Jollibee Foods
CORPORATION



2023 Sustainability Report

In 2023, JFC conducted 15,614 Food Safety, Cleanliness, and Condition Standards (FSC) audits across our stores globally, embodying our commitment to FSC as a way of life. This dedication has earned us the highest 7-star rating for exceptional Food Safety & Quality Practices at the 9th International Best Practice Competition.

Click the icon to watch a video about our Food Safety systems!

JOY FOR TOMORROW







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President & CEO's Message



"At this pivotal juncture, we recognize the need to infuse intentionality into our actions and **redouble our commitment to our sustainability agenda - Joy For Tomorrow.**"

Dear Shareholders,

In a time marked by the urgent tasks of recovering from the pandemic and confronting ongoing global issues, the importance of sustainability has become unmistakable. At this pivotal juncture, we recognize the need to infuse intentionality into our actions and redouble our commitment to our sustainability agenda - Joy For Tomorrow. Introduced last year, this initiative serves as our guiding light, empowering the Jollibee Group to forge ahead while actively contributing to a more sustainable future for generations to come.

We learned many lessons from our experience navigating the global pandemic, including the power of collective effort in surmounting seemingly insurmountable challenges. **As we navigate this transformative period, we leverage the insights gleaned from our pandemic response as a catalyst for positive change, both in our recovery efforts and in addressing broader global challenges.** Mindful of our role, we endeavor to harness these insights to drive the transformative impact that our societies and planet urgently require.

At the Jollibee Group, our mission is two-fold: to sustain our success and to make a positive impact on society and the environment. Ending 2023 on a high note, we achieved remarkable growth in profit and sales, which is a testament to the enduring strength of our brands in a volatile environment.

In this report, we are pleased to share the progress made under the Joy For Tomorrow framework. Looking forward, we remain dedicated to monitoring our progress within this framework, refining our engagement with stakeholders, and setting ambitious goals for the future. We are steadfast in our commitment to making a substantial and meaningful impact on society and the environment, paving the way for a more joyful tomorrow.

As a valued stakeholder, we are committed to keeping you informed of our progress on this sustainability journey.

ERNESTO TANMANTIONG
President & CEO

Message from the **CSO**

> "While celebrating significant achievements in certain domains, we are cognizant that progress in other areas requires time and cannot be realized overnight. **Our goal is to maintain and build upon this momentum year after year, reinforcing our dedication to responsible practices."**



Joy For Tomorrow serves as both a roadmap to achieve the triple bottom line of people, planet, and profit, and a unifying framework for our entire global organization, guiding us towards a unified direction.

As we embark on our 46th year, the Jollibee Group is steadfast in our commitment to becoming a more sustainable business, taking deliberate strides in this direction. It brings us immense joy to present our second global sustainability report, which outlines the progress we made in pursuing this endeavor.

Entering the second year of our sustainability framework, Joy For Tomorrow, we've navigated a diverse array of challenges and opportunities. A primary hurdle was ensuring our entire global organization moved in unison towards a shared direction. **The success of our sustainability efforts hinges on the seamless integration of these strategies into our core operations, necessitating a clear vision and direction.** Essential to this journey is to motivate and inspire teams and individuals, fostering a deeper sense of purpose that resonates beyond immediate goals. In this regard, our agenda, Joy For Tomorrow, has proven invaluable as a guiding framework.

The Jollibee Group Global Sustainability Agenda revolves around three focal areas: Food, People, and Planet. Within these areas, we identified ten sustainability pillars that serve as cornerstones for all facets of our organization. These pillars enable us to offer food that instills trust in our consumers, contribute to improving people's lives, and engage in responsible practices to protect the planet.

Although it has only been a year since the initial introduction of Joy for Tomorrow, we are delighted to present notable highlights and achievements. **Demonstrating our commitment to serving Food people trust, the Jollibee Group was awarded the highest 7-star rating for its exceptional Food Safety and Quality (FSQ) practices at the 9th International Best Practice Competition 2023. As part of our thrust in helping make People's lives better, the Jollibee Group received the Gallup Exceptional Workplace Award for the second time in 2023, given to organizations that prioritize employee engagement and create a strong workplace culture. To showcase our commitment to treating the Planet responsibly, we have launched several solar projects, one of which is the recent installation of over 6,300 solar panels in our largest Manufacturing site in Laguna, Philippines equipped to power 34% of its electricity requirements.**

While celebrating significant achievements in certain domains, we are cognizant that progress in other areas requires time and cannot be realized overnight. Last year, we articulated our intention to develop our Responsible Sourcing Program, recognizing it as a critical component of our agenda. In this report, we are delighted to share updates on our Responsible Sourcing Program, including it's key categories, the strides we have made in each, and our preliminary goals and commitments. We are now observing members of several esteemed organizations: the Global Roundtable for Sustainable Beef (GRSB), the International Poultry Welfare Alliance (IPWA), the U.S. Roundtable for Sustainable Poultry & Eggs (US-RSPE), and the Roundtable for Sustainable Palm Oil (RSPO). Acknowledging that there is still considerable work to be done, we firmly believe that initiating this journey and leveraging on learnings from global roundtables is a meaningful indicator of our commitment to continuous improvement. Our goal is to maintain and build upon this momentum year after year, reinforcing our dedication to responsible practices.

For the period of January to December 2023, Jollibee Group reported in accordance with the GRI Standards.

We value your feedback on this report and our sustainability agenda. We encourage you to share your comments and suggestions through our website and other communication channels. We eagerly anticipate hearing from you.

JOSE MA. A. MIÑANA, JR,
Chief Sustainability and Public Affairs Officer

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Ortigas Center
Pasig City 1605, Philippines



About the Cover

At Jollibee Group, food safety is more than a policy; it's a cornerstone of our culture, deeply embedded in our DNA since we established our Food Service Cleanliness and Condition Standards (FSC) in 1986. We live by the motto "FSC is a way of life". In 2023, we underscored this commitment by conducting 15,614 Food Safety, Cleanliness, and Condition Standards audits across thousands of our stores worldwide. This dedication garnered us the prestigious 7-star rating at the 9th International Best Practice Competition.

As we've progressed, the program has grown into the Food Safety and Quality Management System (FSQMS), an end-to-end system that covers every aspect of our operations. **This year, we chose to highlight our FSC philosophy on the cover of our sustainability report, showcasing our global pledge to uphold food safety as a seamless part of our everyday practices.** While food safety receives less attention in broader external discussions, thru this report we aim to bring to light our deep commitment to these essential standards. Our sustainability agenda, "Joy For Tomorrow," is built around three core pillars: Food, People, and Planet. Food Safety is a focus area under the Food Pillar, where we aim to serve food people trust. It's with pride that we bring this commitment to the forefront of our report this year, signaling our ongoing dedication to excellence in food safety and quality across the Jollibee Group.

Key Highlights

> "The success of our sustainability efforts **hinges on the seamless integration of these strategies into our core operations."**

Food

18
Brands

15,614
Food Service Cleanliness & Condition (FSC) Audits conducted in restaurants worldwide

85%
Global Net Promoter Score exceeding industry benchmark of 50

100%
of stores, commissaries, and logistics audited

People

36,277
Employees

25.6
Average Training Hours per employee

57%
women in senior management and

54%
of total workforce globally

4,766
small holder farmers engaged, since the start of the program in 2008

Hit **72nd**
percentile of Gallup's Q12 Percentile Ranking, greater than the worldwide average of engaged employees at only 21%

3.12 million
meals distributed through FoodAID in 2023 alone for calamity and disaster response, totaling to 12.8 million meals since the onset of the pandemic in 2020

Planet

27%
of the electricity needs of one of our manufacturing sites in the Philippines is now **powered by renewable energy** from 6,300 solar panels, marking our largest installation to date

28.2%
reduction in energy use ratio in our Philippine Manufacturing sites by the end of 2023 against the 2020 baseline

29%
reduction in water use ratio in our Philippine Manufacturing sites by the end of 2023 against the 2020 baseline

3-7%
reduced consumption from the grid in each store with installed solar PV panels

42.8%
cumulative reduction in food loss and waste in our Philippine manufacturing sites by the end of 2023 against the 2020 baseline

About Us

Jollibee Foods Corporation (hereinafter referred to as "JFC", "Jollibee Group", "we", or "our"), is one of the fastest-growing restaurant companies in the world. Its mission is to serve great-tasting food and bring the joy of eating to everyone through its 18 brands with over 6,700 stores across 34 countries including the Philippines, United States, Canada, the People's Republic of China, United Kingdom, Vietnam, United Arab Emirates, and Australia.

The Jollibee Group has eight wholly owned brands (Jollibee, Chowking, Greenwich, Red Ribbon, Mang Inasal, Yonghe King, Hong Zhuang Yuan, Smashburger); four franchised brands (Burger King, Panda Express, and Yoshinoya in the Philippines, and Tim Ho Wan in certain territories in China); 80% ownership of The Coffee Bean and Tea Leaf; 60% ownership in the SuperFoods Group that owns Highlands Coffee; and 51% ownership of Milksha, a popular Taiwanese bubble tea brand. JFC also has a business venture with award-winning Chef Rick Bayless for Tortazo, a Mexican fast-casual restaurant business in the United States.

The Jollibee Group, through its subsidiary Jollibee Worldwide Pte. Ltd. (JWPL) owns 90% participating interest in Titan Dining LP, a private equity fund that owns the Tim Ho Wan brand. The Jollibee Group has a joint venture with the THW Group to open and operate THW restaurants in Mainland China. Recently, the Jollibee Group has signed an agreement to establish a joint venture company that will own and operate Tiong Bahru Bakery and Common Man Coffee Roasters in the Philippines.

The Jollibee Group was named the Philippines' most admired company by the Asian Wall Street Journal for ten years. It was also honored as one of Asia's Fab 50 Companies and among the World's Best Employers and World's Top Female-Friendly Companies by Forbes. The company is also a two-time recipient of Gallup's Exceptional Workplace Award, making it the only Philippine-based company to receive the distinction. These remarkable accolades underscore Jollibee Group's commitment to excellence, its positive work environment, and its dedication to being an industry leader both locally and globally.

Jollibee Group has cultivated a portfolio of brands that offer great tasting food to customers across the globe. Looking ahead, we remain committed to advancing our Joy For Tomorrow program by striving for excellence and pursuing the proposed targets in the three pillars: Food, People, and Planet. Through these pillars, we aim to bring the joy of eating to people in the present and future.

Visit our website:
www.jollibeegroup.com



Our Business

Jollibee Group originated in the Philippines and was officially registered with the Philippine Securities and Exchange Commission (SEC) on January 11, 1978. Our parent company, along with its subsidiaries, primarily focus on the development, operation, and franchising of quick-service restaurants (QSRs) within the fast-food industry.

Our company manages a varied collection of brands and enterprises designed to meet the unique demands of our customers. Our primary focus lies in the development, operation, and franchising of QSR brands. We take pride in offering an extensive selection of delectable dishes that are both affordable and appealing, catering to individuals of all ages and backgrounds.

To thrive in the fast-food restaurant industry, Jollibee Group recognizes that success hinges upon several key factors. These include maintaining impeccable food quality, delivering great-tasting food with exceptional service, providing a favorable price-to-value ratio, selecting optimal store locations, creating inviting atmospheres, and ensuring efficient operations. By prioritizing these aspects, we continuously strive to meet and exceed customer expectations, fostering enduring success within the industry.

Vision
To be one of the Top 5 Restaurant Companies in the World.

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

Our Values

Customer Focus
We provide great taste and superior value to all our customers.
We treat our customers with sincere service and a warm smile.
We take part in creating an exceptional customer experience.

Speed with Excellence
We plan, decide, and act quickly.
We set challenging goals and execute well.
We constantly find ways to improve and innovate.

Humility to Listen and Learn
We seek, welcome, and value feedback.
We acknowledge and learn from our mistakes.
We aspire to learn from people from all walks of life.

Spirit of Family and Fun
We take care of each other and bring out the best in everyone.
We are true to our name: hardworking and happy.
We recognize individuality and foster teamwork.

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

Jollibee · greenwich · Chowking 超群 · Yonghe King 永和大王 · Red Ribbon · 宏狀元 現熬粥 Hong Zhuang Yuan · Mang Inasal
Burger King (Philippines) · Highlands Coffee · Smash Burger · Rick Bayless Tortazo · Panda Express Chinese Kitchen (Philippines) · The Coffee Bean Tea Leaf · Tim Ho Wan 添好運
Yoshinoya (Philippines) · Milksha 迷客夏 · Common Man Coffee Roasters (Philippines) · Tiong Bahru Bakery (Philippines) · zenith FOODS · Jollibee Group FOUNDATION

Jollibee Group Throughout the Years

The Group has experienced a remarkable journey from its modest origins. We take great pride in our heritage, but we are enthusiastic in creating our future. The key drivers behind our success are our dedicated employees, loyal customers, and valued business partners.

As a company that continuously evolves, we place great importance on fostering collaboration and promoting innovation. We embrace change with open arms, recognizing it as an opportunity for growth. We strongly believe in giving back to our communities, as it serves as a catalyst for progress and enables us to expand our influence.

Presently, we achieved remarkable growth, transforming into one of the most renowned fast-food brands worldwide. With a presence in 34 countries and encompassing 18 distinct brands, our network comprises over 6,700 stores.



1975
Tony Tan Caktiong, his wife Grace, and their family start an Ice cream parlor business in Manila, Philippines.

1978
Jollibee Foods Corporation (Jollibee Group) was born.

1986
Launch of the Food, Service, Cleanliness & Condition Standards across our restaurants.

1993, 1998-2003
Jollibee Group has been named the Philippines' Leading Company by the Far Eastern Economic Review for the sixth straight year.

2004
Jollibee Group establishes the Jollibee Group Foundation.

2006
Jollibee Group is chosen as the Most Admired Company in the Philippines by the Asian Wall Street Journal.

2008
The Farmer Entrepreneurship Program is launched to enable smallholder farmers to become part of the Jollibee Group's supply chain.

2012
Jollibee Group is among the 26 enterprises from ASEAN countries conferred with the "Most Admired ASEAN Enterprise" Award by the ASEAN Business Advisory Council.

2015
Solar Panels are installed in selected stores, helping reduce energy consumption from the grid by 3-7% in each store.

2017
A Diversity & Inclusion function is established.

2018
Jollibee Group wins AGROW Award for Inclusive Business.

Received the highest recognition in the 6th International Best Practice Competition, Dubai UAE, for our Voice of the Customer Platforms.

2020
Receives the Gallup Exceptional Workplace Award, making Jollibee Group the first-ever Philippine-based corporation to earn this distinction.

2021
Jollibee Group is the only Philippine-based company recognized as one of Forbes' World's Top Female Friendly Companies.

2020-2022
Jollibee Group is awarded in Forbes' List of World's Best Employers

2022
Chickenjoy is proclaimed as the Best Fried Chicken in America by Eater.com

Jollibee Group Chairman and Founder Dr. Tony Tan Caktiong is named the Ramon V. Del Rosario (RVR) Awardee for Nation Building

Recognized by the ASEAN Corporate Governance Scorecard (ACGS) Golden Arrow Awards

Received the Asia Pacific Tambuli Award for Inclusive Growth

2023

Jollibee Group is awarded the highest 7-star rating for its exceptional Food Safety and Quality (FSQ) practices at the 9th International Best Practice Competition

Jollibee Group receives the Gallup Exceptional Workplace Award for the second time, given to organizations that prioritize employee engagement and create a strong workplace culture

Jollibee Group is among TIME Magazine's Best Companies of 2023

Jollibee Vietnam is awarded as among Best Places to Work in Vietnam 2023

Smashburger Receives Two US Regional Awards from Top Workplaces in 2023

Jollibee Group's Hybrid Work Model Campaign is named Global Finalist at 2023 Gartner Marketing and Communications Awards

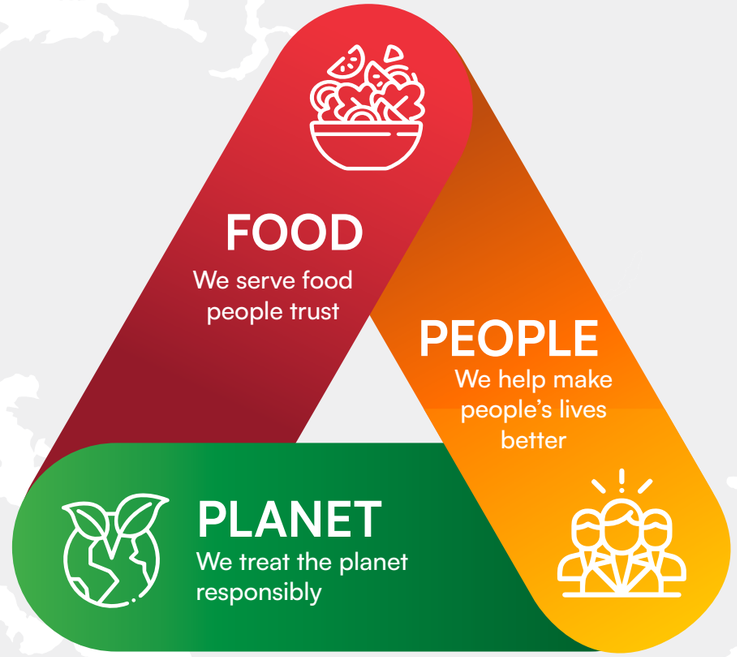
Receives a Golden Arrow Recognition from the ASEAN Corporate Governance Scorecard (ACGS) Golden Arrow Awards, acknowledging the company's success in responsible and transparent business practices

The Jollibee Group
Sustainability Agenda

JOY FOR TOMORROW

Bringing the joy of eating for everyone today, and for tomorrow

Click the icon to watch a video about Joy For Tomorrow



About Joy for Tomorrow

At the heart of the Jollibee Group lies a faithful commitment to spreading happiness through exceptional culinary experiences. Since our inception, we have fostered a joyful work environment that enables us to better serve food and bring joy to countless communities we touch.

As a customer-centric organization, we prioritize the joy of our customers. Therefore, it is crucial that our present actions and decisions do not compromise our ability to uphold the highest standards of food and service.

We recognize that the world is undergoing unprecedented changes, which are reflected in the evolving needs of our customers and partners who seek greater vigilance in our resource utilization and social impact. As we continue to meet customer expectations with our delicious offerings, we must also safeguard the natural and social resources that enable us to sustain our mission in the long run.

These principles are encapsulated in our comprehensive sustainability agenda: Joy for Tomorrow. As a leading global brand, Jollibee Group has achieved our position through responsible stewardship, unwavering adherence to the highest standards, and a dedication to long-term value. We pledge to apply the same diligence and dedication to our sustainability endeavors as we have demonstrated in growing our company and brands.

With Joy for Tomorrow serving as our guiding principle, we have consolidated our sustainability initiatives into a cohesive and strategic program, uniting our group under common goals. Empowered by this shared purpose, we are addressing operational risks and resource usage through strategic objectives and commitments, helping propel our organization toward a sustainable future.

Our Approach

Our sustainability approach is comprehensive and integrated, taking into account the various dimensions of environmental, social, and governance factors. To shape our Sustainability Agenda, we began by identifying the key issues in these areas that are most influenced by our business and critical to our operations. Simultaneously, we considered the pressing needs of our industry, society, and our diverse stakeholders.

By intersecting these two scopes, we determined our pillars and their corresponding focus areas. This approach ensures that our framework encompasses the entirety of our value chain and it's impacts on society as a whole. We carefully filtered our material issues through this dual lens to capture a holistic view of our operations and their effects on society.

This process has enabled us to assess our progress on our sustainability journey. It has also allowed us to streamline our efforts further and set more ambitious common goals, all while addressing the ongoing challenges we face. Through this iterative process, we continue to enhance our commitment to sustainability and drive meaningful change in line with our broader objectives.



1. Understanding the Sustainability Context

Our group conducted a thorough analysis of our diverse stakeholders and carefully identified the key areas where our company's activities have economic, social, and environmental implications. These impacts can manifest in various ways, including positive or negative outcomes, short or long-term effects, and direct or indirect consequences. We extensively studied the United Nations Sustainable Development Goals (SDGs) to gain a deeper understanding of how our company's impacts and value creation align with the global targets set by the UN. By considering these factors, we strive to ensure that our actions contribute meaningfully to the achievement of these global goals.

2. Identifying Material Topics

After identifying the impact areas related to economic, social, and environmental considerations, Jollibee Group carefully assessed which issues had the most significant influence and were, thus, crucial for our sustainability plan. To gain a comprehensive understanding, we engaged key representatives from various business divisions to share their concerns and feedback. We conducted a thorough examination of our impacts, risks, opportunities, and the resources required across different aspects of our operations.

Collaborating with our senior management team, Jollibee Group successfully identified the sustainability drivers and aspirations of our group. This crucial step enabled us to explore how we could effectively integrate sustainability into our overall business strategy. By aligning sustainability with our core values, we aim to drive long-term value creation that benefits all our stakeholders. This process ensures that sustainability becomes an integral part of our business, fostering shared values and mutual success.

