as follows:

	2021	2020
Finance lease receivables	3.90%-5.36%	3.90%-5.36%
Security and other deposits	1.28%-21.57%	1.00%-15.43%
Employee car plan receivables	0.73%-8.55%	0.93%-8.62%
Long-term debt	1.03%-4.12%	0.17%-3.00%
Lease liabilities	0.18%-22.48%	0.64%-22.48%

The following tables provide the fair value measurement hierarchy of the JFC Group's recurring financial assets and liabilities.

Quantitative disclosure fair value measurement hierarchy for assets as at December 31, 2021:

		Fair Value Measurement Using			
	Carrying Value	**Total**	**Quoted Prices in Active Markets (Level 1)**	**Significant Observable Inputs (Level 2)**	**Significant Unobservable Inputs (Level 3)**
Assets measured at fair value -					
Financial assets at FVTPL	₱14,412,902	₱14,412,902	₱–	₱14,412,902	₱–
Assets for which fair values are disclosed:					
Land assets held for sale	1,015,616	2,397,837	–	–	2,397,837
Finance lease receivables	56,674	56,674	–	–	56,674
Other noncurrent assets:					
Security and other deposits	3,069,781	1,769,413	–	–	1,769,413
Employee car plan receivables	137,861	112,199	–	–	112,199

Quantitative fair value measurement hierarchy for assets as at December 31, 2020:

		Fair Value Measurement Using			
	Carrying Value	Total	Quoted Prices in Active Markets (Level 1)	Significant Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Assets measured at fair value:					
Financial assets at FVTPL	₱35,692,357	₱35,692,357	₱–	₱35,692,357	₱–
Assets for which fair values are disclosed:					
Investment properties:					
Land	572,722	1,461,244	–	–	1,461,244
Buildings	–	76,027	–	–	76,027
Finance lease receivables	70,800	70,800	–	–	70,800
Other noncurrent assets:					
Security and other deposits	2,913,340	2,333,851	–	–	2,333,851
Employee car plan receivables	138,935	127,969	–	–	127,969

Quantitative fair value measurement hierarchy for liabilities as at December 31, 2021:

		Fair Value Measurement Using			
	Date of Valuation	**Total**	**Quoted Prices in Active Markets (Level 1)**	**Significant Observable Inputs (Level 2)**	**Significant Unobservable Inputs (Level 3)**
Liabilities measured at fair value -					
Derivative liability - interest rate swap	December 31, 2021	₱12,795	₱–	₱12,795	₱–
Liabilities disclosed at fair value:					
Tenants' deposit	December 31, 2021	6,092	–	–	6,092
Long-term debt	December 31, 2021	17,635,816	–	–	17,635,816

Quantitative disclosure fair value measurement hierarchy for liabilities as at December 31, 2020:

		Fair Value Measurement Using			
	Date of Valuation	Total	Quoted Prices in Active Markets (Level 1)	Significant Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Liabilities measured at fair value -					
Derivative liability - interest rate swap	December 31, 2020	₱141,480	₱–	₱141,480	₱–
Liabilities disclosed at fair value:					
Tenants' deposit	December 31, 2020	6,849	–	–	6,849
Long-term debt	December 31, 2020	19,990,261	–	–	19,990,261

There were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into and out of Level 3 fair value measurements during the year.

33. NOTES TO THE STATEMENTS OF CASH FLOWS

For the years ended December 31, 2021 and 2020, movements in the JFC Group's liabilities and equity arising from financing activities follow:

