Jollibee Group

Q2 2025 Earnings Call

Reminder to Participants of Jollibee Food Corporation's Investor/Analyst Briefing

This earnings call may include forward-looking statements that are based on certain assumptions of Management and are subject to risks and opportunities or unforeseen events. Actual results could differ materially from those contemplated in the relevant forward-looking statement and Jollibee Food Corporation gives no assurance that such forward-looking statements will prove to be correct or that such intentions will not change.

All subsequent written and oral forward-looking statements attributable to Jollibee Food Corporation or persons acting on behalf of Jollibee Food Corporation are expressly qualified in their entirety by the above cautionary statements.

Top of mind....

永和大王®

1: How is *Jollibee* brand expanding and performing on the international stage?

Jollibee Brand strengthens global footprint with sustained topline growth

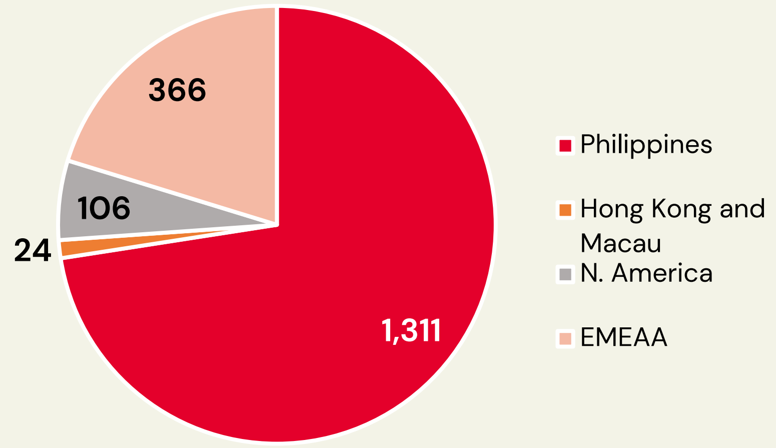
Q2'25	SWS	SWS G%	SSSG	Store Count	Store G%
Philippines	**39.9**	**13.3**	**7.0%**	**1,311**	**4.6**
Hong Kong and Macau	0.7	11.8	10.4%	24	--
N. America	7.0	11.3	9.4%	106	5.0
EMEAA	6.9	20.2	8.8%	366	14.7
Total International	**14.5**	**15.4**	**9.2%**	**496**	**11.7**
***Jollibee* Global**	**54.5**	**13.9**	**7.6%**	**1,807**	**6.5**

1.a: How does *Jollibee* compare vs. global competitors?

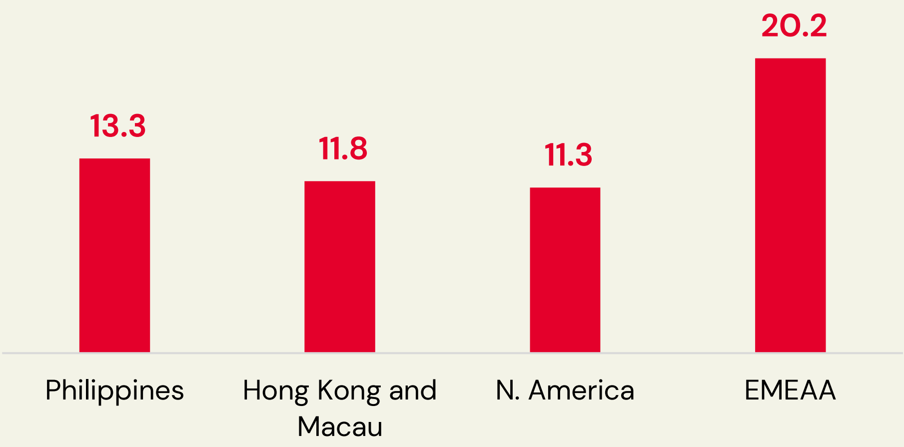
Jollibee outperforms peers with superior topline growth

	SWS G%	SSSG (%)
Jollibee Brands		
Philippines	**13.3**	**7.0**
Hong Kong and Macau	11.8	10.4
N. America	11.3	9.4
EMEAA	20.2	8.8
Total International	**15.4**	**9.2**
Multi-brand Peers		
Yum Brands	4.0	2.0
Yum China	4.0	1.0
Restaurant Brands	5.3	2.4
Single-brand Peers		
McDonald's	8.0	3.8
Chipotle	3.0	-4.0
Domino's	5.6	3.4

Over 1,800 stores globally



SWS G%



1.b: Is *Jollibee* gaining meaningful traction in International Markets?

North America

- *Jollibee Chickenjoy* hailed as the back-to-back #1 Best Fast-Food Fried Chicken by USA TODAY
- 54-month streak of sustained same store sales growth
- Consistent above-industry average daily sales (ADS):
  - Canada: ~USD 16,400
  - US: ~USD 14,000

- Newly-launched *Jollibee* App now with more than 600k subscribers

- Franchising foundations under active development:
  - 1st US franchised store to be opened in H2 2025
  - On track to closing deals with 15 franchisees with 7 multi-unit development agreements in New York, Atlanta, New Jersey, Las Vegas, North Carolina, Las Vegas, Salt Lake City, and Arizona

Vietnam

Jollibee Vietnam is # 1 in the market in share, revenue, and net income, despite being third in store network, reflecting our strong brand, execution, and value

Top QSRs in Vietnam	Stores	Financials
Lotteria	265	SSSG and OPM: negative
KFC	230	SSSG and OPM: negative
Jollibee	218	SSSG: 21.5% OPM: single digit positive

Financials as of Q2 2025

2: Updates on Chinese Cuisine Segment?