3. Measuring Performance and Defining Management Approaches

To define and assess our performance, Jollibee Group adopted a two-pronged approach: establishing a baseline and setting targets. Our group collected baseline data from 2019 to 2021 specifically focused on our Philippine operations, covering critical issues such as impacts, risks, opportunities, and corresponding management strategies. In 2022 and 2023, these measures were aligned with the requirements of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB).

Yearly performance measurement serves as a crucial component of our sustainability management. As part of this process, Jollibee Group continuously enhanced our methodologies by conducting gap analyses and organizational mapping, enabling us to systematically collect data. We have now expanded our scope to encompass our global units within the Jollibee Group. However, we acknowledge the potential for further improvement in future editions of this report. Accordingly, we are currently planning to pursue a more comprehensive data-collection system in the next reporting cycle. By utilizing more robust data collected across the entire group, we will be able to refine our approaches in managing critical issues in different operational areas in subsequent editions of this report.

Materiality

The assessment of materiality is an iterative process that enables us to continually monitor and evaluate our changing impacts on the environment and society. Through this process, Jollibee Group gains valuable insights into our effectiveness in different impact areas and identify opportunities for improving our engagement with stakeholders regarding these impacts.

In 2022, as part of our expanded scope, Jollibee Group introduced a web-based form that allowed key representatives from around the world to reassess our identified material topics and evaluate their level of impact on our business and stakeholders. Meetings and discussions with key stakeholders were also conducted. This method facilitated a comprehensive evaluation of the material topics and their significance, incorporating diverse perspectives from our global representatives.

MATERIALITY ISSUES

FOOD	
Food Safety	Maintain our commitment to providing delicious and safe food by conducting audits and obtaining certifications annually at all our stores, commissaries, and logistics facilities. Prioritize the implementation of food safety systems, ensuring that they are in place from the very source of our ingredients. Through comprehensive audits and certifications, we extend our food safety measures to encompass all our vendors and suppliers.
Food Quality	Source key ingredients responsibly from our suppliers and prioritizing sustainable and ethical practices throughout our supply chain. Prioritize customer satisfaction by delivering an exceptional restaurant experience that encompasses food quality and service.
Nutrition and Transparency	Provide customers with a variety of meal options that align with JFC's Global Nutritional Criteria and the dietary guidelines set by the World Health Organization, starting with Jollibee Key Markets. Improve the nutrient profile of our food removing Partially Hydrogenated Oils (PHOs), and Trans-fat from our main menu products, as well as reducing artificial flavors, added colors from artificial sources and artificial preservatives where possible, in our main menu items, starting with the Jollibee key markets. Promote transparency and empower customers to make informed choices by providing customers access to information on allergens and nutritional content. Accelerate our commitment to Responsible Marketing.
PEOPLE	
Employee Welfare	Provide all employees with learning and development that empowers them to achieve career milestones. Strive for high employee engagement as to create an optimal and joyful experience for everyone within the organization. Formulate and implement JFC's enterprise-wide Diversity & Inclusion vision and strategy, which includes fostering a zero-discrimination environment, providing equal opportunities to individuals from diverse backgrounds, and providing employment opportunities to vulnerable sectors.
Farmers Livelihood	Empower farmers by facilitating their access to training and education opportunities. Procure vegetables directly from smallholder farmers, enabling a greater number of farmers to gain access to fair market.
Community Support	Actively contribute to communities in need by providing food relief and support. Create growth opportunities for underprivileged youth by offering educational scholarships.
Good Governance	Maintain strong governance, upholding human rights, and practicing ethical conduct throughout our organization.
PLANET	
Packaging & Recycling	Enhance packaging sustainability throughout our operations.
Waste Reduction	Minimize food loss and waste in our manufacturing process, as well as reduce food waste in our stores, with the goal of diverting it from ending up in landfills.
Energy & Water Efficiency	Reduce energy consumption in the manufacturing process. Implement energy-saving initiatives to effectively reduce energy consumption in our stores. Reduce water consumption within our manufacturing process.

JOY FOR TOMORROW

Company Vision — Jollibee Group to be one of the Top 5 restaurant companies in the world

Company Mission — To serve great-tasting food, bringing the joy of eating to everyone

Sustainability Purpose — Joy For Tomorrow: Bringing the joy of eating for everyone today, and for tomorrow

Food — We serve food people trust

Food Safety

Continue to serve great tasting and safe foods through rigorous audits and certifications yearly, across all our stores, commissaries and logistics

Ensure food safety systems are in place starting from the source of our ingredients thru audits and certification across all our vendors.

Food Quality

Responsibly source key ingredients from suppliers

Ensure customer satisfaction with the overall restaurant experience, including food quality and service

Nutrition & Transparency

Provide customers with a variety of options, by ensuring that our brands offer meal choices that are in line with JFC's Global Nutritional Criteria, and the World Health Organization's dietary guidelines, starting with Jollibee Key markets.

Remove artificial flavors, added colors from artificial sources, Partially Hydrogenated Oils (PHOs), and Transfat from our main menu products, as well as reduce artificial preservatives where possible, starting with the Jollibee key markets.

Provide consumers access to information on allergens and nutritional content

Accelerate our Commitment to Responsible Marketing of Products

People — We help make people's lives better

Employee Welfare

Provide all employees with learning and development that empowers them to achieve career milestones

Target for high employee engagement as we aim for everyone's experience in the organization to be an optimal and joyful one

Formulate and implement JFC's enterprise-wide Diversity & Inclusion vision and strategy, which includes fostering a zero-discrimination environment, providing equal opportunities to individuals from diverse backgrounds, and providing employment opportunities to vulnerable sectors.

Farmers Livelihood

Provide farmers with access to training and education

Source vegetables directly from smallholder farmers, providing more farmers access to fair market

Community Support

Provide food relief and support to communities in need

Provide additional underprivileged youth with growth opportunities through educational scholarship

Good Governance

Uphold good governance, respect human rights, and exercise ethical practices across the organization

Planet — We treat the planet responsibly

Packaging & Recycling

Improve packaging sustainability across our operations

Waste Reduction

Reduce food loss and waste to landfill in the manufacturing process, and reduce food waste in stores

Energy & Water Efficiency

Reduce energy consumption in the manufacturing process

Execute energy-saving initiatives to reduce energy consumption in our stores

Reduce water consumption in the manufacturing process

Our Commitment to the U.N. Sustainable Development Goals

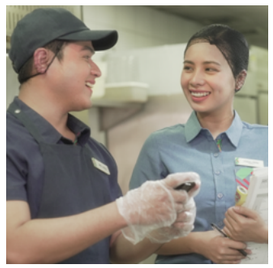


Jollibee Group is dedicated to making a positive influence in both local communities and the world at large. Our steadfast commitment to global sustainability serves as the foundation for our sustainability agenda, which aligns with the United Nations' Sustainable Development Goals (UNSDGs). Through our sustainability programs, we prioritize enhancing the quality of life in the communities we serve and actively contribute to a sustainable future. Our aim is to create a better world for all individuals, and we believe that every meal we provide plays a part in achieving this goal.















Food

We Serve Food People Trust

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

Click the icon to watch a video about our food safety systems!



Food Safety

Ensuring the health and well-being of the public and maintaining the trust of our valued customers are paramount concerns for a global company that is widely recognized for its unwavering commitment to excellence. It is for this reason that Jollibee Group has integrated food safety into the very essence of our organization. Across all our brands, we implement comprehensive measures to ensure that our customers are fully safeguarded with the food they consume, encompassing every stage from production and handling to processing and distribution.

Food Safety in our Operations

To guarantee the safety of the food we provide to each and every customer, Jollibee Group conducts thorough quality and safety inspections across all aspects of our operations, including our stores, manufacturing facilities, and logistics. Through this meticulous process, we ensure that all incoming raw materials and packaging, as well as outgoing finished goods comply with our rigorous quality specifications and consistency standards.

Stores

JFC's flagship program, Food Safety and Quality Management System (FSQMS) has evolved throughout the years. We first established our robust Food Safety Cleanliness and Condition Program (FSC) decades back in 1986, which serves as the cornerstone of our operations and is the reason why FSC is deeply ingrained in our company's culture and has been a part of our DNA. In 2000, the FSC Audit was strengthened by the launch of the Jollibee Quality Management Systems (QMS) model benchmarked against Motorola. From this, other improvements in the food chain were established including a QMS for supply chain covering commissaries, external vendors and distribution centers. From basic Food Safety and FSC standards and metrics in the earlier years, JFC has put focus and emphasis on best-in-class quality management systems and procedures to enable food safety and quality consistency and sustainability. Risk-based standards (CODEX) and risk management tools (HACCP/ ISO22000/FSSC22000/BRC) are being used to address current and emerging risks in the supply chain.

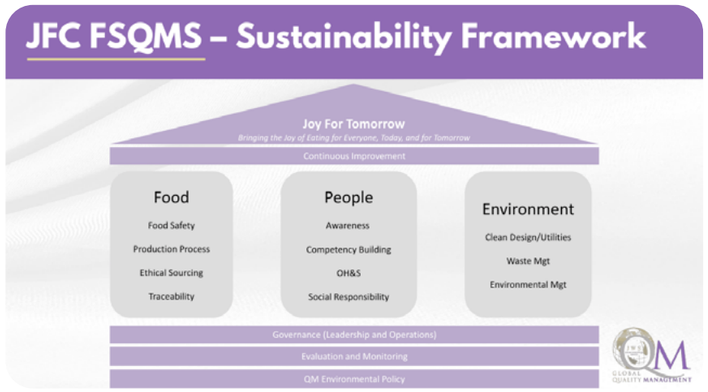
For the restaurants, JFC's Quality Improvement Cycle For Operational Excellence (Q-iCORE), a quality monitoring framework has been in operation since 2016 to help management teams address the systemic challenges in restaurant operations. To keep the system running and always relevant to the needs of the supply chain and restaurant operations, internal mechanisms for collaboration and FSQ information-sharing and analysis were set-up.

We had three focus areas in 2023 - Food Fraud Prevention, Food Allergen Control, and Food Defense Program.

- **Food Fraud Prevention** requirements were integrated into our vendor QMS audits to minimize the risks associated with purchasing fraudulent or adulterated materials. This program ensures that all product descriptions and claims are legal, accurate, and verified, thereby mitigating the risks of intentional adulteration for economic gains.
- **Our Food Allergen Control** program integrates comprehensive processes on identification, declaration, segregation, and control of allergenic materials throughout the production process. This meticulous approach is essential for preventing cross-contamination and ensuring that our products are safe for consumers with food allergies.



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



Today, our FSQMS program encompasses various components, including standards, training, audits and certifications, quality assurance, risk mitigation, and engagement activities, each playing a vital role in ensuring food safety. Jollibee Group has been recognized with numerous awards and accolades throughout the years, highlighting our dedication to maintaining the highest standards of food safety.

FSC and Quality Assurance Training for Employees

Quality Control and Quality Assurance systems are embedded in the Production and Shift Management Operating Systems, part of the standard content of the Basic Operations Training Program, are conducted annually in Jollibee, Greenwich, Chowking, Mang Inasal, Red Ribbon, Smashburger, Yonghe King, and Yoshinoya. Required to be taken by Assistant Restaurant Managers and Restaurant Managers, a total of 5214 were trained in the Philippines in 2023. Franchise and Corporate employees also take these courses and undertake annual refresher program facilitated by Field Operations Coaches.

5,214
STORE EMPLOYEES TRAINED IN QUALITY CONTROL AND QUALITY ASSURANCE SYSTEMS IN 2023

JFC ensures that all essential and up-to-date training on food safety is conducted in our operations. All new hires are required to complete a Food Safety Computer Based Training program. This program covers the Principles of Food Safety, how to prepare safe food, and ensure food safety from start to end of their processes in store. Every year, employees at various levels within the restaurant, including crew members, Assistant Restaurant Managers (ARMs), Restaurant Managers (RMs), Area Managers (AMs), and equivalent positions in various regions, such as District Officers (DOs) and District Managers (DMs), are subject to evaluation or engagement.

Our Quality Management Division also oversees the operation of a Food Safety & Quality Academy that offers a complete curriculum on topics such as Food Safety, Quality Assurance, Quality Management Systems, Internal Quality Audit, and Food Quality Inspection. The curriculum is primarily open to interested personnel from Supply Chain, Support Center, and Field Operations and may be extended to external suppliers. This is conducted annually for Jollibee, Greenwich, Chowking, Mang Inasal, Red Ribbon, Smashburger, Yonghe King, and Yoshinoya at the start of the year, with learning and development courses facilitated year-round. In 2023, a total of 1522 were trained on Food Safety Compliance, 1084 for Integrated Pest Management, and 857 on Safety & Security.

The total number of employees trained for certain training program in 2023 is lower than previous year because those who have the taken the courses in 2022 need not take the same course again in 2023. Normally, refreshers for the trainings are done every 3 years.

Total number of employees trained for certain training program in 2023

Training Programs	Burger King	Chowking	Common Man Coffee Roasters	Jollibee	Greenwich	Mang Inasal	Panda Express	Red Ribbon	Yoshinoya	Grand Total in 2023
Agile Audit System eLearning	5	3	1	2	0	0	2	4	0	**17**
Crisis Management	1	3	9	163	16	2	48	27	17	**286**
Customer Recovery	1	1	9	282	9	1	60	25	17	**405**
Digital FSC Checklist Navigation	1	204	0	145	10	1	1	2	0	**364**
Digital Shift Management Navigation	2	14	0	25	9	0	2	8	0	**60**
Feedback Investigation Process	1	5	7	84	3	0	51	26	14	**191**
Feedback is a Gift	1	87	12	127	23	1	103	38	16	**408**
Food Safety Compliance Officer Certification	38	16	0	14	53	0	0	37	0	**158**
FSC Principles	1	3	0	23	2	0	3	0	0	**32**
FSC Problem Solving Techniques	53	122	0	26	77	282	16	157	0	**733**
Integrated Pest Management eLearning	2	89	9	661	84	4	143	76	16	**1084**
JFC Delivery Internal Mystery Shopping Program	1	0	0	5	1	0	0	0	0	**7**
JFC Safety & Security eLearning Course	1	166	9	421	88	2	81	72	17	**857**
QICORE	159	1297	0	2177	406	802	45	721	25 +50 for Smashburger	**5,735**
FSC As A Way of Life	57	221	0	0	84	132	24	54	0	**572**
JFC Food Safety Course	1	11	0	12	1	2	0	0	0	**27**
TOTAL per BU	**167**	**945**	**56**	**1994**	**467**	**428**	**534**	**526**	**122 —** Yoshinoya **50-** Smashburger	

In 2023, we conducted:

Over 15,614 Food Service Cleanliness & Condition Audits across our stores worldwide.



FSC Audits

To ensure the implementation of best management practices across our restaurants, Jollibee Group has established five key areas of best management practices: Food, Service, Cleanliness, Condition, and Food Safety. **In order to evaluate our performance, we require all JFC stores worldwide to undergo thorough onsite audits focusing on food, service, and cleanliness.**

This auditing process, known as the FSC Validation system, places a strong emphasis on prioritizing the needs of our valued customers. These audits are conducted annually by our dedicated Global Quality Management Division or by trusted third-party agencies.

STORE FOOD SAFETY AUDIT	2022	2023
Number of Food Service Cleanliness Condition Audits across stores worldwide	15,014	**15,614**
Total number of online training hours focused on FSC	125,628	**14,557**

**The decline observed in 2023 can be attributed to the triennial schedule of the refresher course. Individuals who completed the course in 2022 are not due to retake it until after a three-year period, resulting in a temporary decrease in participation for 2023.*



FSC Annual Star Awards

The pursuit of excellence in food quality, service, and cleanliness is deeply ingrained in the culture of Jollibee Group. Our dedicated teams strive to consistently deliver excellent FSC, regardless of the challenges faced in our stores. **This commitment demands the utmost effort from each individual and team, which is why Jollibee Group has created a recognition program known as the Annual FSC Star Awards. Widely regarded as the most prestigious and coveted accolade within Jollibee Group, these awards symbolize our unwavering dedication to Food Quality and Safety.** The program was launched in 1988, just two years after the introduction of FSC standards in Jollibee Group. Since then, it has been embraced by JFC brands worldwide and serves as a source of immense pride and motivation for continuous improvement in our stores.



FSC Risk Management Framework

Dealing with any instances of food safety and quality issues is a top priority for all our brands. JFC has implemented a well-defined procedure to promptly and appropriately address different levels of non-compliance with food standards, considering the severity and criticality of each individual case. This procedure enables us to protect the health and safety of our customers and employees, while also safeguarding our business reputation.

At the heart of our approach to addressing food safety and quality concerns lies the FSC Risk Management Framework, which draws upon the principles outlined in ISO 31000. This framework is an integral part of our operations, and we require all our business units to adopt it, incorporating risk management practices at various levels throughout the organization. Moreover, we continuously evaluate and enhance our Food Safety and Quality (FSQ) Governance framework by validating and verifying FSQ compliance across all aspects of our operations. We actively advocate for change and proactively seek opportunities for continuous improvement.

Food Safety Verification System

At Jollibee Group, we implemented an agile supply chain audit system. Using a risk-based and flexible methodology, our teams thoroughly verify the food safety and quality systems of our suppliers, commissaries, and distribution centers. **We also conduct annual risk assessments to determine the appropriate mode of audit, whether it be an onsite visit, remote evaluation, blended approach, or desk/document review (e.g., video calls at the production line).** The mode of audit is tailored to the specific needs of each store and considers external conditions or seasonal factors during the audit period.

Jollibee Group's annual Food Safety Assessment program enables area managers to remotely evaluate the performance of each store. This program covers 100% of our stores and includes sampling of materials for traceability during audits, ensuring a comprehensive assessment of food safety practices.



FSC Olympics

This program is aimed to enhance Food Safety performance through coaching and competitions in the Philippines. Stores participated by studying the standards and Standard Operating Procedures (SOPs), striving to qualify for the competition. Once qualified, stores received coaching from their Area Managers to improve their execution of food safety standards. The competition spanned an average of four months across various regions and brands and included quiz bees to test participants' knowledge and skills.

World Food Safety Day

In 2023, Jollibee Group celebrated World Food Safety Day through a series of webinars and activities aimed at addressing food safety challenges and their impact on human health. **The theme of this year's celebration was "Food Safety Beyond Our Doors," shining a spotlight on the crucial role played by third-party delivery riders in ensuring food safety.** In several Jollibee Group restaurants, riders were provided with sanitizers and a QR code that contained a Food Safety Reminder poster. The poster, presented in the local language, explained the benefits of upholding food safety for riders and consumers, as well as providing safety tips that riders could incorporate into their daily practices. The QR code generated a total of 11,281 scans from third-party delivery riders.



With the theme, **Food standard save lives**

LET'S CELEBRATE
WORLD FOOD SAFETY DAY 2023
World Health Organization

JUNE 07, 2023





Product Gold Standards Calibration

Jollibee, Greenwich, Chowking, Mang Inasal, Red Ribbon, Smashburger, Yonghe King, Hong Zhuang Yuan, Burger King PH, Panda Express, and Yoshinoya conduct an annual Product Gold Standards (GS) calibration training to Corporate & Franchise Operations personnel to ensure Gold Standard quality of all products served. They are commonly attended by Assistant Restaurant Managers/ Shift managers, Restaurant Managers, Area Managers, Operations Directors, BU Leadership Team / Country Heads at the management level by the R&D Department, and the crew are also trained on GS Calibration by Product Quality Managers and Crew Team Leaders for franchise stores.

The Product GS Calibration Training covers the standard attributes of the Products and includes troubleshooting the most probable causes of a defect that can occur. This combines classroom training and actual product sensory evaluation/product taste testing. At the end of the training, participants are expected to be aligned in assessing a product's gold standard attributes.

Jollibee Group Receives Highest Rating for Food Safety and Quality Management Strategy

The Jollibee Group was awarded the highest 7-star rating for its exceptional Food Safety and Quality (FSQ) practices at the 9th International Best Practice Competition 2023. Organized by the Centre for Organizational Excellence Research (COER), a global business excellence research and consultancy firm, the competition recognized Jollibee's "One JFC End to End Food Safety and Quality Management Strategy" as the top entry. Out of 82 entries evaluated by 16 international judges, Jollibee Group was one of three Philippine organizations to receive the prestigious 7-star rating. **This achievement highlights JFC's outstanding performance and commitment to industry-leading standards.** JFC was also acknowledged as the best practice in Process Management and Improvement. This strategy aims to ensure the safety and quality of food products throughout the entire supply chain, aligning with the company's mission of delivering delicious food and creating joyful dining experiences for all.







The Jollibee Group was awarded **the highest 7-star rating for its exceptional Food Safety and Quality (FSQ) practices** at the 9th International Best Practice Competition 2023.

Manufacturing

Our unwavering commitment to excellence in manufacturing drives us to uphold the world-class standards and deliver safe and quality products to our customers. Jollibee Group ensures that our manufacturing, storage, and product delivery systems adhere to the most stringent global food safety and quality regulations, as well as meet statutory, regulatory, and customer requirements.

Food Safety Certifications

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

As of 2023, 100% of our commissaries have implemented their own internal audit systems that comply with globally recognized external standards such as Food Safety System Certification (FSSC), Safe Quality Foods (SQF) standard, ISO22000, among others.