	2021														
	January 1, 2021	Cash Flows	Dividends Declared (NOTE 19)	Issuance Cost/ Premium Paid (NOTE 19)	Granted Stock Options to Employees and Subsidiaries (NOTE 22)	Interest Expense (NOTE 23)	Deferred Tax Assets (NOTE 24)	Amortization of Debt Issue Cost (NOTE 18)	Cumulative Translation Adjustments	Share in Net Losses of Non-controlling Interest (NOTE 11)	Share in Cumulative Translation Adjustments of Non-controlling Interest (NOTE 11)	Additions (NOTE 29)	Rent Concessions (NOTE 29)	Pre-termination of Lease (NOTE 29)	December 31, 2021
								(In Millions)							
Dividends and Distributions payable (SEE NOTE 16)	₱579.1	(₱3,084.8)	₱1,965.1	₱–	₱–	₱1,155.1	₱–	₱–	₱21.5	₱–	₱–	₱–	₱–	₱–	₱636.0
Short-term debt (NOTE 18)	15,875.5	(15,695.5)	–	–	–	–	–	–	330.0	–	–	–	–	–	510.0
Long-term debt (NOTE 18)	19,258.3	2,734.3	–	–	–	–	–	24.3	343.3	–	–	–	–	–	22,360.2
Senior debt securities (Note 18)	28,629.0	–	–	–	–	–	–	19.8	1,777.3	–	–	–	–	–	30,426.1
Interest payable (NOTE 16)	543.8	(2,179.3)	–	–	–	2,181.2	–	–	–	–	–	–	–	–	545.7
Lease liabilities (NOTE 29)	39,083.7	(8,137.8)	–	–	–	1,963.8	–	–	1,520.3	–	–	11,011.9	(478.7)	(1,779.6)	43,183.6
Preferred stock (NOTE 19)	–	11,919.7	–	80.3					–	–	–	–	–	–	12,000.0
Common stock (NOTE 19)	1,122.2	2.1	–	–	–	–	–	–	–	–	–	–	–	–	1,124.3
Additional paid-in capital (NOTE 19)	9,913.9	321.7	–	(80.3)	155.5	–	20.5	–	–	–	–	–	–	–	10,331.3
Senior perpetual securities (NOTE 19)	30,588.0	(10,490.6)	–	167.4	–	–	–	–	–	–	–	–	–	–	20,264.8
Non-controlling interest (NOTE 11)	(1,095.4)	100.5	(28.5)	–	–	–	–	–	–	(479.7)	(179.1)	–	–	–	(1,682.2)
Total liabilities and equity on financing activities	₱144,498.1	(₱24,509.7)	₱1,936.6	₱167.4	₱155.5	₱5,300.1	₱20.5	₱44.1	₱3,992.4	(₱479.7)	(₱179.1)	₱11,011.9	(₱478.7)	(₱1,779.6)	₱139,699.8

	2020															
	January 1, 2020	Cash Flows	Acquisition of a Subsidiary (NOTE 11)	Dividends Declared (NOTE 19)	Coupon Paid (NOTE 19)	Granted Stock Options to Employees and Subsidiaries	Interest Expense (NOTE 23)	Deferred Tax Assets (NOTE 24)	Amortization of Debt Issue Cost (NOTE 18)	Cumulative Translation Adjustments	Share in Net Losses of Non-controlling Interest (NOTE 11)	Share in Cumulative Translation Adjustments of Non-controlling Interest (NOTE 11)	Additions (NOTE 29)	Rent Concessions (NOTE 29)	Pre-termination of Lease (Note 29)	December 31, 2020
								(In Millions)								
Dividends and coupons payable (SEE NOTE 16)	₱87.9	(₱1,430.0)	₱–	₱1,431.1	₱490.1	₱–	₱–	₱–	₱–	₱–	₱–	₱–	₱–	₱–	₱–	₱579.1
Short-term debt (NOTE 18)	22,180.3	(5,944.8)	–	–	–	–	–	–	–	(360.0)	–	–	–	–	–	15,875.5
Long-term debt (NOTE 18)	22,595.7	(3,030.0)	–	–	–	–	–	–	19.0	(326.4)	–	–	–	–	–	19,258.3
Senior debt securities (NOTE 18)	–	29,499.0	–	–	–	–	–	–	10.4	(880.4)	–	–	–	–	–	28,629.0
Interest payable (NOTE 16)	167.3	(1,471.8)	–	–	–	–	1,848.3	–	–	–	–	–	–	–	–	543.8
Lease liabilities (NOTE 29)	47,307.4	(7,803.1)	–	–	–	–	1,938.5	–	–	(951.1)	–	–	6,240.0	(1,411.8)	(6,236.2)	39,083.7
Capital stock (NOTE 19)	1,110.1	12.1	–	–	–	–	–	–	–	–	–	–	–	–	–	1,122.2
Additional paid-in capital (NOTE 19)	8,797.4	1,268.7	–	–	–	188.3	–	(340.5)	–	–	–	–	–	–	–	9,913.9
Senior perpetual securities (NOTE 19)	–	30,010.3	–	–	577.7	–	–	–	–	–	–	–	–	–	–	30,588.0
Non-controlling interest (NOTE 11)	(318.2)	9.1	293.0	–	–	–	–	–	–	–	(1,122.9)	43.6	–	–	–	(1,095.4)
Total liabilities and equity on financing activities	₱101,927.9	₱41,119.5	₱293.0	₱1,431.1	₱1,067.8	₱188.3	₱3,786.8	₱340.5	₱29.4	(₱2,517.9)	(₱1,122.9)	₱43.6	₱6,240.0	(₱1,411.8)	₱6,236.2)	₱144,498.1