Is China's recovery progressing meaningfully, and is the trend proving to be sustainable?

- Our strategic pivot towards value positioning has delivered clear, measurable success.

- China SSSG grew +4%, underpinned by robust traffic gains (+15%), with Yonghe King leading the recovery at +3.4% SSSG and +16.6% traffic growth, reversing previous quarters' decline in SSSG

- Business level NOI turned positive in June, reflecting improving fundamentals due to the recent "Super Value" store model

- H1 2025 Super Value store openings demonstrate strong unit economics with ~2-year payback

- Cost efficiency levers in progress, focused on lease realignments, supplier cost negotiations, and streamlined head office expenses

2.b: Can you share any recent updates or developments on THW?

- Since managing Tim Ho Wan [January 2025], JFC has:
  - **Organization:** Assembled a leadership team and fully integrated JFC's Shared Service Model
  - **Brand:** In just six months, JFC has brought THW back to its authentic Hong Kong roots—reigniting its brand heritage and global growth potential
  - **Consumer Experience:** Revamped menu, product enhancements, price adjustments, quality consistency, and standard operating procedures to appeal to local consumers driving continued patronage and delivering significant average daily sales increases through traffic and frequency
  - **Franchise Expansion:** With successful store proof of concept (e.g., Shatin HK) delivering fast payback and scalable box economics, we are well-equipped to accelerate expansion across priority markets (eg: the US and Canada)

3: What are the key enablers supporting *Smashburger*'s clear path to financial viability?

- With new CEO Jim Sullivan and JFC's COE backing, *Smashburger* is driving traffic recovery through a refocused menu while sharpening its core positioning, guest experience, and operational discipline, with Q2 significantly better vs Q1

- Driving profitable traffic recovery (double digit positive swing) through a refocused menu strategy aimed at reigniting guest engagement—highlighted by the 'Summer of Smash' campaign (July 22nd launch) featuring value led offerings such as the $4.99 Certified Angus Beef All-American *Smashburger*, Deluxe *Smashburger*, and Americana Big Dog (hot dog), alongside other menu innovations and Create Your Own offering

- **Franchising Updates:**
  - High volume airport restaurants delivering +20% EBITDA margin, making *Smashburger* a highly desirable brand for airports (e.g., Colorado Springs, Houston, Toronto and Detroit – just opened in July) and other non-traditional operators (i.e., military bases, universities)
  - Refranchising ~100 corporate stores to unlock capital, with each sale tied with store development commitment - supporting scalable, asset-light growth

3.b: Summer of Smash Highlights


MEN'S JOURNAL
Gear Health & Fitness Food Drink Entertainment Style Groomi

FOOD

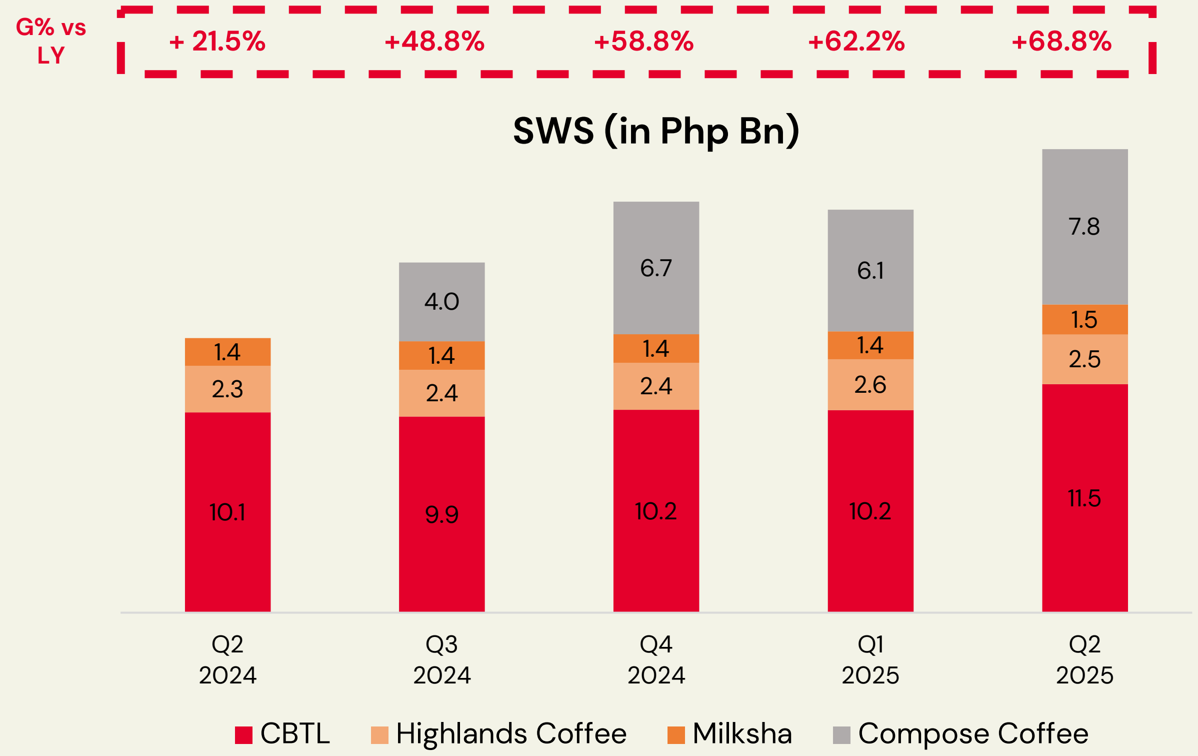
Smashburger's New Menu Item Is One That No One Expected