Our internally developed standard, the "Food Safety Quality Management System" (FSQMS), is based on FSSC 22000 and incorporates internal standards for commissary processes and specifications. The FSQMS employs a risk-based assessment approach to ensure the effectiveness of our food safety and quality systems, maintaining consistency in execution. It prioritizes identifying potential risks and implementing corresponding controls to drive continuous process improvements and ensures business continuity. Our manufacturing sites worldwide undergo annual FSQMS audits conducted by our Quality Management team, which is an integral part of Jollibee Group's governance and validation system, spanning from farm to fork.

Jollibee Group also strives to align our supply chains with global food safety standards by obtaining third-party certifications for the majority of our commissaries. 94% of our commissaries have certifications from audits conducted by third-party auditors (outside JFC) based on globally recognized schemes such as FSSC and SQF, as part of the Global Food Safety Initiative (GFSI). Some commissaries have obtained certifications in HACCP and ISO 22000. The sole site that lacked third-party certification was due to the expiration of its HACCP certification within 2023. The renewal process for this certification is already planned and scheduled to take place in 2024. In addition, our distribution arm in the Philippines, Jollibee Worldwide Services-Logistics (JWSL) Bicutan, holds multiple certifications for Food Safety and Quality Systems. These include FSSC-Q, Transported Asset Protection Association Facility Security Requirement Level A (TAPA), Occupational Health & Safety Standard and Environmental Management System.

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

CERTIFICATION ON PRODUCT QUALITY & SAFETY STANDARDS	DESCRIPTION	2022 % OF SITES	2023 % OF SITES
Internal Audits	JFC Food Safety & Quality Management System	100%	**100%**
Second Party Audits	JFC Food Safety & Quality Management System, based on FSSC 22000 and internal processes	100%	**100%**
Third-party Certification Audit	GFSI-Recognized Standards such as FSSC 22000, SQF, and other standards HACCP, ISO 22000	94%	**94%***

**17/18 sites globally have third party certification audit. The HACCP certification for one site expired within 2023, and is scheduled for renewal in 2024*



100%

OF COMMISSARIES HAVE BEEN AUDITED AND/OR CERTIFIED



Contingency plans and control systems

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

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

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

Jollibee Group's Quality Management and Manufacturing Sites actively participate in the Philippine Chamber of Food Manufacturers, Inc., the leading organization for food product manufacturers and distributors in the Philippines. This membership underscores our commitment to providing consumers with safe, nutritious, and affordable processed food products that comply with both local and international standards and regulations. **Additionally, a JFC employee has recently been appointed as a board member for the year 2024. This involvement demonstrates our deeper engagement and commitment to contribute to shaping industry standards and practices.**

Logistics

Maintaining food safety standards throughout the transport, storage, and distribution of our products is of utmost importance. **To ensure consistency in meeting customer and regulatory requirements, we ensure that 100% of our third-party logistics providers in the Philippines have earned ISO 9001 Quality Management Systems certification.** They also adhere to the criteria set by the Transported Asset Protection Association (TAPA) to prevent supply pilferage and theft. We conduct regular fire safety audits in our distribution centers to assess warehouse fire risks, as well as trucker audits to evaluate the capabilities of our truckers in upholding product quality, security, and integrity during deliveries.

Food Safety for Vendors

Accreditation, Certification and Audits

Vendor Accreditation

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

The system has been successfully employed in JFC's procurement operations in the Philippines and suppliers of global categories since 2020. Currently, we are in the process of expanding its implementation to other key markets - North America, Vietnam, and China.

As of suppliers accredited through the standard procurement accreditation process, 100% of accreditations for PH and global categories went through the standard process using the system since 2020. All other markets have their respective accreditation processes for 100% of their suppliers for their locally managed items.

100%

OF ACCREDITATIONS FOR PH AND GLOBAL CATEGORIES WERE SUCCESSFULLY CONDUCTED THRU OUR ONLINE IVALUA PLATFORM



Food Safety Management Systems Certification for Suppliers

All JFC-owned Manufacturing Plants and Logistics sites and all JFC-accredited food and packaging suppliers are required to be certified to any of the Global Food Safety Initiative (GFSI) approved schemes on Food Safety Management Systems. In Asia, where ISO standard for Food Safety Management System is more prevalent than the GFSI schemes, we subscribe to ISO 22000, the ISO standards on Food Safety, as a benchmark Food Safety management framework.

Our Food Safety and Quality Management System (FSQMS) evaluates all vendors at least once a year. The FSQMS, an internally developed standard, which is based on FSSC 22000 and internal standards on process and specifications of commissaries, incorporates risk analysis and considers vendors' performance in previous years.

Our vegetable farmers are required to possess necessary certifications and comply with Good Agricultural Practices (GAP). Poultry, meat, and egg suppliers must adhere to Good Animal Husbandry Practices (GAHP).

These audits and certifications provide assurance that our vendors' farms are well-maintained and consistently produce safe and high-quality agricultural products.

Jollibee Group also requires vendors to obtain certifications from external sources recognized by The Global Food Safety Initiative (GFSI), such as FSSC22000, BRC, HACCP, and ISO 9001. This applies to both food and packaging suppliers. External suppliers must have an HACCP system in place and be certified by a third party to continue doing business with JFC. **During the reporting year, 88% of our 430 suppliers, including the ones of low-risk food and packaging items, have complied with third-party certification on our food safety management systems (i.e., HACCP, FSSC22000, SQF, and BRC) across our brands, Jollibee, Mang Inasal, Chowking, Red Ribbon, Greenwich, and Coffee Bean and Tea Leaf (CBTL).**

JFC-owned Commissaries & Logistics sites conduct annual Food Safety and Quality refresher courses for their operations personnel. The same management practice is required among our external food and packaging vendors. Their compliance with employee learning and development, focusing on food protection and safety practices, is audited annually during QM surveillance audits.

100%

OF VENDORS COMPLIED WITH JFC FOOD SAFETY QUALITY MANAGEMENT SYSTEM

88%

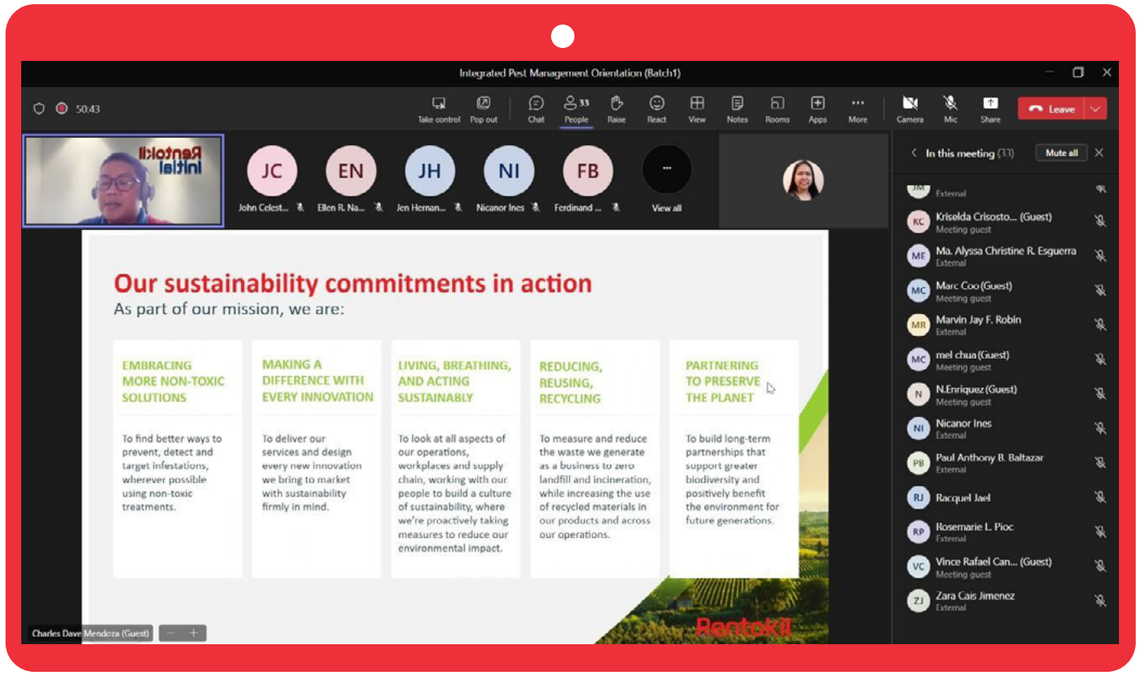
OF 430 SUPPLIERS HAVE COMPLIED WITH THE GLOBAL FOOD SAFETY INITIATIVE (GFSI) RECOGNIZED STANDARDS SUCH AS FSSC, BRC, HACCP, ISO

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

CERTIFICATION & AUDITS FOR VENDORS*	DESCRIPTION	2022 % OF VENDORS	2023 % OF VENDORS
Internally Developed Standards	JFC Food Safety Quality Management System	100%	**100%**
External Standards	Global Food Safety Initiative (GFSI) Recognized Standards such as FSSC, BRC, HACCP, ISO	91%	**88%****

**Global & Local Suppliers*

***The decrease versus previous year is due to some suppliers relocation to new sites which resulted in a delayed 3P certification; the on-boarding of new suppliers who are in the process of securing 3P certification; and the delay of some suppliers in renewals due to their post-pandemic recovery efforts; among others.*





Learning and Competency Programs

List of Learning and Competency Programs for Suppliers

Our vendors must undergo learning and competency programs to update their knowledge of food safety systems. The trainings we conducted in 2023 for our external vendors are summarized in the table below:

- **JFC Vendor Food Safety and Quality Management System (FSQMS) Expectation** - JFC FSQ standards for audit and Quality Assurance, held annually
- **New Supplier FSQMS Orientation** - Onboarding Introduction of JFC QM Supply Chain to gain knowledge of our Vendor Quality Management, Food Safety and Quality Management system standards, and Agile Audit System
- **Orientation to Vault Quality One Digital Platform** - Orientation on how to use the Veeva platform, which houses the e-QMS system. This is part of our digitization initiative to elevate the QMS processes, which includes the Audit System, Nonconformity and CAR system, and Recall and Document Control System for submission of requirements
- **Quarterly JFC Supplier Onboarding** - Provides an overview of JFC, Procurement, and Source-to-Pay policies and processes of JFC, including supplier performance assessment (which includes Quality Rating)
- **HACCP Program Development Workshop** - Training support provided to small & medium-scale food suppliers to enable them to comply with JFC FSQ requirements.
- **Webinars during the World Quality Week: Sustainability, Knowledge Management and Failure Mode and Effects Analysis (FMEA)** — Webinars include topics on:
  - *Sustainability* - Jay Diano Abiera of Bureau Veritas who discussed sustainability in relation to food value chains and 10 principles of sustainable food value chains including sample case studies.
  - *Investing Knowledge Mgt to Drive Operational Excellence* - Natasha D'Costa, APAC Director of Strategy for F&B for Veeva Systems discussed how to maximize data analytics in driving operational excellence
  - *Unlocking Quality Potential: A Deep Dive into Failure Mode and Effects (FMEA)* - Dr. Rey Fremista, President of the Philippine Society for Quality, discussed concepts on how to identify a potential failure in a process, its effect to the organization (considering severity, occurrence and detection), causes and defining action plans to prevent it from happening
- **Corrective Action- Preventive Action (CAPA) refresher** — A refresher course for external vendors on how to create an effective Corrective Action Preventive Action plan to address issues pertaining to Food and Quality

Food Safety Management System Certification for Suppliers

HACCP Pre-requisites standards training to Network Development Group employees (engineers and architects) and accredited contractors for store construction are also conducted, with an annual orientation organized for new contractors and engineers is done by the Quality Management (QM) Team. All our external vendors (100%) were updated on the JFC Vendor Food Safety and Quality Management Systems requirements. **Also, all our vendors are required to have their internal Food Safety training, which is part of the auditable requirements, checked randomly every year.**
The training programs are composed of courses related to the basic principles of Food Safety, covering the fundamentals of receiving, handling, storage, distribution, and food preparation practices. More quality training is usually related to process controls and standards to ensure output conforms to specifications.



Food Quality

Food quality is at the core of operations at Jollibee Group. Everything we do is dedicated to ensuring customer satisfaction, which is why we take comprehensive measures to strengthen responsible sourcing from farm to fork. We have strict standards in place so that our suppliers will provide the highest quality ingredients, allowing us to consistently meet the food standards that our customers have come to expect from our brands.

Customer Satisfaction

Voice of the Customer

Customer satisfaction is at the heart of everything we do at Jollibee Group. Our ultimate goal is to provide an exceptional dining experience that brings joy to our customers, encompassing both food quality and service excellence. To achieve this, we recognize the significance of listening to and learning from our customers on a daily basis.

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

During the reporting year, JFC introduced the Azure CSAT and Feedback Ticketing Platform, which has significantly improved our customer care system. By transitioning to the Azure Ticketing System, we automate the VOC Survey and Feedback Ticketing system for store enrollment. We have also implemented reporting mechanisms to address restaurants that fall below the target number of respondents. Our Social Media agents seamlessly adopted the Azure Ticketing System, streamlining the handling of customer cases for greater efficiency.

Customer Satisfaction Survey

To adapt to changing customer behaviors, Jollibee Group moved from paper based CSAT surveys to various online platforms across all JFC brands. As a result, we achieved complete deployment of the Online CSAT Survey platform globally.

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

Feedback Management System

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

In 2023, the Jollibee Group achieved a remarkable Net Promoter Score of 85, surpassing the industry benchmark of 50. This accomplishment highlights the satisfaction and loyalty of our customers to our global brands, which includes 10 of our 18 brands worldwide.



Food-related Updates

Michelin Background Chef Whyte Rushen Collaborates with Jollibee UK to Launch Exclusive Spicy Chicken Sandwich-Inspired Side Dish

Jollibee Group's collaboration with Chef Whyte Rushen, known for his refined street food creations and Michelin-starred background, created a limited-time menu item called the Jolly Rushen Tater Tots. This collaboration was inspired by Chef Rushen's love for Jollibee's Spicy Chicken Sandwich. The Jolly Rushen Tater Tots aim to complement the spicy flavor of the sandwich by combining hot honey and caramel drizzled tater tots with smoked chili burger sauce, crispy fried onions, and a spring onion salad. The collaboration generated significant excitement, with launch event tickets that sold out quickly. The partnership with a chef of such caliber highlights Jollibee's commitment to delivering high-quality food and expanding its customer base in various countries worldwide.





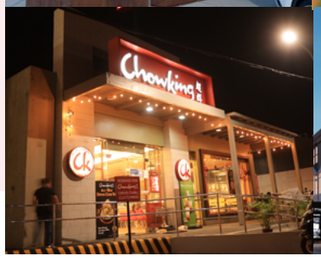


Jollibee Group Brands Named Among America's Favorite Restaurant Chains in 2023

Newsweek, a premier news magazine and website, together with global data firm Statista, named all four brands as among the best in their selected categories. Four brands under the Jollibee Group, namely Jollibee, Chowking, Smashburger, and The Coffee Bean & Tea Leaf (CBTL), were named among America's Favorite Restaurant Chains for 2023. The rankings were based on a comprehensive survey conducted among over 4,000 customers and employees, assessing various factors such as taste, cleanliness, service quality, and more. This achievement solidifies the Jollibee Group's commitment to delivering exceptional dining experiences and spreading the joy of eating to everyone.











Mang Inasal Creators' Circle wins in 2023 Dragons of Asia

Mang Inasal, a renowned grill expert in the Philippines, achieved a significant victory at the 2023 Dragons of Asia with its Mang Inasal Creators' Circle (MICC), winning the prestigious Black Dragon award in the Best Brand Building/Awareness Campaign category. MICC, a brand-managed influencer community comprising nano-influencers to mega-influencers from various regions, played a vital role in bringing Mang Inasal closer to the communities it serves. This recognition, along with other accolades, including the Gold Stevie Award, Marketing Excellence Silver Award, Silver Anvil Award, and PANAta Award, highlights Mang Inasal's remarkable achievements this year.

Red Ribbon Wins 'Brand of The Year' and two Gold awards in the PANAta Awards

Red Ribbon's Give Love Today campaign achieved remarkable success at the PANAta Awards, winning the prestigious 'Brand of the Year' award and two Gold awards. The campaign creatively relaunched the brand, emphasizing the importance of love and showcasing Red Ribbon's affordable cakes and pastries as a means of expressing love. Through a strategic and integrated marketing approach, the campaign effectively raised awareness and engaged the audience. The Red Ribbon Give Love Today Gift Box Activation, a key component of the campaign, delighted participants with surprises and sweet treats as they expressed their love. These accolades highlight Red Ribbon's increased brand relevance, equity, and association with the universal emotion of love. The campaign's success further solidifies Red Ribbon's positive standing in the market, demonstrating its ability to connect with consumers and make a lasting impact.



Responsible Sourcing

At the Jollibee Group, we underscore the paramount importance of responsible sourcing practices, recognizing their profound implications on our people, food, and the planet. We are committed to prioritizing key food categories integral to our operations while ensuring their alignment with our sustainable and ethical principles. **In 2023, we instituted and implemented a comprehensive responsible sourcing program encompassing the oversight of raw materials across six core categories: poultry & eggs, palm oil, beef, packaging, dairy, and coffee.** Our initiatives span diverse areas of concern, including animal welfare, antibiotic usage, deforestation, and greenhouse gas emissions.



Our Commitment to Responsible Sourcing

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

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

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

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

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

Key Categories and Areas of Focus

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

Category	Status	Commitment	Areas of Focus
Poultry & Eggs	• 100% of our sourced chicken are compliant in markets with cage free regulations[2] • As of end-2023, 86% of eggs in North America Jollibee, Red Ribbon and Chowking are cage-free, and are on track to achieve 100% by Q1 2024. We continue to work on Coffee Bean and Tea Leaf and Smashburger and are on track to achieve our 2025 target • 100% certified in markets that require antibiotic usage certification[3] • 100% of our chicken suppliers practice responsible antibiotic use	• We will source 100% cage free eggs in the US by 2025, and aim for 100% cage free eggs globally by 2035 • We will leverage on the JFC Poultry Supplier Council and our membership in the IPWA / US RSPE to deepen our understanding of poultry & eggs sustainability and set meaningful targets and programs on animal welfare and antibiotic use, that go beyond regulatory compliance IPWA US-RSPE • We will baseline GHG emissions of our poultry supply chain	Animal Welfare, Antibiotics, GHG
Palm Oil	• 96% of the palm oil we use globally comes from RSPO-certified companies[4]	• 100% of our palm oil sourced from Roundtable for Sustainable Palm Oil (RSPO) member companies by 2025. RSPO Roundtable on Sustainable Palm Oil • 100% RSPO-certified palm oil by 2035 • We respect the rights and livelihoods of communities and workers residing in palm oil-producing regions and aim to contribute positively to the social fabric and economic well-being of these regions	Deforestation
Beef	• 100% of our directly sourced beef1 from lead global beef1 suppliers for our JFC stores are compliant with local policies and regulations on animal welfare and responsible antibiotics use	• We will leverage on the JFC Beef Supplier Council and our membership in the Global Roundtable for Sustainable Beef (GRSB) to enhance our understanding of beef sustainability and to set meaningful targets and programs on animal welfare and antibiotic use, that go beyond regulatory compliance. GLOBAL ROUNDTABLE FOR SUSTAINABLE BEEF • We will baseline GHG emissions of our beef supply chain	Animal Welfare, Antibiotics, GHG
Packaging	• Philippine consumer-facing packaging accounts for 70-80% of our global spend. 72% is fiber (67% virgin, 27% recycled, 6% mixed). 28% is resin • We are fully compliant with the Extended Producer Responsibility (EPR) law in the Philippines and continue to work with our partner suppliers on plastic packaging reduction initiatives • Many of our restaurants have adopted “Project Wash” since its inception in 2008, which is a shift to reusable wares for dine-in as a replacement to single-use packaging. This initiative has significantly reduced single-use packaging waste, and we persist in this effort, continuing to implement and expand it up to today	• Source 100% of consumer-facing packaging, both fiber and plastic, from renewable, recycled, or certified sources by 2035 • Explore initiatives that will provide guests with recycling opportunities in markets with advance infrastructures • Reduce problematic or unnecessary plastic - those which are difficult to recycle or compost due to their format, composition, or size • Fully eliminate the use of expanded polystyrene (EPS) foam packaging by 2025	Deforestation

Category	Status	Commitment	Areas of Focus
Dairy	100% of the source of our dairy ingredients of our cheese and softserve in the PH are compliant with the animal-welfare act[5]	• Expand scope to IO and CBTL by Q1 2024 • We will leverage on the JFC Beef Supplier Council and our membership in the Global Roundtable for Sustainable Beef (GRSB) to deepen our understanding of beef sustainability and set meaningful targets and programs on animal welfare and antibiotic use, surpassing regulatory compliance • We will baseline GHG emissions of our dairy supply chain	Animal Welfare, Antibiotics, GHG
Coffee	Baseline coffee sourcing	• We will continue to partner with suppliers who are dedicated to upholding sustainable and deforestation-free practices, and collaborate with various stakeholders to strengthen our coffee-bean sourcing goals • We will assess and enhance our strategies and practices to consistently uphold our commitment to a child labor-free coffee supply chain • Collaborate with farmers and other stakeholders to explore opportunities towards regenerative farming	Deforestation, GHG

[1]***Beef Scope***. *Markets where JFC is buying beef raw material for own commissary use — PH, CN, VN, and Smashburger — North America. These account for 86% of total global beef spend*
[2]***Poultry Baselining Scope***. *only includes Active Suppliers in 2023 and Direct Purchase of Raw Chicken, Processed Chicken as Raw Material (further processed in the commissary), and Marinated Chicken Products (Cut-Ups, Fillets, Tenders). Data includes JB, MI, CK, GW, SB, CBTL (MY&SG), HZY, (CN), THW (CN), and YHK (CN). This covers 98% of total Global poultry spend*
[2]*Markets with broiler cage-free regulations include the US, CA and, EU*
[3]*Markets that require Antibiotics-Usage Certification include the PH, US, CA, and EU*
[4]***Palm Oil Scope***. *Includes PH and all IO markets that use Palm Oil in their operations. IO markets include VN, SG, BN, MAL, HK & MACAO, KSA, KW, QA, BA, OM, and UAE. Remaining 4% supplied by distributors to PH, HK/Macau, and Brunei*
[5]***Dairy Scope***. *Includes only suppliers that account for the top 80% of PH spend on Dairy. Equivalent spend on dairy ingredients in Cheese, Milk & Butter, and Softserve is about 68%.*

86%

OF EGGS IN NORTH AMERICA JOLLIBEE, RED RIBBON AND CHOWKING ARE CAGE-FREE AS OF END 2023

Areas of Focus: Animal Welfare, Antibiotics, GHG, Deforestation

At JFC, we are committed to continuously improving animal welfare practices throughout our supply chain. We implemented several commitments and initiatives to ensure the responsible treatment and well-being of animals.