Noncash Activities

In 2021, the principal noncash transactions under investing activities pertain to transfer of land assets held-for-sale to other current assets from property, plant and equipment and investment properties amounting to ₱503.7 million and ₱511.9 million, respectively.

34. EVENTS AFTER REPORTING PERIOD

Completion of the Acquisition of Milkshop International Co. Ltd.

On February 22, 2022, the Parent Company, through its wholly owned subsidiary, JWPL, completed the acquisition of 51% ownership in Milkshop International Co. Ltd. under the same terms disclosed by JWPL on November 3, 2021.

Dividend Declaration

On March 14, 2022, the BOD of the Parent Company approved a regular cash dividend of ₱8.20525 per share and ₱10.60125 per share of preferred shares-Series A and preferred shares-Series B, respectively, to stockholders of record as of March 29, 2022. The cash dividend is expected to be paid out on April 18, 2022.

Company Information and Stockholder Services

COMPANY HEADQUARTERS

10/F Jollibee Plaza Building
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Ortigas Center, Pasig City, Philippines
1605 Telephone: (632) 8634-1111
Website: www.jollibeegroup.com

For investor inquiries, please contact ir@jollibee.com.ph.

ANNUAL STOCKHOLDERS' MEETING

The Annual Stockholders' Meeting will be held on June 24, 2022 at 2:00 P.M. The Corporation shall conduct the meeting virtually and the stockholders may attend and participate via remote communication and by voting in absentia or by appointing the Chairman of the meeting as their proxy.

STOCKHOLDERS' INQUIRIES

Inquiries regarding dividend payments, account status, address changes, stock certificates and other pertinent matters may be addressed to the Company's registrar and transfer agent:

For Common Stock, please contact:
Rizal Commercial Banking Corporation
Stock Transfer Office
Ground Floor, West Wing, Grepalife Building
221 Senator Gil Puyat Avenue, Makati City
Telephone: (632) 8894-9000
locals 3690, 3691, 3693 and 3694
Email address: rcbcstocktransfer@rcbc.com

For Preferred Stock, please contact:
Stock Transfer Service, Inc.
34-D Rufino Pacific Tower,
6784 Ayala Avenue, Makati City
Telephone: (632) 5310-3671

SEC FORM 17-A

The financial information in this report, in the opinion of Management, substantially conforms with the information required in the "17-A Report" submitted to the Securities and Exchange Commission. Copies of this report may be obtained free of charge upon written request to the Office of the Corporate Secretary.

Execution, Resilience, and Innovation

for our Well-loved Food Brands

2021 ANNUAL REPORT

WWW.JOLLIBEEGROUP.COM

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