This favorite summer food sizzles.

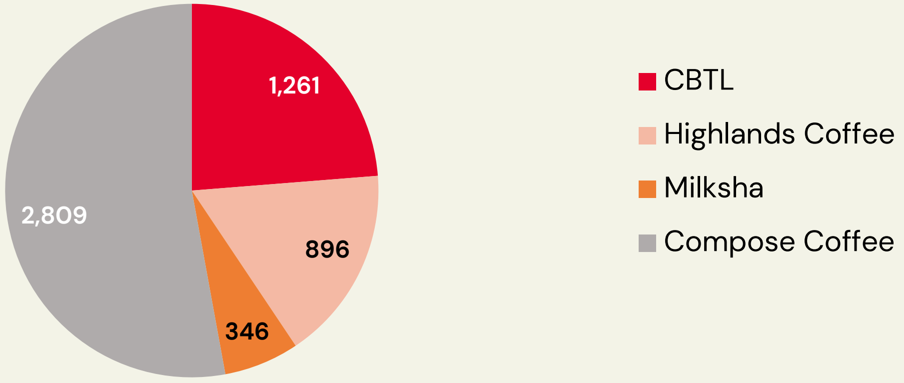
Cristine Struble • Jul 23, 2025 3:00 PM EDT

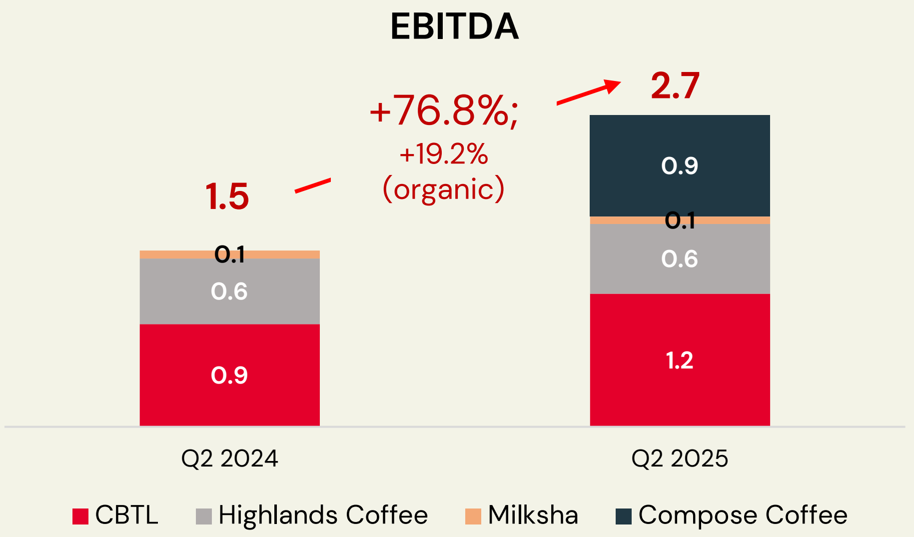
4: How is Coffee and Tea Segment performing?

Strong EBITDA growth supported by robust topline and resilient margins



Coffee and Tea represents over 52% of the Jollibee Group's global network footprint