Several of our brands, including Jollibee, Red Ribbon, Smashburger, and CBTL, fully comply with cage-free requirements in regions where relevant legislation is in place. **We have set ambitious goals to transition to 100% cage-free eggs in the U.S. by 2025 and aim globally by 2035.** Jollibee, Red Ribbon, and Chowking in North America already began their transition to cage-free eggs, and are on track to achieve 100% cage-free by the first quarter of 2024. We continue to work on Coffee Bean and Tea Leaf and Smashburger and are on track to achieve our 2025 target. While we recognize the challenges in Asia due to limited infrastructure for cage-free egg production, we are actively exploring solutions to overcome these obstacles and ensure the animal welfare in our supply chain.

All of our beef and poultry suppliers comply with animal welfare requirements at source country. In the U.S., we adhere to California Prop 12, which mandates responsible animal raising and establishes guidelines for good housing and health conditions for farm animals.

JFC conducted baselining exercises to ensure our suppliers possess the necessary animal welfare certifications from their respective countries. For our poultry and egg supplies sourced from the Philippines, we require adherence to Good Animal Husbandry Practices (GAHP). Additionally, two supplier councils were established, one for beef and another for poultry, to further reinforce our commitment to responsible animal raising.

In alignment with our dedication to reducing the use of antibiotics, we ensure compliance with relevant certifications in countries where regulations exist. In countries without specific regulations, we follow industry practices. We will prioritize responsible antibiotic use as a distinct topic within the JFC supplier councils. To stay informed about best practices, we will leverage our membership in the Global Roundtable for Sustainable Beef (GRSB) and International Poultry Welfare Alliance (IPWA)/US Roundtable for Sustainable Poultry & Eggs (USRSPE).

When it comes to the environment, we are dedicated to assessing our greenhouse gas emissions across key categories in our supply chain. This crucial baseline measurement is the first step in our comprehensive strategy. Alongside this, we are equally committed to addressing deforestation through our sustainable palm oil sourcing and packaging goals. Our aim is to establish a baseline for our greenhouse gas (GHG) emissions to further enhance our understanding, while also ensuring our procurement practices do not contribute to deforestation.

Sustainable Supply Chain

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

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

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

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

Farmer Entrepreneurship Program (FEP):

The Farmer Entrepreneurship Program (FEP) is a joint initiative by the Jollibee Group Foundation and Jollibee Foods Corporation that focuses on direct sourcing of food raw materials from small-holder farmers in the Philippines. The program not only ensures a reliable supply chain but also provides training to enhance skills of farmers and compliance with standards such as the Philippines Good Agricultural Practices. Through FEP, over a thousand smallholder farmers were empowered to deliver their produce directly to Jollibee Group, fostering entrepreneurship and sustainable practices in local farming communities.

OVER

1,000

SMALLHOLDER FARMERS HAVE DELIVERED THEIR PRODUCE DIRECTLY TO THE JOLLIBEE GROUP





Nutrition & Transparency

Our commitment to a sustainable future encompasses the delicate balance between exceptional taste and nutrition. To ensure the joy of eating for present and future generations, we aim to enhance the nutritional content of our products, limit the use of artificial ingredients, and provide accurate information and responsible marketing practices to our customers.

Nutrition Content

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

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

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

NUTRITION GOALS

To provide customers with a variety of options, by ensuring that our **brands offer meal choices** that are satiating, and **in line with JFC's Global Nutritional Criteria**, and the World Health Organization's dietary guidelines, starting with the Jollibee brand's Key markets.

CALORIES / PORTION SIZE

Identify at least 5 meal options that are 750 calories or less in key Jollibee Markets.

SODIUM

Reduce Sodium by 10% in best sellers and sides by 2027.

SUGAR

For the beverage category, we aim to remove at least 20% Sugar by 2025 by offering more sugar free beverage options.

FAT

We are working to reduce the presence of animal-based fat by 10% with plant-based fat in our manufacturing processes by 2027.

We are committed to the reduction of fat by 10% by 2027 for burgers and spaghetti.

PLANT BASED PRODUCTS

We will partner with market leaders in Plant Based Protein to develop a Plant Based options in selected key markets, concurrent with our other global brands already offering Plant Based products.

KIDS MEALS

We aim to work towards making **50% or more of Kids Meals Bundle Offerings, meet WHO Meal Nutrition Criteria** (kids 13 yrs and under)

<600 Calories
<650 mg of Sodium
<52 gm of total Sugar
<69 gm of Fat

** Included in scope, Jollibee Philippines, North America, UK, and United Arab Emirates*

Artificial Ingredients

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

ARTIFICIAL INGREDIENTS GOALS

We strive to continue improving the nutritional profile of our food by removing **Partially Hydrogenated Oils (PHOs), and Trans-fat** from our main menu products, as well as **reducing artificial flavors, added colors from artificial sources and artificial preservatives** where possible, in our main menu items, starting with the Jollibee brand's key markets.

KIDS MEALS

By end 2025, we will **remove artificial flavors and artificial preservatives, as well as reduce added colors from artificial sources**, from our kids meals.

Today, all Jollibee products worldwide are free of Trans-fat and Partially Hydrogenated Oils (PHOs). We are continually working on reducing artificial flavors and colors from artificial sources. And we are working towards expanding our scope across our brands globally.

**Included in scope, Jollibee Philippines, North America, UK, and United Arab Emirates*

Access to Allergen and Nutritional Content Information

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

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

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

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

In regions such as North America and Europe, our brands comply with the legal requirements for declaring allergen content. In North America, the nutritional information and calorie counts for all our brands are readily available in the restaurants and accessible through the brand websites. Across all our brands in China, all pre-packaged foods used across our brands display nutrition labels.







Responsible Marketing

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

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

Jollibee
Responsible Marketing Policy

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

Research and Development



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

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

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

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

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

- Suppliers: Assessing materials availability and capability of suppliers
- Commissary: Evaluating capability of manufacturing/commissary to make the food product consistently
- Stores: Identifying procedures or restaurant systems that requires development to improve or optimize kitchen procedures and equipment
- Customers: Evaluating consumer acceptability through in-store surveys and presenting the results to R&D for insights

In response to stakeholder feedback, our R&D departments formulate strategic initiatives and action plans that effectively address their concerns. We continuously strengthen our research and development team through regular talent reviews and providing learning opportunities, including training in food science, food engineering, and business competency.

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

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

OUR FOOD GOALS

PILLAR	FOCUS AREAS	JOLLIBEE GROUP	
		GOALS	STATUS
FOOD We Serve Food People Trust	Food Safety	Continue to serve great tasting and safe foods through rigorous audits and certifications yearly across all our stores, commissaries, and logistics	100% of stores* and 100% of commissaries and logistics worldwide undergo various internal and/or third-party assessments yearly. *Scope: Covered in the scope are 12/18 brands for stores, 16/16 manufacturing plants, and 1/5 Logistics Centers* **Stores exclude new stores that opened in 2023 beyond the cut-off date of QM's formal audit, and will be included in the following years audit coverage. Nonetheless, new stores opened after the formal audit cut-off date are still audited by Area Managers following the standard audit system and tools, and are required to do FSC audit for their stores at least once a quarter.*
		Ensure food safety systems are in place starting from the source of our ingredients thru audits and certification across all our vendors	100% of our global vendors worldwide undergo an internal audit at least once a year, and 88% have undergone a third-party certification.
	Food Quality	Responsibly source key ingredients from suppliers	In 2023, we created and deployed a responsible sourcing program for key categories: Poultry, Beef, Packaging (Fiber, Resin), Palm Oil, Coffee, and Dairy; with the areas of focus on Animal Welfare, Antibiotics, GHG, and Deforestation.
		Ensure customer satisfaction with the overall restaurant experience, including food quality and service	We achieved a global average Net Promoter Score of 85%, with all our brands individually exceeding the global industry benchmark of 50. *Scope: Covered in the scope are 12/18 brands*
	Nutrition & Transparency	Provide customers with a variety of options, by ensuring that our brands offer meal choices that are in line with JFC's Global Nutritional Criteria, and the World Health Organization's dietary guidelines, starting with JFC Key Markets.	As part of our internal review, we have identified 5 new meals that have a calorie count of 750 or less, which we will begin to offer in key Jollibee Group's Markets in Q1 2024. We are in the process of expanding our scope across our brands globally. *Scope: Jollibee brand key markets, Philippines, United States, UK, UAE* In 2022, Jollibee Singapore launched a zero-beef burger and won the Vegan Great Taste Award from People for the Ethical Treatment of Animals (PETA). Smashburger offered jackfruit-based veggie burger in partnership with Jack & Annie's at locations in New York, New Jersey and Colorado. Looking ahead, we have initiated collaborations with various partners to create great-tasting plant-based foods tailored for the different Jollibee markets and aim to pilot these within 2024.
		Remove artificial flavors, added colors from artificial sources, Partially Hydrogenated Oils (PHOs), and Transfat from our main menu products, as well as reduce artificial preservatives where possible, starting with JFC Key Markets.	Today, all Jollibee products worldwide are free of Trans-fat and PHOs. We are working towards expanding our scope across our brands globally. As of early Q2 2024 we will phase out the use of artificial colorant in all of our pie crust for all of our fried pies across all Jollibee markets. As of Q1 we will remove all colorant from our breading in our supreme chicken sandwich in the Philippines and by Q3 2024 across APAC and EMEA. We have a pathway for the removal of artificial flavors and colorants from our gravies across all Jollibee Markets by 2025.
		Provide consumers access to information on allergen and nutritional content	The allergen information and nutritional information for all our brands in the US are accessible through their websites or stores. In the Philippines, all allergen information for key brands is available through their websites or stores. *Scope: United States - 6/6 brands, Philippines - 7/11 brands*
		Accelerate our Commitment to Responsible Marketing of Products	The Jollibee brand's Responsible Marketing policy has been cascaded across all global regions, reaching every marketing team. We do not advertise Jollibee products in any measured media channel where 30% or more of the media audience is under 13 years old. Placements for Jollibee advertising materials exclude child-directed programs on TV and digital platforms (Meta, TikTok, YouTube, Programmatic Advertising Platforms). *The scope will be expanded to include other Jollibee group brands in succeeding years.* *Access the policy here: https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2023/09/Jollibee-Responsible-Marketing-Policy.pdf*

People

We Help Make People's Lives Better

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

Click the icon to watch a video about our Farmer Entrepreneurship Program!



Employee Welfare

We recognize talent management as a crucial component of our organizational success at Jollibee Group. **We strongly believe that all individuals should be provided with equal employment opportunities based on merit and ability. We are a global company that believes equity and inclusion are essential factors for long-term success.** We strive to foster a zero-discrimination work environment by providing objective and fair hiring practices, encouraging an inclusive culture, and providing comprehensive learning and development opportunities. The combination of talent management and diversity and inclusion strategies fuels innovation and propels our sustained success in today's dynamic business environment.



Learning and Development

We are committed to investing time and resources to establish a robust employee training and development program, as we acknowledge the importance of ongoing skills development. The program is designed to enable our employees to reach their career milestones and goals. As part of our commitment to internal advancement and development, we work to enhance our employees' skill sets. Additionally, we provide apprenticeship opportunities to cultivate our talent pool and nurture their potential. We aim to help our employees grow and advance by providing comprehensive training and skill-building opportunities.

In 2023, we provided an average of **25.6 training hours per employee globally.**

Moreover, **100% our employees follow an Individual Development Plan** in the Philippines and North America, where each employee goes through development intervention through Exposure, Experience, Environment, or Education.

Jollibee Group's Talent Philosophy

Jollibee Group's Talent Philosophy focuses on five main areas:

- We believe that all of our talents are important and that each talent contributes differently to JFC
- All of our talents are expected to deliver sustained high performance for the Group's continued success
- We provide differentiated development opportunities for everyone to support their current needs and prepare them for their future roles
- HR and Line Managers partner with our employees to ensure the achievement of talent outcomes
- We support our talents' careers through regular and transparent communication



Learning and Development Programs

- **Inspire Joy** — JFC Leadership Brand: The JFC Leadership Brand establishes the mindset and set of behaviors essential in building leaders who leads and builds teams and brands that inspire joy.
- **Boris Groysberg Leadership Series:** Named after Professor Boris Groysberg, a renowned Harvard professor and long-time consultant of JFC, this is a quarterly gathering of our Senior Leaders from all markets, brands, and business units facilitated by Professor Boris himself. JFC's Senior Leaders gather virtually or in-person to learn from various cases across industries or discuss current and upcoming issues, trends, or events that can impact the business. It is also a time to share wins or learnings from their own experience and an opportunity to create collaborations that may be beneficial not only for their respective brands but for the entire JFC.
- **Leadership Top 50:** A specialized weekly training and learning session designed for the top 50 talents in China.
- **Emerging Leaders program:** A program conducted in Vietnam to develop key talents within JFC.
- **Fast-tracked Development Program:** The fast-tracked development program called Accelerate is designed to advance the development of high-potential and high-performing talents in the Philippines. It enables key talents to develop and demonstrate priority leadership competencies two levels higher than their current roles.
- **CORE Development Program:** Builds operations readiness of Philippine Restaurant Managers through the identification of organizational capability priorities.
- **JFC China Debate Competition:** An interactive and fun competition that provides young talents in China with an opportunity to showcase their skills.
- **Mainstream Leadership and Technical Training Programs:** JFC provides leadership and technical skills competency training for employees in the Philippines.
- **Road to King:** We have developed an online platform and mobile application, called Road to King, to make training and development planning more accessible and convenient. This app was successfully utilized by 100% of team leaders in China, management trainees, supervisors, associate managers, and senior associate managers to complete their customized career development paths.
- **Area Manager Development Program:** Achieved 100% completion rate for the development and growth of Area Managers in Vietnam.
- **Crew Certifications:** In the UK, 100% of the crew received certification in their mother station, and at least 50% were cross-trained in another station. In Spain, we achieved 100% certification of all crew members in the mother station.
- **Individual Development Plan (IDP):** All employees in the Philippines and North America are involved in an IDP that includes development interventions in Exposure, Experience, Environment, and Education (4Es).



Employee Engagement

Motivation and engagement are foundational to our mission of delivering the joy of eating to everyone. **To achieve this, we recognize the importance of fostering an optimal and joyful work environment, where our team members feel inspired and empowered to perform at their best.** Integral to this commitment are our efforts in measuring employee engagement and implementing targeted activities to address the findings, ensuring proper compensation and comprehensive benefits, maintaining rigorous standards in occupational health and safety, and upholding the rights to freedom of association and collective bargaining. These core elements are not just pivotal to employee engagement; they are essential in nurturing a culture where every individual feels valued, secure, and motivated to contribute to our collective success.

Employee Engagement Activities

We strive to foster a positive and vibrant work environment by actively engaging our employees. Various initiatives were implemented in 2023 to motivate and connect employees to our mission and ensure they feel valued.

To measure and enhance high levels of employee engagement, we utilize Gallup's Q12 Employee Engagement framework, along with a range of other tailored surveys. These tools help us gauge engagement levels across diverse markets with precision. Utilizing the insights gathered from these surveys, we craft and execute a strategic action plan aimed at enriching the employee experience. This approach allows us to respond effectively to the specific needs and expectations of our workforce, fostering a more motivated and committed organizational environment.

Receiving Gallup Exceptional Workplace Award for the Second Time in 2023

We received the Gallup Exceptional Workplace Awards for the second time in 2023. This recognition is given to organizations that prioritize employee engagement and create a strong workplace culture. The Jollibee Group was the first Philippine-based company to receive this award in 2020. Our Human Resources team focused on strengthening employee engagement through various initiatives such as leadership development programs, upskilling and reskilling opportunities, and an On-the-Spot Recognition Program.

According to global analytics and advice firm Gallup, the winners of this award put their people's engagement at the heart of their business strategy and create a workplace culture to match. **Awardees like JFC have at least 72 percent of their employees engaged with their organization, that is, committed to their work and connected to their workplace which is far greater than the worldwide average of engaged employees at only 21 percent.**

This recognition is given to organizations that **prioritize employee engagement and create a strong workplace culture.**





JFC's Celebration of its 45th Anniversary

In 2023, Jollibee Group celebrated its 45th anniversary through a series of programs aimed to celebrate this special milestone with employees across all brands and geographic locations to make them feel valued for their hard work and contribution while reinforcing the culture, values, and behavior that will help sustain our success in the next 45 years and beyond. **One of the notable activities was the launch of JFC's first-ever Wellness Challenge that was comprised of a virtual step challenge, which planted a mangrove propagule for every participation, and a fun run where all proceeds went to Jollibee Group Foundation's Agri-Youth Scholars.** Additionally, business partners such as franchisees, suppliers, investors, and analysts were also recognized for their trust.

Jollibee is Among the Best Places to Work in Vietnam 2023

Jollibee Vietnam was honored with three distinctions in the Best Places to Work in Vietnam Awards 2023—Medium Enterprises category. **Among the 752 companies assessed, we achieved notable rankings, including 4th place in the Tourism/ Hospitality industry, recognition as one of the Top 15 Representative Companies with Happy Workforces, and a position at 63rd in the Top 100 Best Places to Work in Vietnam.** We will continue to strive towards becoming a leading player in the quick-service restaurant industry in Vietnam while prioritizing the growth and well-being of its team members.



Time Magazines Best Companies of 2023

In 2023, Jollibee Group emerged as one of the top global companies, securing its position as one of the world's best according to a joint assessment by TIME and Statista. This collaborative effort employed a comprehensive statistical ranking system that took into account various criteria. Factors considered included revenue growth, feedback from employee satisfaction surveys, and an analysis of environmental, social, and corporate governance data. Notably, we demonstrated an unwavering commitment to sustainability and social governance principles.





Forbes' World's Best Employers from 2020 to 2022

Jollibee Group was named among the World's Best Employers by Forbes for three years in a row. We were ranked 106th on the list, making it the highest-ranking restaurant company and the highest-ranking Philippine-based company. The award was based on employees' willingness to recommend their employer and their satisfaction with their employer's COVID-19 responses, economic footprint, talent development, gender equality, and social responsibility activities. Our recognition reflects the commitment to employee care and its status as a world-class employer. Our People Agenda also focuses on employee development and well-being, and it has implemented into a hybrid work model.



Smashburger Receives Two US Regional Awards from Top Workplaces in 2023

In 2023, Smashburger was awarded two US Regional Awards from Top Workplaces, a leading US employer recognition program celebrating people-first cultures and workplace excellence. The first award, Denver Top Workplace had over 150 companies participate from the Denver metro area. Smashburger was recognized #25 in the category of companies with over 500 employees. The second award recognized Smashburger as #68 of the 200 participating companies in the Houston metro area. In this distinction, Smashburger was also awarded a culture badge "Clued In Employees". Culture badges highlight the company's strongest culture drivers and are earned when the company's survey statement is in the top 25% of organizations in their benchmark.

Global Finalist at 2023 Gartner Marketing and Communications Awards

Jollibee Group's "Back with Joy" campaign, which aimed to create a safe and collaborative environment for employees during the return to the office, was named a finalist at the Gartner Marketing and Communications Awards. We were the only Philippine-based company in this category. The campaign focused on health and well-being, enhanced collaboration, and social connection, providing teams and managers with tools and frameworks to succeed in the hybrid work model. The recognition reflects Jollibee Group's commitment to its employees and its goal of fostering a supportive work environment.



Compensation and Benefits

Jollibee Group recognizes the importance of fair compensation and benefits in fostering job satisfaction, which is why we offer a competitive total compensation and benefits package. We regularly evaluate and update our salary structure to reflect market practices and mandatory wage guidelines. Our benefit structure is benchmarked against industry standards, and adjustments are made to ensure we remain competitive. We strive to create a positive work environment by prioritizing competitive compensation and benefits.

As part of the compensation framework at Jollibee Group, employees are compensated based on their performance, including variable pay like bonuses, employee share options, and sales incentives for select employees. Individuals who consistently exceed expectations and contribute significantly to the organization's success are recognized and motivated through this system. Besides providing retirement benefits, we contribute statutory amounts to social security.

At Jollibee Group, we benchmark our compensation practices against market data to ensure competitiveness. Considering industry and geographical benchmarks, regular market surveys and analyses help determine appropriate salary ranges and incentives. High-performing employees are rewarded and compensated competitively at the company in order to attract and retain top talent. Sign-on bonuses are offered to selected candidates in order to attract them to us and compensate them for any variable bonuses forfeited from their previous employment. Bonuses are reviewed centrally and may be clawed back after a period of lock-in. Referrals of successful candidates are also incentivized by Jollibee Group's employee referral program. Employees who voluntarily leave JFC may receive exit payments, which may include cash equivalents of unused vacation and sick leave, as well as vested retirement benefits. The retirement benefits provided by Jollibee Group go beyond the statutory requirements. Whenever misconduct or actions undermine sustainability efforts, we implement clawback provisions for long-term incentive-based compensation. A clawback provision is included in sign-on bonuses if employees leave voluntarily.

Jollibee Group believes that the compensation system goes beyond monetary compensation. Compensation packages that are competitive and equitable motivate employees, attract top talent, and ensure business sustainability. In this cost-effective approach, financial stability is balanced with meaningful rewards that encourage performance, support long-term goals, and contribute to overall business success. We reward employees who demonstrate responsible business conduct. Performance evaluations, merit increases, and long-term incentives based on performance evaluations are all affected by the functional areas of different departments.

Occupational Health and Safety

Ensuring the health and safety of our people is a top priority for us. We take comprehensive measures to prevent work-related health issues by strictly implementing Occupational Health and Safety (OHS) protocols across our organization, including both direct employees and those in our supply chain. Regular safety audits are conducted globally to identify potential hazards and assess risks through a Hazard Identification, Risk Assessment, and Control framework. We have identified various work-related hazards, such as slips, trips, falls, falling objects, contact with high-temperature equipment, manual lifting of heavy objects, and electrical hazards.

We prioritize safety as a precautionary measure to ensure and maintain an environment that is free from risks to the health, lives, and properties of our customers, employees, and JFC. To achieve a goal of zero critical incidents, we implemented a comprehensive safety and security manual. We have implemented rigorous safety and security standards throughout our facilities, including buildings, grounds, and the surrounding environment. These standards cover various areas such as cleaning practices, fire safety, electrical safety, and handling bomb threats. Additionally, we take proactive measures to prepare for emergencies such as prolonged power failures and water supply interruptions. This includes developing emergency response communication protocols and procedures, as well as establishing an emergency recovery system to aid in the aftermath of natural disasters or incidents like theft.

To mitigate and manage these risks, we adhere to safety standards and regulations in our stores, manufacturing facilities, and logistics operations. We provide access to occupational health services, including annual physical examinations and health check-ups, to ensure the well-being of our employees. During paid working hours, we also prioritize OHS-related training, including Basic Occupational Safety and Health Training for Safety Officers, OSH seminars, electrical safety programs, first aid training, safety protocol refreshers, wellness seminars, ISO 45001 awareness training, risk assessment training, fire brigade training, and fire safety awareness training.

By prioritizing health and safety through comprehensive protocols and initiatives, we strive to create a secure and supportive work environment for our employees throughout these challenging times.

In Vietnam, we are committed to supporting our employees and ensuring their well-being despite the challenges in Vietnam's economy. Safety measures are prioritized through audits, instructions, and labor protection equipment. Health and wellness initiatives are in place, including regular health check-ups and access to medicine cabinets. We follow ISO 22000 procedures and conduct internal audits to maintain compliance. Preventative measures are taken for work-related injuries and diseases. Training programs are available for leadership and store operations. We also focus on traffic accident prevention and promote safe commuting practices for our employees.

Furthermore, we formed a health and safety committee to oversee the implementation of policies and programs related to a drug-free workplace, HIV/AIDS, Anti-Sexual Harassment, Hepatitis B, and Tuberculosis. This committee holds regular meetings and is responsible for fire and earthquake drills.

Freedom of Association and Collective Bargaining

At Jollibee Group, we uphold the rights of our employees to freely raise concerns, engage in collective bargaining, and respect their freedom of association. In Vietnam and China, 100% of our employees are covered by Collective Bargaining Agreements (CBAs), including those at Hong Zhuang Yuan, Tim Ho Wan, our main office in China, and Yonghe King. In the Philippines, CBAs cover 10% of our employees and address important aspects such as wages, working hours, and terms of employment. Employees covered by the collective bargaining agreement receive negotiated wage increases, leaves, medical benefits, uniforms, among others.

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

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



Diversity and Inclusion

Our commitment involves shaping and executing the Jollibee Group's comprehensive Diversity & Inclusion strategy. This includes formulating and implementing and enterprise-D&I vision and strategy, fostering a zero-discrimination environment, providing equal opportunities to individuals from diverse backgrounds, and providing employment opportunities to vulnerable sectors.

We have developed a Diversity and Inclusion (D&I) commitment to foster an inclusive environment so that our internal talent, external partners, and customers can freely choose and create joyful experiences founded in their creativity and distinctiveness. We embrace the diversity that each employee brings to JFC because of their distinct histories, experiences, and other distinctive qualities. By advancing these ideals of respect for one another, belonging, and empowerment, we encourage communication, collaboration, creativity, innovation, and the opportunity to be one's true and best self every day, today, and tomorrow. Because the joy of being in JFC and the thrill of eating have no boundaries.

Throughout the employee life cycle, we design inclusive experiences to ensure that every talent is chosen, onboarded, developed, and engaged with fairness, respect, and objectivity. We give everyone access to opportunities for growth so they can reach their full potential. In order to dismantle obstacles and enable special growth possibilities, we invite, embrace, celebrate, and nurture our true selves and our collective uniqueness. Our goal is to create people managers that sincerely care about each individual, listen intently, and commit to growing as leaders.

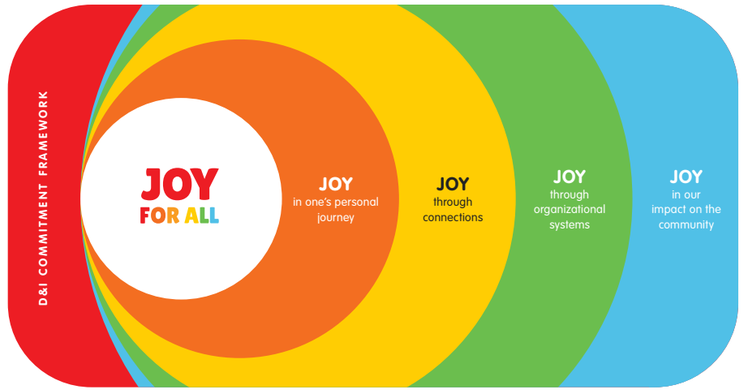
We are also always learning new techniques to get rid of prejudices and meet the requirements of different groups. We encourage an environment at work that fosters innovation, cooperation, trust, and a sense of belonging in order to advance the accomplishment of our corporate objectives. In order to promote happy experiences for everyone, we implement our inclusion principles in our interactions with customers, outside partners, and communities, reflecting the people we serve. We value the distinctions among the communities in which we operate and think that the world is a better place because of our D&I initiatives.



Our D&I Vision and Commitment, Joy For All

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

For more information on Joy For All, visit: *https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2024/02/Joy-for-All-JFCs-DI-Vision-and-Commitments.pdf*



JOY in one's personal journey

We create inclusive experiences throughout the employee life cycle, so that each talent is treated fairly, respectfully, and without bias when they are selected, onboarded, developed, and engaged.

We provide access to development opportunities that enable each person to fulfill their potential.

JOY through connections

We invite, embrace, celebrate, and nurture our authentic selves and collective differences to remove barriers and empower unique growth opportunities.

We are committed to developing people managers who listen and dedicate themselves to becoming better leaders and genuinely caring about each individual uniquely.

JOY through organizational systems

We constantly learn how to eliminate biases and address the needs of diverse groups. We do not tolerate prejudice and discrimination, and we safeguard each person's psychological safety.

We promote a workplace that cultivates belongingness, trust, collaboration, and innovation through which we drive the achievement of our organizational goals.

JOY in our impact on the community

We respect the differences across the communities where we are present, and believe that our D&I practices make a difference to the world.

We reflect the people that we serve, and apply our inclusion principles in our interactions with our consumers, external partners, and communities with the aim of championing joyful experiences for all.

INDIVIDUAL Unique individual experience and career in JFC

COLLECTIVE Relationships that harness collective differences

ORGANIZATION Systems and mechanisms that promote inclusion and psychological safety

SOCIETY Making a difference in the world through our D&I practices

JOY FOR ALL Focus Areas

Espousing **JOY FOR ALL** is particularly relevant as we increase participation in the global arena and embrace diversity on a wider scale. In this regard, our objectives for the next three years are related but not limited to the following primary areas:

GENDER DIVERSITY & INCLUSION

Promoting fair representation of different genders and having equal opportunities available that aren't limited by one's sex, gender identity, or sexual orientation

GENERATIONAL DIVERSITY & INCLUSION

Harnessing the power of a multigenerational workforce through the inclusion of individuals belonging to different age ranges and experiences

CULTURAL DIVERSITY & INCLUSION

Understanding and celebrating the collective programming of diverse peoples as obtained throughout the course of their lives



57%
WOMEN IN SENIOR MANAGEMENT AND

54%
OF TOTAL WORKFORCE GLOBALLY

Equal Opportunities

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

We are firmly dedicated to providing equal opportunities for all individuals and taking a strong stance against workplace discrimination. Our efforts are focused on eradicating any form of discrimination based on factors such as age, health status, disability, gender identity, race, class, ethnicity, and religion, among others.

In 2023, women make up 57% of senior management positions, and 54% of our total workforce globally.

We have also welcomed **45 new hires from senior citizen and persons with disabilities** into our customer relations department in the Philippines.

In 2021, we were one of only three Philippine companies who was part of **Forbes' World's Top Female-Friendly Companies.**

Development of Female Employees to Become Leaders in Their Field

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



Cynthia Castro's journey within JFC exemplifies female advancement. Starting as an accountant in 1987, she rose to become the Vice President and Finance Head. She was also a finalist in the WeQual Awards, which recognize female leaders in business.



Yoly Chua, a female leader in the Jollibee Group, excels as the Vice President and Head of Business Technology for the Philippines and EMEAA operations. She highlights qualities such as empathy, listening skills, and supportiveness as assets for effective leadership.

Castro and Chua represent a community of female leaders within the Jollibee Group who are instrumental in realizing our vision of becoming one of the top five restaurant companies globally.



Sole Filipina Finalist in WeQual Awards 2023: People Category

Filipina women leaders continue to make waves on the global stage, with Ruth Angeles, our Head of Global Organization, Leadership, and Culture and Head of Region Philippines HR being recognized as the only Filipina finalist in the People category at the prestigious WeQual Awards. This achievement further highlights the Jollibee Group's commitment to promoting gender parity and fostering an inclusive work environment where employees can thrive and succeed, regardless of gender.



In-House Lawyer of the Year for Southeast Asia

Valerie Feria Amante, our Chief Legal, Ethics, and Compliance Officer, was named the In-House Lawyer of the Year at the 19th Annual Asian Legal Business Southeast Asia Law Awards 2023. Amante is the only Filipino individual to receive the award this year. Leading a team of lawyers and paralegals across six countries, she has played a pivotal role in developing the legal, ethics, and compliance functions within the Jollibee Group.

Employment Opportunities

Talent Acquisition

We value our employees at Jollibee Group, and we are passionate about helping them develop their careers. This year, we established a talent acquisition function in Jollibee Vietnam, which specializes in attracting talent, recruiting, building resources, linking universities with strategic positions in development, and promoting opportunities at job fairs.

Our employees are vital to communicating information about our work culture and environment with customers. Hence, we coached our store members to become employer brand ambassadors. Our team members are encouraged to share their positive experiences at the Jollibee Group. Additionally, we implemented employee referral programs in some areas of our operation, recognizing the value of employee recommendations in attracting top talent. Employee advocacy programs and referral programs also help us to strengthen our employer brand and attract high-quality candidates.

Employment Opportunities for the Vulnerable Sector

We are committed to fostering an inclusive workplace by actively creating and modifying roles to accommodate the unique needs and talents of individuals from society's vulnerable sectors. This includes dedicated efforts to empower underprivileged youth, seniors, and persons with disabilities, ensuring that everyone has the opportunity to contribute meaningfully and thrive in our organization.

Through our Access, Curriculum, Employability (ACE) Scholarship Program, in partnership with technical-vocational skills training institutions, we provide mentorship to indigent out-of-school students. This program focuses on equipping them with the necessary skills in Quick Service Restaurant Operations (QSRO) and Agro-entrepreneurship, enabling them to gain employment and contribute to the workforce. Since 2016, we have supported more than 400 underprivileged youth in the Philippines through these scholarships, opening up livelihood opportunities so they can support their families.

400
UNDERPRIVILEGED YOUTH SUPPORTED SINCE 2016





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

We partnered with the Philippine Business for Education (PBEd) to participate in the United States Agency for International Development (USAID)-backed YouthWorks PH project as part of our Access, Curriculum, Employability (ACE) Scholarship Program. This endeavour is geared towards addressing youth unemployment in the Philippines through quality training and employment opportunities. Program design began in 2023, with plans to pilot and begin scaling up in 2024. This program provides technical skills training scholarships and on-the-job training on quick-service restaurant operations. Through the implementation of this training program, we aim to open up more employment opportunities for low-income youth in the Quick Service Restaurant Operations (QSRO) sector.

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

We revived our inclusive employment program in Manila, Philippines, in collaboration with the city's government with plans to hire 28 senior citizens and 17 persons with disabilities (PWD) as customer relations staff across various branches of Jollibee, Chowking, Greenwich, and Burger King in Manila. We are committed to supporting the Manila local government initiative and hope to establish similar partnerships with other local government units (LGUs) to improve lives and recruit reliable staff.

In addition, we signed an agreement with the local government of Muntinlupa, Philippines, offering temporary employment opportunities to qualified senior citizens and PWDs. By screening applicants and recommending qualified candidates for the company, the city's Public Employment Service Office will provide assistance in the hiring process. The Jollibee Group forged similar partnerships with the LGUs in Manila and Antipolo, all part of its inclusive employment initiative.

An agreement was also signed with the Antipolo City government in the Philippines to provide jobs for qualified senior citizens and PWDs in select Jollibee Group-owned restaurants. The participating brands include Jollibee, Chowking, Burger King, and Greenwich. Sensitivity workshops on disability awareness and inclusion are conducted among store teams to promote effective communication and collaboration with Senior Citizens and PWDs.





Zero Discrimination

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

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

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

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

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

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

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

At Jollibee Group, we are deeply contributed to inclusivity and ensuring equal opportunities for individuals from vulnerable sectors in our society. We actively work to create positions and adapt job functions that accommodate qualified members of our community, including underprivileged youth, elderly individuals, and persons with disabilities.

Training Programs Conducted to Promote Zero-Discrimination

- Unconscious Bias training for operations leaders
- Inclusive Leadership training
- Diversity and Inclusion training
- Inclusive language communications materials
- Unconscious Bias training for store leaders and recruiters
- Diversity Policy dissemination Onboarding
- Equal Opportunity Employer Questionnaire for Onboarding

Inclusive Workspace with Anti-Sexual Harassment Training

We partnered with the Philippine Business Coalition for Women Empowerment and the Employers Confederation of the Philippines to train over 10,000 store teams and employees on anti-sexual harassment in the workplace. The virtual learning series, titled "Creating Safe and Respectful Workplaces: A Webinar on Anti-Sexual Harassment and the Safe Spaces Act of 2019", took place from July to September 2023. The training covered Jollibee, Chowking, Mang Inasal, Greenwich, Red Ribbon, Burger King, Yoshinoya, Panda Express, and other subsidiaries of the Jollibee Group. The sessions aimed to educate employees on relevant policies and laws, including the Safe Spaces Act of 2019 (Republic Act No. 11313), to promote an inclusive and safe working environment.





OVER

10,000

STORE TEAMS AND EMPLOYEES TRAINED ON ANTI-SEXUAL HARASSMENT IN THE WORKPLACE

Farmers Livelihood



Farmer Entrepreneurship Program (FEP)

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

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

One specific project that highlighted this was when JGF partnered with PUM Netherlands Senior Experts, seed companies, and Jollibee Group's Research and Development team to identify suitable onion and bell pepper varieties that meet the company's requirements and are easier for farmers to produce. Jollibee Group's Procurement team set internal targets and prioritized volumes produced by FEP farmers.

They also provided guidance during the accreditation process. Recently, JGF collaborated with BanKo, the micro-finance arm of the Bank of the Philippine Islands, to launch an innovative financing program offering FEP farmers access to low-interest loans, which the farmers paid in full and on time on its due date. These initiatives demonstrate JGF's systemic approach, leveraging core strengths and fostering collaboration.

4,766
SMALLHOLDER FARMERS ENGAGED SINCE THE START OF THE PROGRAM IN 2008

FEP Impacts

	2022	2023
Number of small holder **farmer groups** delivering for the year	17	17
Number of small holder **farmers who delivered directly** to JFC for the year	700	1,037
Vegetables delivered in metric tons to JFC for the year	752	1,367

Total **sales generated for FEP Farmers**, in PHP cumulative since 2008 to 2023	PHP 518,000,000
Number of small holder **farmers engaged**[1], cumulative since the start of the program in 2008	4,766
Number of **smallholder farmers who have been trained,** since start of the course on **Agro-entrepreneurship for Inclusive Value Chains** in 2021	2,405

1. *Engaged is the total of farmers trained and farmers who have delivered; farmers trained under the Farmer Entrepreneurship Program (FEP) and those trained by graduates of JGF's Agro-entrepreneurship for Inclusive Value Chains course, and the farmers delivered are part of the Farmer Entrepreneurship Program delivering directly to the Jollibee Group*

Elevate Lives and Livelihoods of Smallholder Farmers

As a result of the initial partnership with the Department of Agriculture (DA) in 2022, DA approached JGF in 2023 to expand the collaboration to enable their offices nationwide to integrate the FEP approach in their work. This is part of DA's implementation of the Philippine Rural Development Program (PRDP) Scale Up funded by DA and the World Bank. **JGF and DA signed a Memorandum of Agreement to train 200 DA personnel over the next three years, with the first training conducted in 2023.**

JGF also signed a Memorandum of Understanding with the Department of Science and Technology - Philippine Council for Agriculture, Aquatic, and Natural Resources Research and Development (PCAARRD) to enhance their efforts in developing the entrepreneurial capacity of smallholder producers and connecting them to agriculture value chains. The partnership aims to promote sustainable agricultural practices, technology transfer, and access to knowledge and tools to improve productivity. It also focuses on improving research and development activities for science and technology-based solutions in agri-aqua enterprises.



Cultivating Hard Work and Resilience for Children's Future

The KALASAG Multipurpose Cooperative, consisting of more than 60 farmers in San Jose City, Nueva Ecija, Philippines, aims to provide a better life for their families by ensuring food supply and overcoming financial challenges, climate crisis, and rising costs. KALASAG was the first cooperative to join JGF's FEP, which empowers farmers by enhancing their technical and business skills and connecting them with institutional buyers. Since 2009, KALASAG farmers have been supplying onions to Jollibee Group's commissary, and they plan to expand to include other vegetables in the future. **Farmers like Apollo Lazaro, a founding member, work diligently to overcome challenges for the sake of their families. Lazaro's persistence has allowed him to send his children to school, and his eldest is now a licensed teacher who bought his own farm and employed other farmers.** The cooperative serves as a source of pride and joy for these farmers, who hope to inspire their children to work hard and achieve their goals.





Providing Farmers Access to Micro-Financing

JGF and BanKo, the micro-finance arm of the Bank of the Philippine Islands, partnered together to launch a financing program for smallholder farmers. **The purpose of the program is to provide low-interest loans to farmers participating in FEP.** The partnership with BanKo addresses the challenges farmers face in accessing formal financing institutions and aims to overcome barriers to agricultural financing. The pilot phase of the program covers onion farmer cooperatives in San Jose City, Nueva Ecija, and Alcala, Pangasinan. **The pilot saw a 100% success rate in loan repayment by the FEP farmers.** This low-interest loan offerings will help farmers cover recurring business costs and expand their agricultural activities.