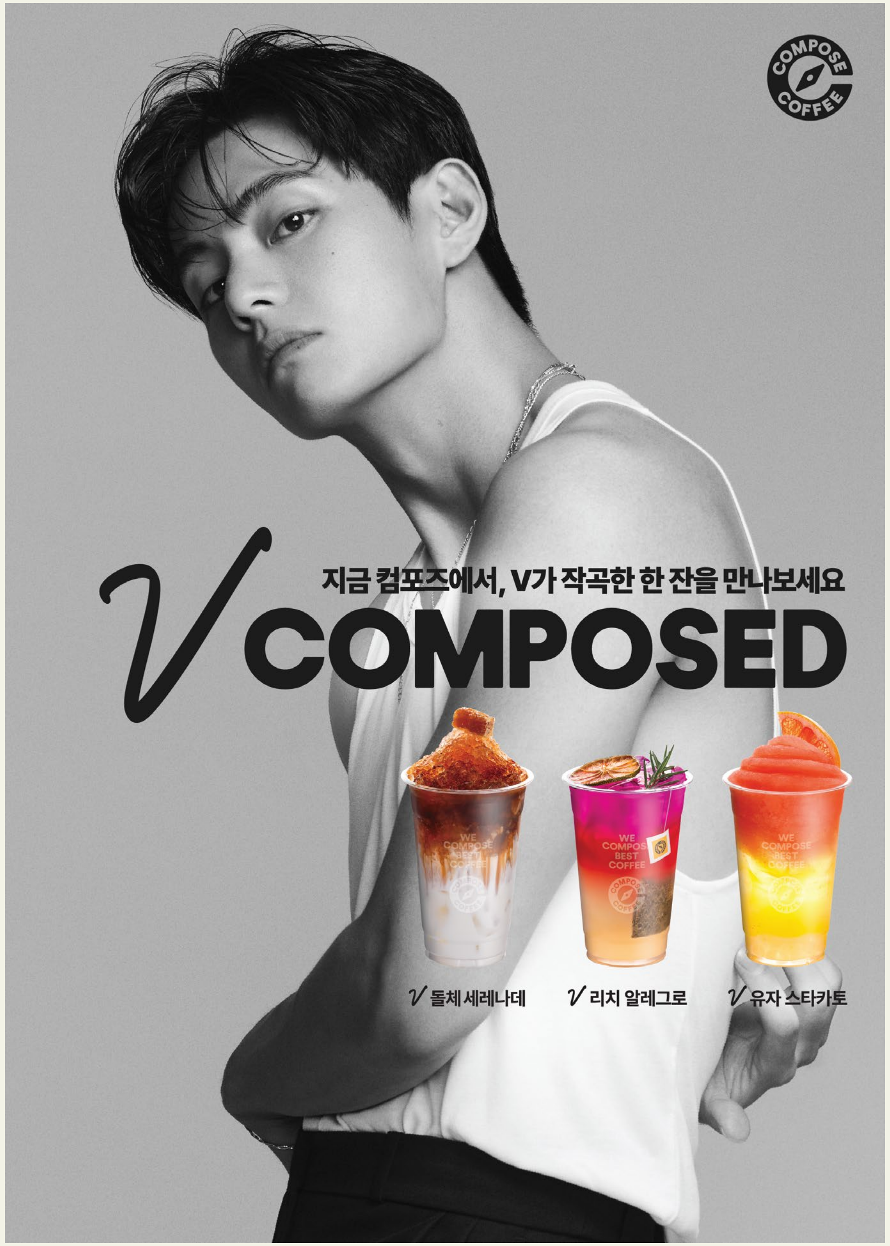
TL driven by +21 new store openings (6 COO & 15 FRA) in Q2

4: How is Coffee and Tea Segment performing?

Coffee spot correction signals better margins for the Coffee and Tea segment

Source: Business Insider

4.a: Sneak Peek: Compose Coffee x BTS V Collaboration



4.b: Sneak Peek: Compose Coffee x BTS V Collaboration

5: Is the Philippine business demonstrating sustainable growth and profitability?

Q2 results highlight sustained momentum and market resilience and continued growth from a high base of 2024 Q2

Key Metrics	Q2'25	Q2'24	G%vsLY	Q2'23	G%vs'23	H1'25	H1'24	G%vsLY	H1'23	G%vs'23
Systemwide Sales	**65.1**	58.5	11.3%	52.2	24.7%	**123.7**	110.9	11.6%	99.8	23.9%
Revenue	**45.6**	41.3	10.3%	37.2	22.6%	**86.4**	78.4	10.3%	71.0	21.8%
Gross Profit	**8.7**	8.3	5.5%	6.9	25.9%	**16.6**	15.2	9.8%	13.2	26.5%
Operating Profit	**4.4**	4.2	4.8%	3.8	15.7%	**8.5**	7.9	8.2%	6.9	22.6%
EBITDA	**6.5**	6.4	1.4%	5.9	10.7%	**13.2**	12.5	5.2%	11.0	19.9%
Net Income	**3.0**	3.0	2.1%	2.8	7.7%	**6.0**	5.8	3.1%	5.1	18.9%
NIAT	**3.1**	3.0	2.0%	2.8	9.8%	**6.1**	5.9	3.1%	5.1	19.3%

in Php billions unless otherwise stated, margin changes are expressed in %pt change

6: How are tariffs influencing your US and China margins?

Market/Brand	*Contribution to JFC Global in terms of*		Expected Tariff Impact on Overall Costs	Remarks
	SWS	*EBITDA*		
Philippines	*57%*	*70%*	Virtually zero; Low	No material impact to key imports from the US (eg. Proteins, Fries)
China	*5%*	*<1%*	Virtually zero; Low	No direct imports from US; ~100% domestic sourcing
Vietnam	*2%*	*3%*	~0.3%; Low	Mostly forex impact of USD-bought imports
Jollibee NA	*7%*	*8%*	~1%; Low	Slightly improved due 1% decrease in tariff for PH exports to the US
Smashburger	*3%*	*<1%*	~0.1%; Low	~100% domestic sourcing
CBTL Global	*10%*	*7%*	<2.7%; Low	Mostly from coffee, packaging and merchandise: Cost impact partially absorbed by packaging vendors

7: How are you funding growth?