100%

SUCCESS RATE IN LOAN REPAYMENT BY THE FEP FARMERS



Expanding to Onion Farmers from Ilocos, Tarlac and Nueva Ecija

Three new farmer groups from Ilocos, Tarlac, and Nueva Ecija in the Philippines have successfully delivered white onions to Jollibee Group for the first time, after completing the Agro-Enterprise Training. We help farmers to become more competitive in the agricultural market and equip them with knowledge on marketing, modern farming techniques, financing, and crop insurance. The three farmer groups are part of the nine groups that supplied white onions to Jollibee Group brands from the 2022 to 2023 Onion Season.



Extending Support to Farmers Affected by Typhoons

In the 2022 World Risk Index report, the Philippines was identified as the top country most at risk in its susceptibility to natural disasters and its vulnerability to the impacts and consequences of extreme natural events. **We established the Farmer Livelihood Recovery Program (FLRP) as part of the FEP to aid affected smallholder farmers. FLRP provides seedlings and fertilizers to replace crops damaged by typhoons, while FEP offers training in farm management and agro-enterprise. The program aims to help farmers recover by focusing on specific crops in demand by corporate buyers.** FLRP continues to play a crucial role in assisting farmers in recovering from Typhoon Odette, which was one of the costliest typhoons in the country. It has provided vital support to farmers, aiding them in rebuilding their livelihoods, and accessing markets for their products. We also extended assistance to farmers severely affected by Typhoon Paeng in Laguna and Rizal.



Assisting Local Onion Farmers to Meet Market Demand

Since 2008, FEP has been working to improve the livelihoods of smallholder onion farmers. Under the FEP, farmers are organized into clusters and provided with training in business and leadership skills. They learn how to compute costs and price their goods to ensure profitability. **The farmers act as entrepreneurs, negotiating and agreeing on volume, quality**, price, and delivery schedules with Jollibee Group. JGF also supports the farmers by providing access to agricultural technology to enhance productivity and produce quality. We also partner with trucking companies, local banks, and microfinance institutions to enable affordable delivery, access to loans, and crop insurance for the farmers. We collaborated with the Department of Agriculture to ensure the farmers receive guidance on soil health, compliance with agricultural practices, and other aspects of sustainable farming.

Woman Farmer Leader Sparks Hope in Agriculture

Bernadeth Carandang, a farmer leader at the Magallanes-Samahang Magsasaka ng Kay-apas at Medina Agriculture Cooperative (MAG-SAMAKAME) in Cavite, Philippines, has been at the helm in uplifting her farming community through our Farmer Entrepreneurship Program. Since 2022, MAG-SAMAKAME has been delivering tomatoes to the Jollibee Group, providing a steady source of income for the farmers. Carandang, as a cooperative leader, finds her greatest strength is patience, which she uses not only in tending to her crops, but also in encouraging farmer members to join the cluster that supplies to Jollibee.

By teaching them how to think and act like entrepreneurs, Bernadeth now sees her fellow farmers thinking of how to grow their business further by planting other crops. She also inculcates young farmers in her community the value of seeing farming as a business.

> “They said that farmers should be males. **Now, we’re seeing that more women are becoming farmers.”**



Community Support



FoodAID

Jollibee Group FoodAID is a program in the Philippines that brings together the efforts of the Jollibee Group to provide relief and aid during times of disaster. Since 2013, this program has been actively responding to calls for help and ensuring that communities affected by disasters have immediate access to food. By utilizing our expertise in producing and distributing food items that are easy to prepare and store, the program has been able to support communities in provinces and regions that have been hit by calamities, including the most recent COVID-19 pandemic. Since the start of the pandemic in 2020 up to 2023, in collaboration with franchisees and various partners, we have distributed more than 12.82 million meals and other food products to communities in need and frontline workers.

In addition, JGF operated the Busog, Lusog, Talino (BLT) School Feeding Program, which provided meals to undernourished school children. During the pandemic, the program expanded to serve communities in Roxas City, providing meals to frontliners, evacuees, and stranded passengers during lockdowns and typhoons. The BLT Kitchen, originally intended for schools, adapted to community needs and continues to deliver meals to day care centers, crisis centers, and families affected by fires.

3.12 mn
MEALS DONATED IN 2023

12.82 mn
TOTAL MEALS DONATED
FROM 2020 TO 2023



Access, Curriculum, Employability (ACE) Scholarship Program

JGF has implemented the ACE Scholarship Program since 2005 to empower underprivileged Filipino youth. In recent years, JGF focused on strengthening the curriculum aspect by establishing Agro-Enterprise Resource Centers (AERCs) to support agricultural initiatives. These collaborations with ACE partners involve curriculum development and scholarships, aiming to foster interest in agro-entrepreneurship among the youth. The AERCs offer the Agro-entrepreneurship National Certificate II course, accredited by the Technical Education and Skills Development Authority (TESDA). Currently, there are five AERCs located in different regions of the Philippines. Additionally, JGF supports the training of young women through its partnership with Anihan Technical School for the Quick Service Restaurant Operations (QSRO) program, which provides relevant training for the food service industry.

Scholars like June Batao-ey, was able to apply his learnings, and hopes to realize his dream of properly producing products in compliance to the demands of JFC. He wants to be a model for all farmers, especially young people who aspire to farm, and to further develop business-minded farmers and use science and technology in farming in the long run.



Fulfilling Scholar's Dream Career

Julito Mandac, the current Dean of J.H. Cerilles State College's School of Business and Management, was one of the pioneering ACE scholars at Western Mindanao State University (WMSU). He now gives back to WMSU and JGF by contributing to his students' personal and career development. It has been an honor for him to receive the ACE scholarship and to take advantage of the valuable lessons he has acquired from JGF.





2,754
SCHOLARS SINCE THE PROGRAM STARTED IN 2005

218
SCHOLARSHIPS GRANTED FOR PRIORITY COURSES AGRI-TECH VOC AND QSRO IN 2023

2,754
NUMBER OF AGRI-TECH VOC SCHOLARS WHO GRADUATED AND PROCEEDED TO TAKE THE AE CERTIFICATION COURSE IN 2023

Other Community Engagement Activities

Joining Sustainability Forum with Philippine Industry Leaders

The Jollibee Group participated in a panel discussion at the Nordic Sustainability Awards Night in the Philippines, where industry leaders shared insights on making businesses more sustainable. Zenith Foods, a Jollibee Group subsidiary, was among the shortlisted nominees for the Sustainability Business Partner of 2022 award. Zenith Foods achieved a significant reduction in food loss and waste and made progress in energy efficiency through various initiatives such as container upsizing, reusable palette wrapping, and equipment optimization.



Joining Forces for Sustainability at the ESG Symposium

The Jollibee Group participated in a panel discussion at the "ESG Symposium on Accelerating SDGs Through Sustainable Business Practices" alongside other industry leaders. Hosted by the Stakeholders Chamber and the National Economic and Development Authority of the Philippines, the symposium aimed to foster partnerships and understanding among various stakeholders to achieve the Sustainable Development Goals. The symposium also featured experts discussing ESG fundamentals, the evolving regulatory landscape, and the role of civil society in advancing the ESG agenda.



Good Governance

At Jollibee Group, we achieve good governance and operational excellence through streamlined processes and a customer-centric approach. Our commitment to excellence extends beyond our employees and communities as we actively engage with various stakeholders, including employees, board of directors, customers, investors, shareholders, business partners, and the government. Through continuous improvement efforts, we consistently exceed customer expectations while upholding ethical and sustainable business practices. We prioritize the interests of all stakeholders and adhere to strong corporate governance principles to protect human rights and ensure responsible decision-making that aligns with our mission of enhancing people's lives.



Governance Structure

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

Our Board of Directors plays a vital role in guiding the organization and promoting responsible governance practices. The Board of Directors, as of the end of 2023 is composed of 9 members, with Dr. Tony Tan Caktiong (Executive Chairman) serving as the Board Chairperson. Members of our board have extensive experience in protecting stakeholder interests and maintaining transparency and accountability in all of our financial and business dealings.

Sustainability Ingrained in our Governance

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

Our Environmental, Social, and Governance (ESG) Council provides oversight and direction for our sustainability initiatives.

The ESG Council oversees and guides our efforts in environmental sustainability, social responsibility, and good governance. Among the members are the Chief Sustainability and Public Affairs Officer, the Chief Financial and Risk Officer, the Chief Marketing Officer, the Chief Human Resources Officer, the Chief Procurement Officer, Chief Legal, Ethics, and Compliance Officer, the Head of Supply Chain for commissary and logistics, and the Global Quality Management Vice President. The ESG Council provides oversight of sustainability strategy and ensures alignment across our organization. Our sustainability goals and initiatives are driven by the council, which reports directly to our CEO as the ESG Council sponsor.

We entrust our Board of Directors' Audit Committee with the responsibility of overseeing ethical behavior. The Global Ethics Council is overseen by the committee, which is headed by a Global Ethics Head who reports directly to the council. JFC's Global Ethics Council is composed of senior corporate executives from HR, Audit, and Legal functions, and is chaired by a member of the Board's Audit Committee. Jollibee Group's ethics-related policies and initiatives are also approved by the Board's Audit committee.

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



Cross-board Membership

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

Existence of Controlling Shareholder

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

Related Party Disclosure

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



Board Remuneration

JFC Management Stock Option Program (MSOP)

Program Description:
The MSOP is a part of the JFC Senior Management Stock Option Plan and serves as an incentive program. It allows eligible participants to earn stock options based on specific eligibility criteria. The program's goal is to provide an annual stock option grant that complements participants' total cash compensation and aligns their interests with those of shareholders. It is designed to incentivize performance and reward participants with stock options based on the company's performance.

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

JFC Executive Long-term Incentive Program (ELTIP)

Program Description:

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

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

Receiving the ASEAN Corporate Governance Awards

The award, organized by the Institute of Corporate Directors (ICD), recognizes top Philippine publicly listed companies in corporate governance based on the ACGS. The Golden Arrow Award is given to companies that demonstrate their adherence to the Philippine Code of Corporate Governance and international corporate governance practices. The ACGS aims to enhance corporate governance standards in the Philippines and attract investments to well-governed publicly listed companies.

For the second consecutive year, we've been honored with a Golden Arrow Recognition from the ASEAN Corporate Governance Scorecard (ACGS) Golden Arrow Awards, acknowledging our commitment to responsible and transparent business practices.



Management Person of the Year 2023

Ernesto Tanmantiong, our President and CEO, was named the "Management Person of the Year 2023" by the Management Association of the Philippines (MAP). The MAP award is given to individuals who have made significant contributions to management and the country, and Tanmantiong is the 47th recipient of this prestigious honor due to his role in accelerating Jollibee Group's globalization and transforming it into one of the world's largest and fastest-growing restaurant companies. Under Tanmantiong's leadership, we achieved record-breaking sales and profit, opened the highest number of stores in a single year, and received various accolades for its workplace culture and performance.



The Best Legal Team in the Philippines and Asia

The Global Legal, Ethics, and Compliance team of Jollibee Group in Manila received multiple recognitions from international legal research and publishing companies, and was the only legal team from the Philippines included by Asian Legal Business in its list of the best in Asia. Atty. Valerie Amante, now the Chief Legal, Ethics and Compliance Officer; Atty. Angie Chong, now General Counsel-Philippines, Legal Operations Global and Legal Business Partner Global; Atty. Shean Molera, now the General Counsel, Intellectual Property, Digital & Privacy Global and Legal Business Partner, Global and Philippines; and Atty. Vem King, now the Associate General Counsel, EMEAA, Corporate and Commercial Global, and Legal Business Partner Global and Philippines, were all cited in the Legal 500 General Counsel Powerlist Philippines 2023. These individuals played key roles in managing legal matters and ensuring compliance within the Jollibee Group. Atty. Valerie Amante, in particular, also received recognition as the In-House Lawyer of the Year in Southeast Asia from Asian Legal Business.



Ethics and Compliance Program

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

For more information on the JFC Group's Ethics and Compliance Program, please refer to the framework which provides an overview of the Integrated Ethics and Compliance Program ("E&C Program"). *https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2023/01/GLET-ETGL-P005-JFC-Group-Ethics-Compliance-Program_for-posting.pdf*

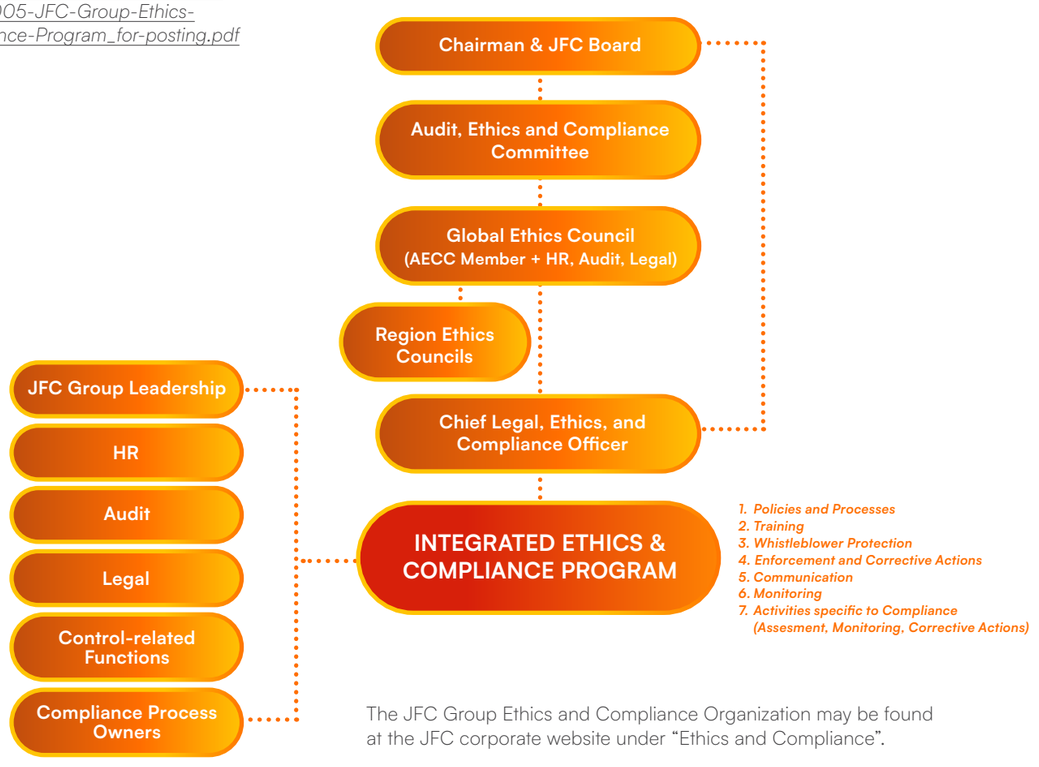
Ethics and Compliance Organization

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

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

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

The E&C organization structure may be found below:



The JFC Group Ethics and Compliance Organization may be found at the JFC corporate website under "Ethics and Compliance".



Code of Business Ethics and Other Policies

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

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

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

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

JFC Code of Business Ethics:
https://bucketeer-7d3e45fd-6c25-41b2-b572-f1a987947f0e.s3.amazonaws.com/jfc-interim/Investor%20Relations%20Page/Corporate%20Governance/Code%20of%20Business%20Ethics%20and%20Business%20Conduct/COBE%20Manual.pdf

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

Anti-Bribery and Corruption Policy

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

To access a copy of the Anti-Bribery and Corruption Policy, please click: *https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2021/12/Policy-on-Anti-Bribery-and-Corruption-2021-updated.pdf*

Policy on Gifts

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

To access a copy of the Policy on Giftsy, please click: *https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2021/12/Gift-Policy-and-Procedure-12012018.pdf*

Conflict of Interest

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

To access a copy of the Policy on Conflict of Interest, please click: *https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2022/01/Policy-on-Conflict-of-Interest-2016.pdf*



Supplier Code of Conduct

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

To access a copy of the Supplier Code of Conduct, please click: *https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2023/11/JFC-Supplier-Code-of-Conduct.pdf*

Whistleblowing Policy

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

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

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

Website: https://www.integritycounts.ca/org/jollibeegroup
Email: jollibeegroup@integritycounts.ca
Toll Free Numbers:

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



Smashburger shall continue to receive reports though its current hotline's channels provided below:
Website: *http://www.lighthouse-services.com/smashburger*
Email: reports@lighthouse-services.com (must include company name with report)
Phone:
English speaking USA and Canada: 844-640-0022 (not available from Mexico)
Spanish speaking North America: 800-216-1288

To access a copy of the Whistleblower Policy, please click: https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2022/09/GLET-ETGL-P001-Whistleblowing-Policy_final-signed-1.pdf

Employee Training on Ethics

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

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

The JFC Group is not legally allowed to provide training to employees of third party contractors that it has engaged to provide services. However, it requires its third-party contractors to ensure that their employees are equipped with appropriate training following their own standards of ethics and conduct, that are not inconsistent with ours.

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

To access a copy of the E&C Training Program, please click: *https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2023/05/JFC-Group-E-C-Training-Write-Up-for-Posting.pdf*

Audit of Ethics and Policy Procedures

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

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

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

Aligning with the Company's risk strategy and appetite, an annual audit plan is developed to ensure sufficient audits are executed over significant risks while moderate and low risks may be assessed on a rotational basis. Such plans shall be continuously optimized to reflect the changing business risks as well as the Company's appetite. Ethics Policies and Procedure Review shall be conjunct with the overall Global Internal Audit plan and leverage the cumulative audit knowledge obtained through the other current and prior audit projects. Such review shall be conducted, at a minimum, once every three years.

To access a copy of the Audit of Ethics Policy and Procedures, please click: *https://bucketeer-3eb16243-2c1c-43d2-be4e-1c2b3664d293.s3.amazonaws.com/2023/01/JFC-Ethical-Process-Review-Policy-VFA-Comments.rev-12202022Clean-v3.1_.pdf*



Finance

Transparency in Financial Performance

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

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

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

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

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







Mitigating Financial Risks

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

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

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

Finance and Tax

Acknowledging the valuable contributions of its employees to the success of the Jollibee Group, it prioritizes meeting their needs by providing various allowances and benefits. These include health plans, insurance coverage, performance bonuses, and incentives to recognize exceptional work performance. The Jollibee Group also has well-defined retirement plans in place for its employees.

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

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

The plan assets are primarily exposed to financial risks such as liquidity risk and price risk. Liquidity risk pertains to the plans' ability to meet obligation to the employees upon retirement. To effectively manage liquidity risk, the trustee banks maintain assets in cash and short-term deposits. Price risk pertains mainly to fluctuation in market prices of the retirement funds' marketable securities. In order to effectively manage price risk, the trustee banks continuously assess these risks by closely monitoring the market value of the securities and implementing prudent investment strategies.

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

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



Multiple Citations at the 13th Institutional Investor Corporate Awards

The Jollibee Group received multiple accolades at Alpha Southeast Asia's 13th Institutional Investor Corporate Awards 2023. The Jollibee Group was recognized as the Most Improved Investor Relations (IR) among Philippine companies and were among the eight best-managed companies in the country. The Jollibee Group also received citations in three out of five main categories, including Most Organized Investor Relations, Best Senior Management IR Support, and Most Consistent Dividend Policy. The winners of the awards were determined through the Corporate Institutional Investor Poll, which gauges performance in financial management, corporate governance, integrated reporting, corporate social responsibility, and investor relations.

Data Privacy and Security

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

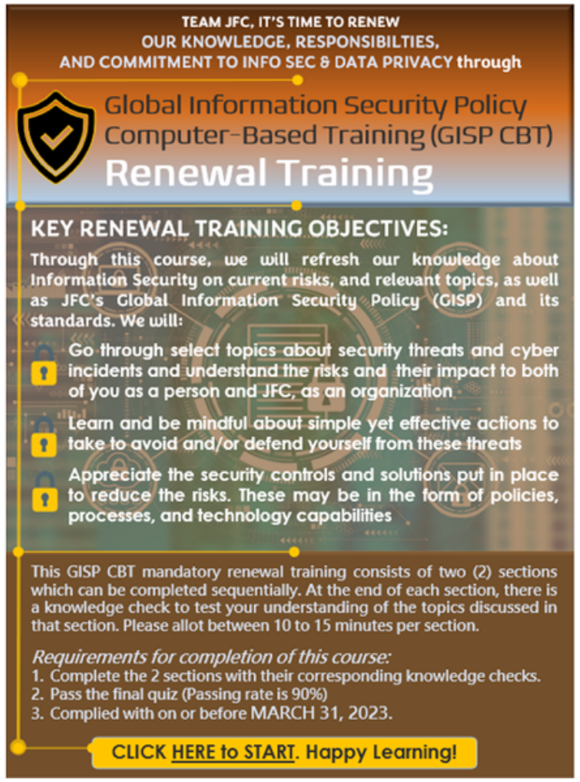
As part of our data protection and information security policies, we process, store, and access data securely, restrict access and encrypt data appropriately, and perform security and risk assessments regularly. As part of JFC's holistic commitment to data privacy and security, we also conduct periodic Cyber Maturity Assessment, which likewise includes periodic phishing tests with follow-up. Our goal is to maintain the trust and confidence of our customers, business partners, and employees by protecting company and personal information and ensuring data privacy.