Deliberate use of debt to drive value accretive growth and safeguard liquidity during periods of volatility

Refinancing of the US$396M perpetual bond (previously carried at 3.9%, pre-pandemic rate) through loans (US$96M converted to Ps floating term loan) and US$300M senior bond (5.4%); JFC effective interest rate remain competitive at ~5.0%. This converts JFC's capital structure from 66% debt/ 34% equity to 90% debt/ 10% equity structure, which will improve JFC's WACC rate going forward

Compose Coffee targeted to deliver 36% ROIC, and strong dividend inflows due to asset light model (100% franchised) will result in rapid payback of acquisition loan

8: How is ROIC progressing relative to your return thresholds and capital allocation strategy?

10.5%

New Investments' ROIC

36%

Compose Coffee's ROIC

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Financial Highlights

Summary of QTD Key Metrics

SWS	Revenues	SSSG	Stores
Q2'25 Php114.5Bn +19.6%	Q2'25 Php77.6Bn +15.5%	Q2'25 +5.5% TC +2.8% AC +2.7%	10,119 +45.5% Opened 531 Closed 178

Gross Profit	Net Operating Income	NIAT
Q2'25 Php14.8Bn +13.1% 19.1% Margin	Q2'25 Php6.0Bn +19.1% 7.8% Margin	Q2'25 Php3.2Bn +5.6% 4.1% Margin

Note: Percentages are vs. **SPLY** unless stated otherwise

Summary of YTD Key Metrics

SWS	SSSG	Revenues
H1'25 **Php217.7Bn** +19.2%	H1'25 **+5.5%** TC +4.0% AC +1.5%	**H1'25** **Php147.9Bn** +15.0%
Gross Profit	**Net Operating Income**	**NIAT**
H1'25 **Php27.9Bn** +14.6% 18.8% Margin	H1'25 **Php10.8Bn** +18.4% 7.3% Margin	H1'25 **Php5.6Bn** -0.7% 3.8% Margin

Note: Percentages are vs. **SPLY** unless stated otherwise

JFC Key Metrics Snapshot

Key P&L Metrics	Q2'25	Q2'24	G%vsLY	Q2'23	G%vs'23	H1'25	H1'24	G%vsLY	H1'23	G%vs'23
Revenue	**77.6**	67.2	15.5%	60.8	27.7%	**147.9**	128.5	15.0%	115.9	27.6%
Gross Profit	**14.8**	13.1	13.1%	10.9	35.6%	**27.9**	24.3	14.6%	20.9	33.1%
Operating Profit	**6.0**	5.1	19.1%	4.0	51.0%	**10.8**	9.2	18.4%	7.6	42.8%
EBITDA	**11.2**	9.8	13.5%	8.3	34.4%	**20.9**	18.8	11.5%	15.9	31.7%
Net Income	**3.4**	3.2	7.2%	2.5	36.5%	**5.9**	5.9	0.4%	4.7	26.0%
NIAT	**3.2**	3.0	5.6%	2.3	38.1%	**5.6**	5.7	-0.7%	4.4	28.0%

Other KPIs	Q2'25	Q2'24	G%vsLY	Q2'23	G%vs'23	H1'25	H1'24	G%vsLY	H1'23	G%vs'23
Systemwide Sales	**114.5**	95.8	19.6%	85.5	34.0%	**217.7**	182.6	19.2%	164.1	32.7%
SSSG	**5.5%**	7.4%	--	9.0%	--	**5.5%**	6.3%	--	15.1%	--
Gross Margin	**19.1%**	19.5%	-0.4	18.0%	1.1	**18.8%**	18.9%	-0.1	18.1%	0.8
Operating Margin	**7.8%**	7.5%	0.2	6.6%	1.2	**7.3%**	7.1%	0.2	6.6%	0.8
EBITDA Margin	**14.4%**	14.6%	-0.2	13.7%	0.7	**14.2%**	14.6%	-0.5	13.7%	0.4
NI Margin	**4.4%**	4.7%	-0.3	4.1%	0.3	**4.0%**	4.6%	-0.6	4.1%	-0.1
NIAT Margin	**4.1%**	4.5%	-0.4	3.8%	0.3	**3.8%**	4.4%	-0.6	3.8%	0.0
EPS - Basic	**2.79**	2.62	6.3%	1.98	40.5%	**4.86**	4.87	-0.2%	3.73	30.1%
EPS - Diluted	**2.78**	2.62	6.2%	1.98	40.3%	**4.84**	4.86	-0.3%	3.73	29.9%

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in Php billions unless otherwise stated, margin changes are expressed in %pt change

JFC EBITDA

in Php Bn	Q2 2025	Q2 2024	%vs. LY	H1 2025	H1 2024	%vs. LY
Philippines	6.5	6.4	1.4%	13.2	12.5	5.2%
China, ex-THW	0.3	0.3	-5.2%	0.2	0.5	-58.5%
North America	0.7	0.9	-20.3%	1.1	1.7	-32.9%
NA - Asian Brands	0.9	0.8	10.1%	1.7	1.5	16.1%
Smashburger	(0.2)	0.0	NM	(0.6)	0.2	NM
EMEA	0.6	0.4	47.8%	1.1	0.8	33.3%
Coffee and Tea	2.7	1.5	76.8%	4.8	2.7	77.6%
CBTL	1.2	0.9	29.8%	1.9	1.4	34.3%
Highlands Coffee	0.6	0.6	6.0%	1.2	1.2	5.8%
Milksha	0.1	0.1	-8.5%	0.1	0.1	-1.3%
Compose Coffee	0.9	-	100.0%	1.6	-	100.0%
Others	0.4	0.3	20.8%	0.6	0.6	1.9%
International	4.6	3.4	36.7%	7.8	6.3	24.1%
Total EBITDA	11.2	9.8	13.5%	20.9	18.8	11.5%

Others include THW and non-operational

JFC QoQ Key Metrics Snapshot

Key P&L Metrics	Q2'25	Q1'25	Q4'24	QoQ G%	Q2'24	G%vsLY
Revenue	**77.6**	70.2	73.7	10.5%	67.2	15.5%
Gross Profit	**14.8**	13.0	14.4	13.5%	13.1	13.1%
Operating Profit	**6.0**	4.8	2.9	25.5%	5.1	19.1%
EBITDA	**11.2**	9.8	8.4	14.1%	9.8	13.5%
Net Income	**3.4**	2.5	1.9	36.7%	3.2	7.2%
NIAT	**3.2**	2.4	1.9	33.5%	3.0	5.6%

Other KPIs	Q2'25	Q1'25	Q4'24	QoQ G%	Q2'24	G%vsLY
Systemwide Sales	**114.5**	103.2	109.2	11.0%	95.8	19.6%
SSSG	**5.5%**	5.5%	5.7%	--	7.4%	--
Gross Margin	**19.1%**	18.6%	19.6%	0.5	19.5%	-0.4
Operating Margin	**7.8%**	6.8%	4.0%	0.9	7.5%	0.2
EBITDA Margin	**14.4%**	13.9%	11.3%	0.4	14.6%	-0.2
NI Margin	**4.4%**	3.6%	2.6%	0.8	4.7%	-0.3
NIAT Margin	**4.1%**	3.4%	2.5%	0.7	4.5%	-0.4
EPS – Basic	**2.79**	2.07	1.57	34.8%	2.62	6.3%
EPS – Diluted	**2.78**	2.06	1.57	34.8%	2.62	6.2%

in Php billions unless otherwise stated, margin changes are expressed in %pt change

Cash Flow & Balance Sheet

TimHoWan

添好運

Free Cash Flow

in Php Bn	Q2 2025	Q2 2024
Revenues	**77.6**	**67.2**
EBITDA	11.2	9.8
EBITDA Margin	**14.4%**	**14.6%**
Adjustments:		
Marked-to-market gain (loss) on FVTPL	0.0	0.1
Foreign Exchange gain - net	(0.0)	(0.1)
Underlying EBITDA	**11.2**	**9.8**
Underlying EBITDA Margin	**14.4%**	**14.6%**
Income before working capital	11.3	9.9
Income before working capital	**14.6%**	**14.8%**
Working Capital inflow / (outflow)	**1.4**	**4.7**
Net cash generated from operations	12.7	14.6
Net cash generated from operations	**16.4%**	**21.8%**
Disposals of property, plant and equipment	0.0	0.0
Acquistion of property , plant and equipment	(3.0)	(2.7)
CAPEX, Net of disposals	**(2.9)**	**(2.7)**
Net CAPEX / Sales	-3.8%	-4.0%
Free Cash Flow from Operations	**8.0**	**10.7**
Lease Payments	(2.8)	(2.8)
Free Cash Flow excl. Lease Payments	**5.1**	**8.0**
Free Cash Flow from Operations	**10.3%**	**16.0%**
Free Cash Flow Margin less Lease Payments	**6.6%**	**11.9%**