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

In addition, we provide comprehensive trainings and periodic reminders to our employees to foster a culture of privacy and security. The training covers topics which span from theoretical concepts, down to practical application, activities, and solutions that touches on the fundamentals of People, Process, Technology, and Governance. Periodic data privacy trainings and infomercials to ensure compliance with data privacy standards, and understanding of the principles of legitimate purposes, transparency, and proportionality.

JFC has curated its Global Information Security Policy (GISP), with Institutional Computer Based Training, that was a mandatory requirement for all employees to accomplish. For sustainability, this training has been institutionalized as part of New Employee Onboarding requirement for all new hires. Likewise, to ensure that all employees are appraised with relevant topics and to establish a regular commitment measure towards Information Security & Data Privacy. The GISP computer-based training, conducted annually, is a compulsory course for all employees, which comes with an exam, and contains new and supplementary content and materials.

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



OUR PEOPLE GOALS

PILLAR	FOCUS AREAS	JOLLIBEE GROUP GOALS	JOLLIBEE GROUP STATUS
PEOPLE We Help Make People's Lives Better	Employee Welfare	Provide all employees with learning and development that empowers them to achieve career milestones	In 2023, we provided an average of 25.6 training hours per employee. Moreover, 100% our employees follow an Individual Development Plan in the Philippines and North America, where each employee goes through development intervention through Exposure, Experience, Environment, or Education. We also offer diverse training and learning opportunities to meet the specific needs of different functions and brands across our global organization.
		Target for high employee engagement as we aim for everyone's experience in the organization to be an optimal and joyful one	To assess employee engagement in different markets, we employ Gallup's Q12 Percentile Ranking methodology. In 2023, we successfully achieved our targets, with JFC reaching the 72nd percentile. Furthermore, we were honored to receive the prestigious Gallup Exceptional Workplace Award for the second time in 2023. Awardees like JFC have at least 72% of their employees engaged with their organization, that is, committed to their work and connected to their workplace which is far greater than the worldwide average of engaged employees at only 21%.
		Providing equal opportunities across diverse sets of people, regardless of gender, ethnicity, age, and vulnerability	Within the Jollibee Group, women represent 57% of senior management positions, as well as 54% of our entire workforce globally. In 2021, we had the distinction of being one of just three companies in the Philippines recognized by Forbes as one of the World's Top Female-Friendly Companies.
		Foster a zero-discrimination environment	In 2023, we maintained our commitment to providing training sessions on various topics such as Unconscious Bias, Inclusive Leadership, Diversity Equity and Inclusion. Additionally, we introduced a primer on Sexual Orientation, Gender Identity, and Expression to our employees worldwide. Over 10,000 store teams and employees received training on anti-sexual harassment in the workplace, in partnership with the Philippine Business Coalition for Women Empowerment and the Employers Confederation of the Philippines.
		Provide employment opportunities to vulnerable sectors	In the Philippines, Jollibee, Chowking, Greenwich, Burger King, and Red Ribbon collaborated with local government units in 2020 to offer employment opportunities to qualified elderly and persons with disabilities (PWD). In 2023, we collaborated with Manila LGU to hire 28 senior citizens and 17 PWDs as customer relations staff across various branches of Jollibee, Chowking, Greenwich, and Burger King. Since the inception of the ACE program by the Jollibee Group Foundation in 2005, 2,754 underprivileged youth have received educational scholarships, enabling them to pursue employment within or outside the company.
	Farmers Livelihood	Provide farmers with access to training and education	Since 2008, 4,766 small holder farmers who are part of the Farmer Entrepreneurship Program (FEP) delivering directly to Jollibee Group, as well as other farmers trained by graduates of the Agro-entrepreneurship for Inclusive Value Chains, have been trained to actively participate in agricultural value chains.
		Source vegetables directly from small holder farmers, providing more farmers access to fair market	Thru our Farmer Entrepreneurship Program, 1,037 farmers were able to directly supply their produce to JFC in 2023. Since the start of the program in 2008, Php 518,000,000 of sales has been generated for FEP Farmers.
	Community Support	Provide food relief and support to communities in need	Since the onset of the pandemic in 2020 up to 2023, the FoodAID program by the Jollibee Group Foundation has successfully distributed over 12.82 million meals and other food products.
		Provide additional underprivileged youth with growth opportunities through educational scholarships	Since the inception of the ACE program by the Jollibee Group Foundation in 2005, 2,754 underprivileged youth have received educational scholarships, enabling them to pursue employment within or outside the company.
	Good Governance	Uphold good governance, respect human rights, and exercise ethical practices across the organization	To promote awareness and adherence to our JFC Code of Business Ethics (COBE), we employ a range of tools. New employees gain access to the COBE policy during their onboarding process, ensuring they are familiar with the company's ethical standards from the start. For existing employees, continuous learning and reinforcement of the COBE policy are carried out through various channels. Our commitment to sustainable, responsible, and transparent business practices was recently acknowledged by the ASEAN Corporate Governance Scorecard (ACGS) Golden Arrow Awards. This recognition highlights our efforts in promoting good corporate governance and furthering our dedication to responsible business practices.



Planet

We Treat the Planet Responsibly

“Packaging & Recycling, Energy, Water, and Waste **are areas we prioritize as we take a step ahead in treating our planet responsibly.”**

Click the icon to watch a video about our Supply Chain Sustainability Program!









Packaging & Recycling

Jollibee Group is committed to improving sustainable packaging focusing on packaging innovation to enhance product safety, quality, regulatory compliance, and sustainability across all of our operations in recognition of the environmental impact of food packaging. As part of this effort, we strive to incorporate new technologies, systems, and processes to ensure that our packaging is environmentally friendly and promote reuse, recycling, and the utilization of sustainable materials.

Packaging Initiatives at Our Stores

Single-use Packaging Material Reduction

Our goal is to innovate and improve on our packaging's environmental sustainability. Consequently, our Responsible Sourcing Program prioritizes packaging as a critical area for our focus and efforts. We diligently adhere to the laws and regulations of the countries in which we operate. Furthermore, we implemented initiatives for repurposing and recycling in select stores across various regions worldwide.

- Utilize reusable wares to minimize waste for dine-in service
- Our ongoing "Skip the Straw" campaign in our Philippines brands includes the display of marketing materials at cashier tables to encourage customers to reduce their plastic usage
- Strawless drinks were introduced in select stores of Greenwich, Chowking, Jollibee, Mang Inasal, and Panda Express in the Philippines, as well as in Jollibee Singapore, Jollibee Malaysia, and Jollibee Hong Kong
- Widespread use of bamboo stirrers for coffee across all our brands in the Philippines
- Utilizing lighter-weight packaging materials based on robustness and durability for delivery and take-away in Hong Zhuang Yuan China
- Adopting biodegradable packaging in Jollibee, Chowking, and Red Ribbon in the US, as well as Tim Ho Wan and Hong Zhuang Yuan China
- Streamlined the packaging structure and remove unnecessary layers and components to reduce weight and waste in Hong Zhuang Yuan China
- The packaging of raw materials adopts the maximum packaging size according to the demand for quantity, reducing the amount of packaging waste in Tim Ho Wan China
- Depleting secondary plastic packaging stocks in Red Ribbon Philippines during the year 2024 and shift to paper packaging and eco bag for the secondary packaging
- Re-use of empty packaging containers of raw materials as waste storage bins











Jollibee Foods Corporation representatives Assistant Vice President and Head of Global Procurement Services Bryan Marc Tividad, Vice President & Head for Network Development Philippines Gerard Paul Filart, Republic Cement CEO Roman Menz, Vice President for Manufacturing Lloyd Vicente, and ecoloop Director Atty. Angela Edralin-Valencia, during the signing ceremony of the Memorandum of Agreement to support the EPR

Sustainable Material Replacement

Our goal is to innovate and improve on our packaging's environmental sustainability as part of our commitment to Responsible Sourcing. Our Responsible Sourcing Program recognizes packaging as a crucial focus area. We ensure compliance with all applicable laws and regulations in the countries where we operate and have implemented repurposing and recycling programs in select stores worldwide to further promote sustainability.

- Many of our restaurants worldwide adopted "Project Wash" which is to utilize reusable wares for dine-in as an alternative to single-use items
- Systemwide implementation of bamboo stirrers for coffee was carried out across all our brands in the Philippines.
- Jollibee, Chowking and Red Ribbon in the U.S. are offering bio-degradable packaging for takeaways
- Chowking in the Philippines is shifting from Polypropylene lids to cup sealing film for beverage starting 2024
- Use of environmentally friendly inks and printing techniques on single-use packaging to minimize the chemical impact on the environment in Hong Zhuang Yuan China
- Choosing recyclable materials to make it easier for customers to recover and recycle packaging in Hong Zhuang Yuan China

In the Philippines, we are fully compliant with the requirements of the Extended Producer Responsibility (EPR) Law. We have established a partnership with Republic Cement, a leading local cement manufacturer and the pioneer of co-processing in the country. This collaboration is a testament to our compliance efforts and dedication to environmental responsibility. The EPR law's objective to minimize plastic waste generation and extend the lifespan of plastics through upcycling or recycling aligns with our goals.

We recover and divert post-consumer plastic packaging waste from landfills and waterways. These wastes are then sent to Republic Cement for co-processing, using these materials as alternative fuel in cement manufacturing. This process not only aligns with the EPR law but also reinforces our commitment to sustainable practices.

The Memorandum of Agreement (MOA), signed at the Republic Cement head office in Taguig City, solidifies this partnership. Republic Cement CEO Mr. Roman Menz highlighted the crucial role of their company in aiding organizations like ours in combating plastic pollution and promoting environmental sustainability.

Packaging has also been identified as a key category as part of our Responsible Sourcing program. In 2023, Philippine consumer-facing packaging accounts for 80-85% of our global spend. 75% is fiber (79% virgin, 16% recycled, 5% mixed) and 25% is resin. Our goal moving forward is to source 100% of consumer-facing packaging, both fiber and plastic, from renewable, recycled, or certified sources by 2035. We are also exploring initiatives that will provide guests with recycling opportunities in markets with advance infrastructures. Finally, we aim to fully eliminate the use of expanded polystyrene (EPS) foam packaging by 2025.

Packaging Initiatives at Our Manufacturing Sites

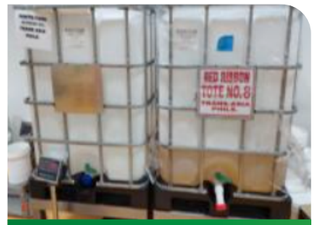
Packaging Initiatives at Our Manufacturing Sites

We are dedicated to exploring alternatives to single-use plastics through initiatives focused on reducing, recovering, and recycling plastics used in raw materials packaging and primary packaging materials for premixes and finished goods. In 2023, by implementing the following initiatives, the use of single-use packaging materials has successfully decreased across our Philippine sites:

- Upsize containers for raw materials and introduce returnable containers to reduce the use of single-use packaging materials
- Downsizing of LDPE film and pre-packs PE film
- Increase the batch sizes of pre-packed products to reduce the need for excessive packaging materials
- Engage with our third-party waste collector to facilitate the recovery and recycling of plastic waste
- Reselling and recycling scrap waste such as cartons, plastic containers to reduce waste in Mang Inasal Marilao
- Use of Velcro or other means of pallet wrapping to replace cling-wrap
- Adopt washable containers as an alternative to single-use plastic items
- Exercise RTV (Return-To-Vendor) for selected raw materials packaging for reuse
- Current target of 10% reduction on plastic usage
- To reduce plastic waste by increasing the pack size of JIT and BCP sausage



Before



After





Waste Reduction

Through waste reduction initiatives in our operations, we aim to make a positive impact on natural resource conservation and the reduction of greenhouse gas emissions. To achieve this, Jollibee Group has implemented various sustainable measures that enhance our production and consumption patterns. These measures include minimizing food loss in our manufacturing process and reducing food waste in our stores.

Food Loss and Waste Reduction

Reduction of Food Loss and Waste in Our Manufacturing Sites

This year, we successfully achieved waste reduction by enhancing Overall Equipment Effectiveness (OEE) and implementing LEAN tools in our manufacturing facilities located in the Philippines. These efforts led to a significant reduction of 883 tons of waste in 2023 versus 2022.

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

- Improving usage variance by reducing the number of manufacturing rejects
- Optimizing our Sales and Operations Planning (S&OP) and Production Planning processes for yield management and lapsing risks reduction
- Conducting bioremediation initiatives specifically targeting meat waste and mixed food waste for Material Circularity (reuse and recycling)
- Implementing the practice of using washable containers for work-in-process (WIP) materials

Ensuring timely and proper maintenance of critical equipment, such as servicing of ovens, boilers, and other energy and water-intensive equipment

- Upsizing batch size preparation and conducting campaigns to minimize line losses
- Installing aluminum plate to reduce the side gap between sheeter and roller, with an annual reduction of food loss of 10,000 kg
- Establishing a Core Group focusing on reduction of bun line rejection rate

As part of our commitment to minimizing waste going to landfills, we implemented programs in our Philippine manufacturing operations that prioritize recovery, reuse, and recycling. As of 2023, we have made significant progress in our sustainable waste management practices.



51%
OF WASTE IS DISPOSED THRU SUSTAINABLE MEANS

The proportion of our waste disposed of through sustainable means has seen a notable increase, **rising from 39.7% in 2021 to 51% in 2023.**

	2021		2022		2023	
	kg	%	kg	%	kg	%
Waste disposed through sustainable means (recycling, bioremediation, recycling, reselling, etc.)	4,159,411	**39.7%**	5,781,767	**49%**	5,395,539	**51%**
Waste to landfill	6,320,457	**60.3%**	6,028,735	**51%**	5,732,671	**49%**



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

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



Mang Inasal Marilao, a Zero-Waste to Landfill Commissary

In an ongoing effort to reduce our waste to landfill, in 2023, our Mang Inasal Marilao commissary in the Philippines notably achieved Zero-Waste to Landfill status, a significant milestone in our sustainability journey . This accomplishment was realized through a series of strategic waste management initiatives. Scrap waste, such as cartons and plastic containers, was effectively managed through resale and recycling processes. Meat trimmings and other organic waste were either repurposed, resold, or converted into compost, aligning with our commitment to resource optimization.

Moreover, we tackled challenging residual wastes, like contaminated plastics, by reselling, recycling, or incorporating them into co-processing for cement production as an alternative fuel source. While these new disposal initiatives initially incurred additional costs, they were offset by the revenue generated from the sale of recyclables and repurposed materials, thereby rendering the project economically sustainable.

This success at the Marilao commissary serves as a compelling case study in enhancing the life cycle of waste materials. Encouraged by these results, we are committed to continuing these practices and extending them to other sites, reinforcing our dedication to environmental stewardship and sustainable business practices.

2022% Recycled Performance



2023% Recycled Performance



ZERO Mang Inasal Marilao commissary in the Philippines **notably achieved Zero-Waste to Landfill status**

Waste Donation to Animal Rescue Center

Establishing external partnership is one of the key focuses on our zero waste to landfill journey. Since 2022, we partnered with Island Rescue Organization (IRO), an NGO dedicated for the welfare and rescue of stray and abused animals. The meat waste from production, including spillage, rejects, machine waste is properly packed and sent to IRO’s shelter and in the community for animal feeding. During the first year of partnership, a total of 34.7 tonnes of meat waste was donated, equivalent to an approximate 837,170 kg CO2e annual reduction in emission, while we saved around PHP 190,000 waste treatment cost annually. We are working with IRO to expand the waste type for donation, such as egg shells and buns waste in the coming year.



At the end of 2023, our manufacturing sites in the Philippines **achieved a cumulative 42.8% reduction in waste-generated ratio vs. 2020 baseline.**

Reduction of Food Loss and Waste in Our Stores

Our restaurants are committed to minimizing food waste by implementing effective production and waste control measures. In the U.S., waste segregation is adopted in restaurants for customers to separate dry and liquid food waste while a garbage classification system is used to categorize recyclables and different types of waste.

We continue to implement the Hazardous Waste Management Plan, which includes the expansion of cluster hauling programs, facilitating efficient store disposal while generating cost-effective returns to enhance the proper disposal of potentially hazardous wastes originating from our stores in the Philippines. Additionally, we upcycle used cooking oil from our stores, collaborating with a treater accredited by the Department of Environment and Natural Resources.

To promote effective waste management, our stores in the Philippines installed solid waste bins in both the dining area and food production sections. We continue the waste segregation procedures through comprehensive training and seminars conducted across our store network within each Strategic Business Unit (SBU). To divert waste from landfills, stores implemented improved weight measurement practices for both biodegradable and non-biodegradable waste. Besides segregating waste produced, employees in all the Philippines stores are required to follow the production guide to minimize food waste production.

Jollibee Group adheres to appropriate waste disposal protocols in compliance with government regulations across various countries and regions in EMEAA. We follow guidelines for waste segregation, separation of solid and liquid waste, as well as regular cleaning of grease traps. Our waste is collected by government-accredited collectors, ensuring proper management and disposal practices.





Waste Management in our Logistics

In the Philippines, Jollibee Group is dedicated to reducing the total waste generated on an annual basis through ongoing and upcoming initiatives. To adhere to local regulatory requirements, service providers accredited by the Department of Environment and Natural Resources (DENR) are engaged for the proper collection and treatment of both nonhazardous and hazardous waste. The designated material recovery facility collects the daily waste generated. Subsequently, they are further endorsed to accredited haulers for disposal. In both the Dry Warehouse and Cold Storage areas, the necessary documents, such as the Surplus Declaration Form (SDF) and Request for Quality Inspection (RQI), are prepared to document item descriptions and corresponding volumes of the waste.

These documents, along with the actual waste, are then endorsed to the Site Logistics and Engineering Support Team for proper approval and uploaded for monthly monitoring. **To maximize waste diversion from landfills, our logistics unit implemented a comprehensive waste segregation program. Furthermore, we collaborate with a waste custodian to conduct an additional round of segregation, specifically targeting recyclable items. This concerted effort aims to increase recycling rates and minimize the amount of waste sent to landfills.**

Waste Management in our Main Offices

At our main offices, we prioritize proper waste segregation, treatment, and disposal methods to create a conducive work environment while preserving and promoting community health and safety. **Jollibee Group maintains a proactive approach by actively monitoring and managing our waste disposal processes and establish consistent coordination with property administrators, custodians, accredited agencies, and local government units to ensure effective waste management practices.**

In the Philippines, waste is segregated and disposed through accredited haulers. We ensure that recyclable scrap is responsibly transported to recycling plants. Moreover, offices in the Philippines are exercising RTV (Return-To-Vendor) for selected items and office supplies such as printer cartridges for vendors to reuse.



Energy & Water Efficiency

With a firm commitment to decreasing our energy consumption and utilizing natural resources, Jollibee Group actively implements policies and programs that drive our business towards resilience and long-term growth, while securing a brighter future for our planet. Through our energy-saving initiatives and water stewardship, our focus lies on reducing energy and water consumption in every process in our business.

Energy Efficiency

At the Jollibee Group, we prioritize a balanced approach to sustainability and financial targets. Through efficient management of electricity consumption, waste gas, and waste electricity, we can address both objectives effectively. Our **focus on energy and emission management helps to reduce production costs, enhance product competitiveness in the market, and contributes to creating a greener environment.**

Energy Efficiency in our Manufacturing Sites

Optimizing Manufacturing Process

In the Philippines, we have taken various initiatives under the Corporate Supply Chain's (CSC) Sustainability Program, focusing particularly on energy and water efficiencies. To achieve continuous improvement, we identified four key focus areas as illustrated below. In addition, each site uses the SC Energy Management Assessment Checklist to assess its Energy Management program. By identifying opportunities, gaps, and action plans, we arrive at relevant site energy reduction plans and initiatives.

Key Areas in Corporate Supply Chain's (CSC) Sustainability Program

Employee Education	Process Optimizations	Maintenance	Engineering Technology
- Introduced educational campaigns to increase employees' environmental awareness and behavior - Method: toolbox meetings, leaders' walkthroughs, and training	- Improve Overall Equipment Effectiveness (OEE) in our manufacturing processes - Refrigeration System optimization - Boiler System optimization - Lighting optimization	- Applied best practices to ensure timely and proper maintenance of critical equipment	- Variable frequency drives - Process automation - Machine interlocks - Boiler Economizers - Cosmotor Energy Saving Devices - Motion sensors - Automated controller - Control Panel timers







Jollibee Group achieved measurable progress in optimizing our operations and energy management. To enhance operational efficiency, Overall Equipment Effectiveness (OEE) Digitalization is implemented, which allows us to measure the effectiveness of our processing lines. This system identifies and addresses downtime, improves production planning and line efficiency, and increases throughput output. For example, time-in piping was installed in our Canlubang Baking Facility manufacturing site to utilize the air compressor and air drier and maintain backflow of compressed air. We also revise the shift transition activities for production line to reduce the line stoppage, increasing the capacity of production line. As a result, we maximize our baseload and better control utilities during non-production schedules.

Furthermore, we implemented "Enercon 2.0" across most of our sites to improve energy efficiency with a standardized approach. This program includes various initiatives focused on Utility Systems, such as Refrigeration, Ammonia Compressors, Steam Systems, and lighting.