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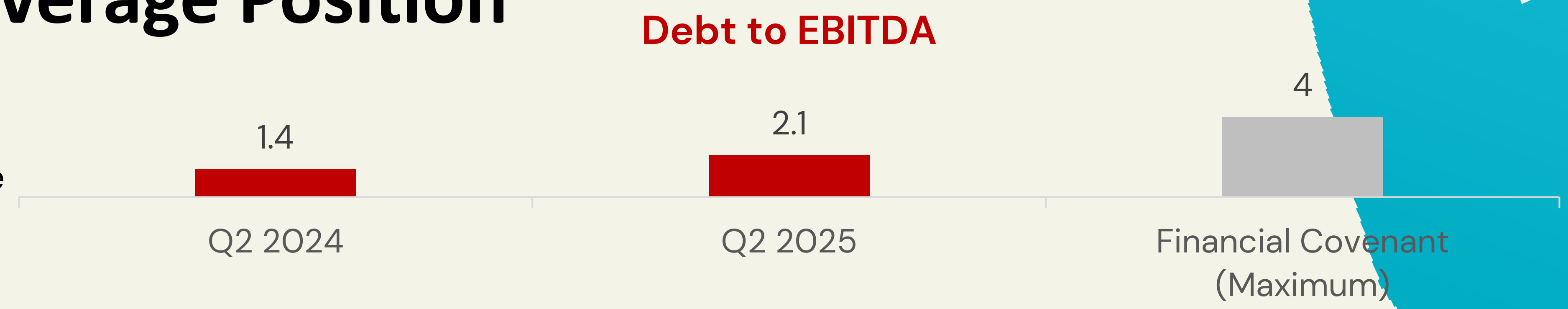
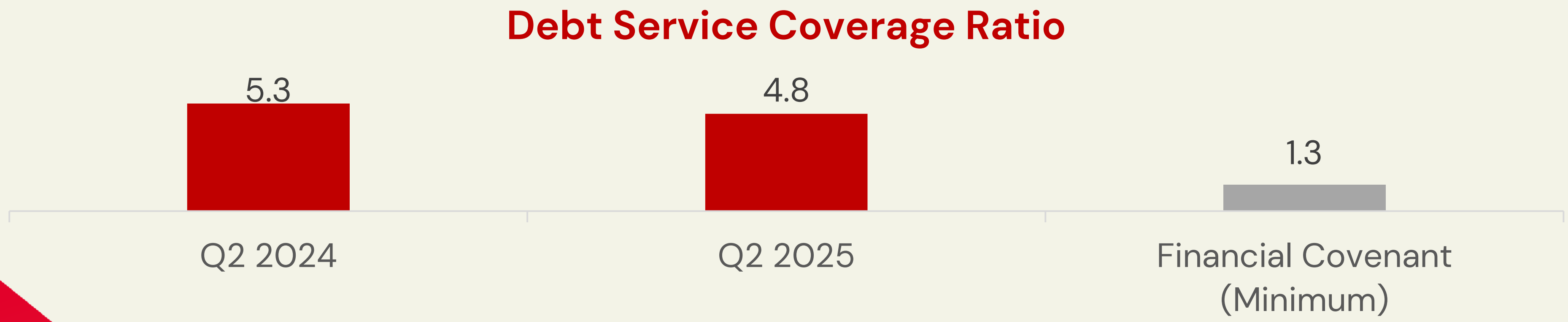
Financial Leverage Position

Increase in D/EBITDA and D/E is driven by the **refinancing of equity-accounted Perpetual Bond** into debt-accounted Senior Bonds.

66% debt/ 34% equity to 90% debt/ 10% equity capital structure driving WACC rate decrease in the formula





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Fortified Balance Sheet

Amounts in Php Bn (unless stated otherwise)	H1'25	FY24
Cash and Cash Equivalents and Short-term Investments	**32.7**	**29.4**
Financial Assets at FVTPL	0.2	0.2
Bank Loans	82.0	57.1
Net Debt	49.2	27.5
Working Capital Metrics (in days)		
Average Collection Period	12	13
Inventory Days	39	38
Days Payable	47	55
Current Ratio	**0.98:1.00**	**0.96:1.00**
Debt to Equity Ratio	**2.45x**	**1.79x**
Debt to EBITDA Ratio	**2.11x**	**1.56x**
Debt Service Coverage Ratio	**4.76x**	**5.63x**
Long-term Loans to Total Bank Loans (%)	**87%**	**89%**

Note:

1. Bank loans is calculated as the sum of short-term debt, long-term debt, and senior debt securities.
2. Net debt is calculated as the difference of Total Bank Loans, and cash and cash equivalents, short-term investments and financial assets at FVTPL.
3. Debt to Equity = Total Liabilities / Total Equity (Target: maximum of 4.0x)
4. Debt to EBITDA = Total debt and guarantees issued for loans of non-wholly owned subsidiaries / EBITDA (Target: maximum of 4.0x)
5. Debt Service Coverage Ratio = EBITDA / Sum of (i) 12-month rolling interest payment, and (ii) current portion of long-term debt and guarantees issued for loans of non-wholly owned subsidiaries (Target: minimum of 1.3x)

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Guidance

THE COFFEE BEAN & TEA LEAF™

FY2025 Guidance

H1 2025 results point to sustained momentum from Q1

SWS Growth 8% to 12%	19.6% (significantly ahead)
RB Growth 4% to 6%	5.5% (well within)
Store Network Growth 700 to 800 new stores | 4% to 8%	473 gross opens (significantly ahead) 45.5% (significantly ahead)
Capex Php18Bn to 21Bn	Php5.6Bn
Operating Income Growth 10% to 15%	18.4% (significantly ahead)

Key Takeaways

- ✓ Jollibee Foods Corporation (JFC) is a successful brandfolio company that has scaled and grown both organically with *Jollibee* and through acquisitions

- ✓ JFC is positioned well for growth and to mitigate over dependency risks through category and geography diversification with our 4 strategic pillars (Chicken, Coffee and Tea, Better Burgers and Chinese) and priority markets (Philippines, US, and China)

- ✓ We have a clear path to financial viability for *Smashburger* and China through asset light model and franchise focused scalable box economics

Key Takeaways

✓ We are intentionally leveraging debt to continue rapid scaling of high-return investments

- **Disciplined capex and strategic capital allocation:** Return-based approach to capex deployment reinforces that we're prioritizing capital efficiency alongside sustainable, profitable topline growth

- **Accretive returns on new capital and franchising:** New capital investments are delivering superior payback (~ 2 to 3 years) while building distribution and brand

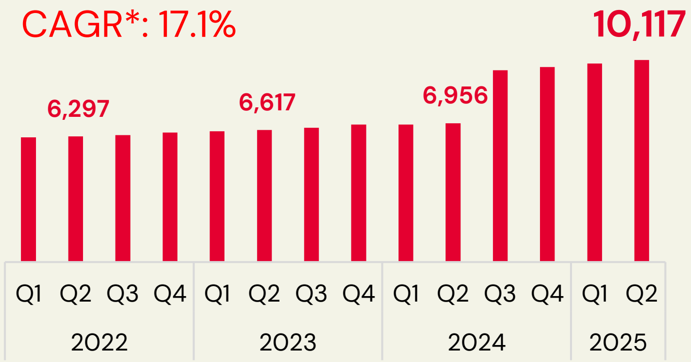
- Incremental investments yielding significantly higher ROIC, demonstrating disciplined capital deployment (e.g., Compose Coffee 36% ROIC)

- Strong Operating Cash Flow for reinvestment and shareholder return

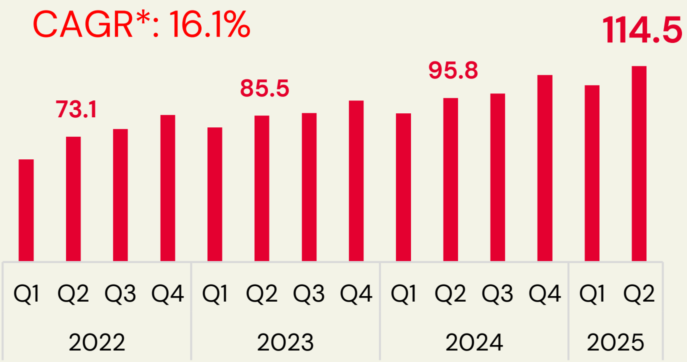
✓ and lastly…

Our strong track record of outperformance, despite market volatility, reinforces our conviction in our 2028 targets

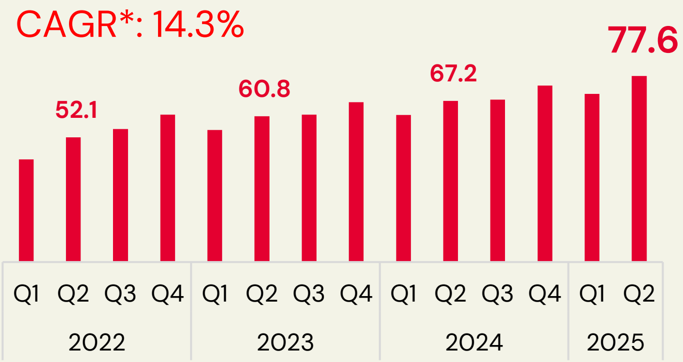
Store Network (absolute)



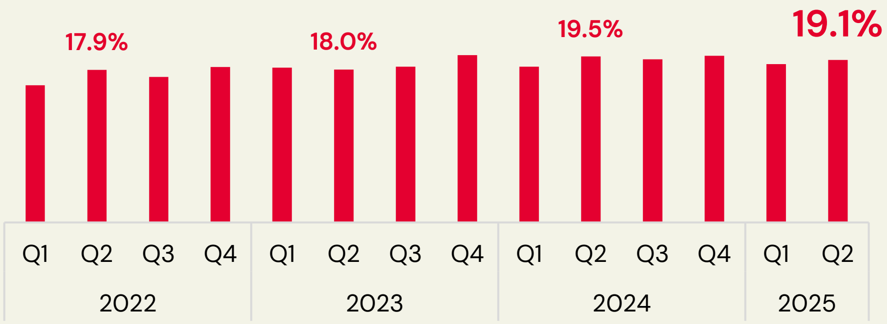
SWS



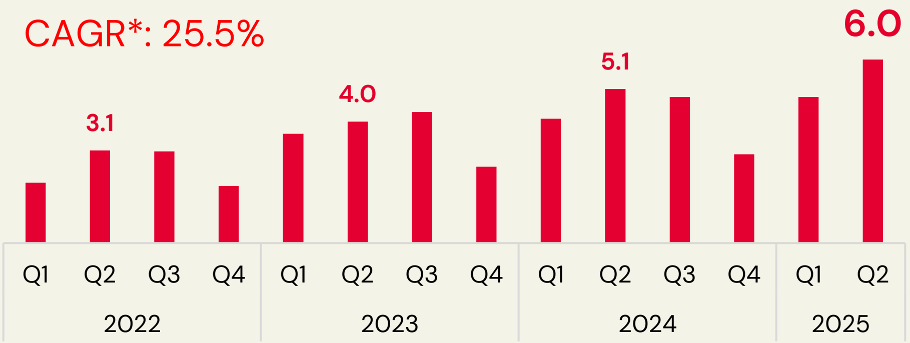
Revenues



Gross Profit Margin %



NOI



in Php billions unless otherwise stated
*CAGR coverage: Q2’22 to Q2’25

Our Brands

Our Global Icons

Multi-Country Favorites

Beloved Local Brands

Franchised Brands

Group Foundation

Jollibee Group