Looking forward, we remain committed to continuously decarbonizing our value chain. To achieve this goal, Jollibee Group aligned our actions with the Energy Efficiency and Conservation Act (Republic Act No. 11285) and policies on Renewable Energy. The Corporate Supply Chain issued a Sustainability in Energy, Water, and Waste Management Policy that recommends improving our systems, programs, and processes in efficiently using resources.

To motivate our team, we recognize and award outstanding sites and individuals who significantly contribute to our programs through the 2022 Sustainability Champions for Energy, Water, and Food Loss Reduction. The purpose of these recognition programs are to encourage and inspire our team to continue their efforts toward sustainability. We will continue to work towards our sustainability goals and make progress in reducing our environmental impact.

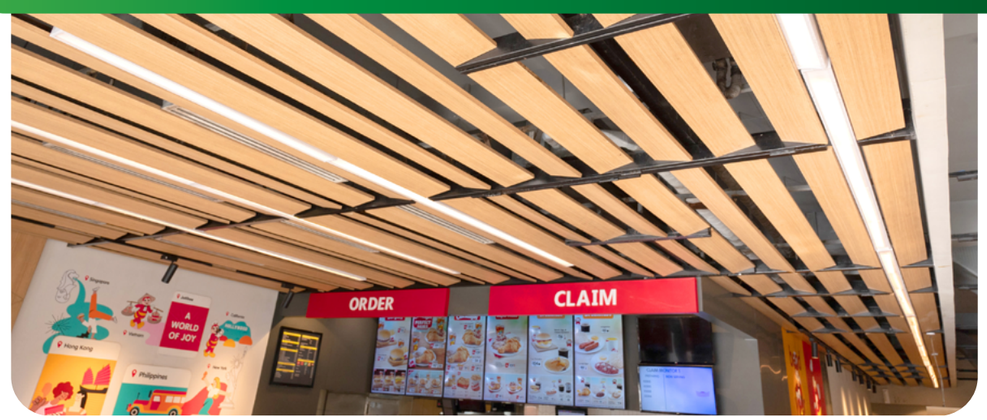
In our China manufacturing sites, energy consumption per ton of product is reduced through technological improvements in production and processing.

By implementing pre-cooling technology, we achieved reduction in quick-freezing electricity usage as of October 2023. We also eliminated the use of coal by replacing coal-fired boiler equipment with advanced gas-fired boiler alternatives. Furthermore, energy conservation measures were implemented such as combining the use of equipment, utilizing microwave ovens, and shutting down the use of certain equipment during peak periods.

In the U.S., we focused on reducing electricity consumption through various initiatives. These include the use of LED lights and temperature sensors to monitor cooling storage for doors left open. Red Ribbon commissaries began converting to LED lights in 2020 and installing sensors in 2021.

Both in China and the U.S., we prioritize regular maintenance and inspections of key areas of critical equipment and facilities on a weekly, monthly, and yearly basis. This proactive approach helps ensure the optimal performance and efficiency of our operations.

At the end of 2023, our manufacturing facilities in the Philippines delivered a **28.2% reduction in energy use ratio** versus a 2020 baseline.





Utilizing Renewable Energy

We are actively studying various renewable energy sources for our commissaries as part of our supply chain decarbonization strategy. During the year, we took significant steps to enhance our sustainable business practices within our commissaries and logistics centers in the Philippines, aiming to minimize the environmental impact of our operations. **We introduced solar panels at two of our state-of-the-art commissaries in Laguna, Philippines in 2023, becoming the first solar-powered manufacturing facilities for Zenith Foods Corporation (ZFC). Additionally, the installation at other sites, including the Jollibee Worldwide Services Logistics Center, is expected to be completed by the second quarter of 2024.** This initiative will enable approximately 18% of the energy consumption at these three facilities to be sourced from renewable energy.

The implementation of solar panel systems is a transformative step towards harnessing clean energy, emphasizing our responsible practices and the commitment to a sustainable future.

In 2023, Jollibee Group derived 253,061 kWh from renewable sources in our manufacturing operations. As we continue to explore and implement sustainable energy solutions, we are confident that we can further reduce our environmental impact and contribute to a greener future.

Jollibee Group is currently exploring the wider applications of solar power in our system. Specifically, we are testing the feasibility of utilizing solar power to meet our hot water and hand washing needs and installing solar streetlights, while also exploring Waste to Energy technology. Our commitment to exploring and implementing sustainable energy solutions across all aspects of our operations remains unwavering.

27%

of the electricity needs of one of our manufacturing sites in the Philippines is now powered by renewable energy from 6.300 solar panels, marking our largest installation to date.





















Energy Efficiency in our Stores

Our store power consumption is largely attributed to our kitchen, storage, heating, ventilation, and air conditioning systems. **To minimize our energy consumption, we are continuously seeking innovative ways to implement energy-saving initiatives. As we strive towards achieving our sustainability goals, Jollibee Group is committed to exploring and implementing more sustainable solutions across our operations.**

In the Philippines, we prioritize managing energy-intensive activities by using more efficient equipment and ensuring compliance with legal regulations in facility management. Our stores have implemented an enhanced database management system that tracks and accounts for the environmental impact of their operations. By collecting sustainability data, particularly monthly power consumption, it helps establish a better baseline for measuring and monitoring energy usage. Additionally, it raises environmental awareness among store personnel, encouraging them to actively contribute to energy-saving practices.

Our Network Development Group remains dedicated to exploring and evaluating new technologies that can effectively reduce energy consumption and optimize energy efficiency across our various business units. Through these efforts, we observed a positive impact on store economics, particularly in locations where electricity rates are higher. By implementing these energy-saving technologies, we can improve the overall sustainability and cost-effectiveness of our operations. Jollibee Group will continue to prioritize the adoption of innovative solutions that contribute to both environmental and economic benefits.

We provide trainings and initiatives such as Energy Management, Project Greenovation, Sustainability Survey, Pollution Control Officer Training program, and so on. These training sessions are conducted year-round to ensure that our personnel are well-equipped with the knowledge and skills to conserve energy and promote sustainability in their daily operations. Our in-house technicians are also trained in a timely basis.

Within the Restaurant Systems Department, we have implemented standard store practices to effectively manage risks and operational threats. One of our key focuses is addressing refrigerant leakage in damaged air conditioning units or refrigeration systems promptly. To minimize leaks and optimize equipment operation, we have expanded coverage for preventive equipment maintenance. Additionally, we assess the competency of our preventive maintenance service providers and offer various training programs to enhance their skills.

All our air conditioning and refrigerant equipment utilize Ozone Depletion Potential (ODP) and low global warming potential (GWP) technologies.

Solar rooftop panels are installed at our stores and solar parking lights are used to replace the conventional LED lights. In addition, the harvested solar energy can be utilized to generate hot water with an estimated annual energy saving of 3,002 kWh. We implemented a cloud-based energy monitoring dashboard for projects starting 2023, which enables us to access real-time data on energy generation and projected savings. This innovative approach to monitoring and analyzing solar energy generation enables us to enhance our efficiency and optimize our savings. Moving forward, Jollibee Group will pilot solutions to optimize the energy consumption of our equipment, such as installing motion sensor for lights using LED pylon lights, further contributing to our energy-saving efforts.

The installation of Solar PV panels with a cumulative capacity of 817 kW has resulted in an annual reduction in grid consumption by an **average of 30,184 kWh in each store and a 21.49 tCOe reduction for carbon emission.**









21.49
tCOe REDUCTION FOR CARBON EMISSION

By the end of 2023, the Jollibee Group installed solar panels in 44 stores across the Philippines, including Jollibee, Chowking, and Mang Inasal branches, with another 20 stores planned for 2024. Aside from providing renewable energy, solar panel integration also improves cost-efficiency of business operations delivering from 5% to 35% of the store's energy needs.

As part of this effort, we encourage franchisees to prioritize sustainability when growing their businesses. A growing number of franchise stores have embraced this by adopting solar energy solutions. One of our franchisees with multiple stores across Jollibee Group brands, has installed solar panels in Jollibee, Mang Inasal and Red Ribbon stores, from which the solar power generated can contribute to 5-12% of daily requirement. Mang Inasal has also launched the use of solar panels in its Sindangan and Molave stores in Zamboanga, demonstrating support for the Jollibee Group's commitment to responsible environmental practices.

In China, kitchen equipment is a major contributor to energy consumption. However, by combining equipment and utilizing microwave ovens, we can reduce total energy consumption during peak periods. Yonghe King reduced its production equipment energy consumption. **To further improve energy efficiency, we plan to develop an annual technology-based improvement plan and incentivize energy technology innovation.** Jollibee Group will also establish standards for product energy consumption usage, which will be monitored and adjusted as needed.

In addition, we are piloting an energy-saving intelligent control system for our restaurants' exhaust and air-conditioning systems in 2024. This initiative is expected to significantly reduce energy consumption and further support our commitment to promoting sustainability and reducing our environmental footprint.

To reduce energy consumption in our stores across the EMEAA region, we have implemented several measures. Jollibee Group schedules equipment use and preventive maintenance through accredited service providers, utilize energy-saving devices, and train in-house technicians to perform basic store equipment maintenance.

In Vietnam, the UK, Italy, and Spain, we optimized energy efficiency by timing equipment switching during the opening procedure. These collective efforts have helped us to significantly reduce energy consumption across our stores in the EMEAA region.





Earth Hour 2023

Themed "Invest In Our Planet", the annual initiative Earth Hour 2023 is one of our global events to bring awareness to employees for energy saving and climate change challenges and to showcase our commitment to sustainability. **Nearly 4,000 Jollibee Group stores and facilities across the Philippines, North America, China, and Europe, Middle East, and Asia (EMEA) jointly participated in this event by temporarily turning off all non-essential lighting for one hour.** Employees were encouraged to share photos of them turning off the lights and unplugging some office equipment. In China, YongHe King actively promoted and participated in the Earth Hour event in its live broadcast room, garnering significant engagement with over 1,702 slogan comments and reaching more than 30,000 individuals.



46.2%

REDUCTION IN ENERGY-USE RATIO VS. 2020 BASELINE IN OUR LOGISTICS SITE IN THE PHILIPPINES

Energy Efficiency in our Logistics

The Jollibee Group's energy conservation program relies heavily on the support and involvement of our stakeholders, who play a vital role in promoting and advocating for our initiatives. Through raising awareness about conservation practices and actively engaging in communication, collaboration, and knowledge-sharing, we can enhance the effectiveness and successful implementation of our energy conservation initiatives, particularly those related to our transport operations.

Energy Reduction at Bicutan, Philippines Logistics Site

At our Bicutan site, various energy conservation initiatives are implemented following the Supply Chain Engineering Services Sustainability Guideline to optimize our operations and reduce energy consumption. One such initiative includes the provision of signages and reminders to switch off all devices when not in use. This practice ensures that lights, air-conditioning units, water dispensers, and computer units are turned off after office hours, minimizing unnecessary energy usage. Regular assessment is conducted to evaluate the operating practices and identify the areas for improvement. In 2023, we further utilized the refrigeration system by installing Variable Frequency Drives (VFD), which are controlled by pressure transducer in Booster 1 and Highstage 2 to reduce electricity usage while maintaining the set point pressure in the system. During operation idle time, we shut down some of the refrigeration systems and lighting controlled by motion sensors in the cold storage areas. Implementing these shutdown periods led to a reduction in electricity consumption for the refrigeration operation by approximately 9.5% and the usage of lights by 12-16 hours, without compromising the standard condition of the Cold Storage and the quality of the products inside the Cold Storage Facility. We also focused on improving the energy efficiency of our facilities with the rehabilitation of Capacitor Banks, the installation of Lighting Sensors at Dry Warehouses, and the replacement of motors with more efficient ones. Additionally, we introduced measures to maximize truckload space and delivery frequency for smaller trucks serving select stores with small volumes. By transitioning from 2T.4T trucks to AUV and 1T vehicles, delivery routes are optimized and fuel consumption is reduced.

In other sites, Jollibee Group continues to expand initiatives to maximize routes and balance daily volume and man-hour management. These projects help us further optimize our operations and minimize energy consumption.

As a result, the Bicutan site performs stronger and ahead of the target, with an actual reduction of Energy Usage Ratio (EUR) of 46.2% versus 2022.

By fostering a sense of shared responsibility and involving stakeholders in our efforts, we collectively work towards achieving our sustainability goals and making a positive impact on the environment. Our commitment to sustainability extends beyond our organization. Additionally, we prioritize seeking guidance from industry experts to explore potential renewable energy options that align with our sustainability objectives.

Energy Efficiency in our Main Offices

As our employees begin to return to our offices in the Philippines, we remain committed to keeping them informed and engaged in Jollibee Group's sustainability efforts. Jollibee Group is fostering a culture of shared responsibility for the environment by identifying and monitoring facilities that contribute to significant electricity consumption. These facilities include air-conditioning systems, water supply and treatment facilities, and lighting.

To address these areas, we initiated measures such as implementing a hybrid work schedule and monitoring utilization and also adjusted our operations schedules, maintenance activities, and audit efforts accordingly. These initiatives build upon our previously established mechanisms, such as engineering energy-saving initiatives for proper ventilation, proactive maintenance activities, and energy conservation initiatives like scheduled ACU (Air Conditioning Unit) Lights Out.

By implementing these measures, Jollibee Group aims to enhance energy efficiency and promote sustainability in our main offices. Our ultimate goal is to create a workplace that is both environmentally responsible and conducive to the well-being of our employees.

At Jollibee Group, we are dedicated to continuously evaluating the effectiveness of our initiatives as we develop an ecosystem for energy savings, cost reduction, and the promotion of employee and community health. To assess the impact of our programs, a framework that takes into account the Service Level Agreement of Partner Employers is employed.

In addition, we actively engage in reporting and feedback management to ensure our responsiveness and compliance with legislation issued by national and local authorities and leverage the Voice of the Customers (VOC) to gather valuable insights and make necessary improvements. By monitoring and assessing our efforts, we strive to enhance our performance, meet regulatory requirements, and effectively address the needs and expectations of our stakeholders.

In addition to the initiatives already mentioned, we identified other opportunities to enhance our energy-saving strategy. One such opportunity is to implement Smart Building initiatives, which utilize automation, sensors, and the Internet of Things (IoT) to optimize energy consumption and improve efficiency in building operations.

Furthermore, Energy Mapping Systems is utilized to create baseline data and analyze energy usage patterns, which helps us identify areas where we can further reduce energy consumption. By exploring these avenues, we aim to enhance our energy-saving measures and contribute to a more sustainable future.

Water Efficiency

As a result of our business's processes and operations, the Jollibee Group seeks to reduce water consumption in manufacturing to reduce potential risks such as supply scarcity, depletion of natural resources, and increased wastewater discharge. As part of our operations in the Philippines, we will be implementing our integrated short-term and long-term water stewardship plans.

Water Stewardship in the Manufacturing Process

Jollibee Group is committed to meeting all government regulatory requirements, with a specific focus on adhering to DAO 2016-08 and the recently introduced DAO 2021-19. Our prominent sites are at the forefront of achieving ISO 14000 accreditation, while our smaller plant operates in accordance with ISO Standards guidelines. External consultants were involved to perform ISO14001 audits for selected site in 2023, while our internal environmental audit is performed twice a year. All findings are forwarded to concerned department and must be closed in a defined deadline. Results of the audit are reported to management through Management Review conducted at least once a year.

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

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



Water Conservation and Efficiency Programs were implemented to reduce consumption, including modifications to nozzles in crate washers, modification of tubs for pan washing, reduction of water usage in footbaths, repairs of leakages, reduction of freshwater usage in wastewater operations, and close monitoring of water use in toilets and locker rooms.

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

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



At the end of 2023, our manufacturing sites in the Philippines achieved a cumulative **29% reduction in water use ratio** versus a 2020 baseline

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

At the end of 2023, our manufacturing sites in the Philippines achieved a cumulative 29% reduction in water use ratio versus a 2020 baseline.

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

In the U.S., wastewater undergoes treatment via municipal sewers and water treatment facilities, while stormwater is handled separately through dedicated plans and permits. Our ongoing commitment involves continual enhancement of Stormwater Pollution Prevention measures. To ensure the proper management of sewage, regular inspections are carried out by governmental authorities, complemented by monitoring conducted by a trusted third-party provider, who submits comprehensive reports to the government. Sewage is directed to government-operated sanitation plants, where strict control is maintained to ensure a pH level of six and above. To reinforce compliance with government regulations and standards, we undertake consistent monitoring, conduct quarterly testing, and implement regular sewage cleaning protocols.

Water Stewardship in Our Stores

In the Philippines, our stores are equipped with advanced water filtration systems and undergo regular quality monitoring to ensure the provision of safe drinking water. Our stores adhere to Cleaner Production and Pollution Prevention procedures, with a focus on removing fats, oils, and grease from wastewater to reduce its organic strength. We remain committed to our Information, Education, and Communication Campaign on water conservation, sanitation practices, and water management, which aims to foster an environmentally conscious workforce and promote improved water conservation outcomes.

A comprehensive Maintenance Program is in place covering the assessment of water supply tanks and plumbing lines on a regular basis to ensure any leakage can be repaired in a timely basis. **We successfully launched pilot projects that expanded our range of cost-effective solutions, including implementation of the rainwater harvesting system and vacuum assisted toilets.** The vacuum assisted toilet utilizes air pressure to aid wastewater flushing and water filling, which is expected to have an annual water reduction of 233.3 cum.

In the EMEAA region, a series of measures are implemented to manage or minimize water usage, including a review of kitchen processes, the roll-out of waterless bains-marie, preventive maintenance of water supply lines, and comprehensive crew training on Cleanliness and Sanitation. We also prioritize food safety by conducting regular water analyses. In Vietnam, Jollibee Group established a master cleaning schedule and an in-depth cleaning procedure that minimizes water consumption. Water analysis standards is performed every six months, including five test points for ice analysis, and maintenance of our wastewater tanks to ensure optimal performance.

Water Stewardship in Our Logistics

A 5% reduction target in actual Water Usage Ratio (WUR) has been set in our Philippine logistic site since 2021. The Water Stewardship measures are identified and tracked on a monthly basis and are continually supported by a variety of programs, including information and education campaigns, the posting of signage and posters regarding proper water use and conservation, and the monitoring and repair of leaks from storage tanks, pipelines, and faucets.

The majority of water consumption in our operations in the Philippines stems from crates and pallet washing, the refrigeration process for cold storage, and workplace facilities like washing areas, toilets, and canteens. To effectively manage this consumption, Jollibee Group has implemented a Water Management Checklist, specifically tailored for our Bicutan site. This checklist enables us to define action plans based on initial assessments and conduct monthly tracking to ensure we meet our reduction targets. Emphasizing the principles of Reduce, Reuse, and Replace, we implemented water-saving initiatives to raise employee awareness, optimize the operation of the Evaporative Condenser (EVAPCO), install sensor-type faucets, recover pipe condensate, and reduce water supply pressure in designated areas without compromising hygiene standards. **In 2023, we implemented a rainwater collection system to offer alternative water source during the water shortage period. The harvested rainwater from the roof of Trucker's Lounge, Sewage Treatment Plants (STP) and Cold Storage Facilities was used for gardening, janitorial cleaning, and toilet flush in Trucker's Lounge. As a result, the Bicutan site performed ahead of the target, with the actual reduction of the Water Usage Ratio (WUR) at 15.5%.**

Water Stewardship in Our Main Offices

As part of our commitment to water efficiency and the well-being of our people and communities, we developed an ecosystem that includes evaluating the effectiveness of our initiatives. Jollibee Group utilizes a framework that assesses the Service Level Agreement of Partner Employers, as well as reporting and feedback management systems. Additionally, the Voice of the Customers (VOC) is leveraged to ensure that we are responsive to their needs and compliant with the mandates and legislations issued by national and local authorities. Through these measures, Jollibee Group strives to continuously improve and keep pace with evolving regulations and requirements.

In addition, Jollibee Group identified potential future improvements, including automation, sensors, Internet of Things in Building Operations, and low-flow fixtures, as part of Smart Building Initiatives. To create baseline data and outline water consumption for improvement/ reduction, the Perform Water Usage Mapping System is currently being evaluated.

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

Climate Change Resilience

Jollibee Group recognizes the significant challenges and risks posed by climate change, necessitating our proactive and resilient approach. The frequency of extreme weather events, such as typhoons, storm surges, and flooding, has risen substantially in recent decades, posing heightened threats to the safety and security of our operations and customers. As part of our commitment to business continuity and sustainability, it is crucial for us to identify and address climate change risks. For more details of our response to the climate risk, please refer to the Task Force on Climate-Related Financial Disclosures (TCFD) Index.

Type of Climate Risk	Specific Risk	Description
Physical	Extreme weather events (coasting flooding, fluvial flooding, extreme cold, extreme heat and tropical cyclones)	Properties located in regions with frequent extreme weather events are subject to more damage and higher risk of human endangerment. As such, Jollibee conducted a series of risk assessments and quantification exercises to address this risk and minimize harm to employees and customers. A Natural Hazard Risks Assessment is performed for the Philippines and USA locations to analyze typhoon and flood related risks. We also conducted analysis for frequency and severity of natural catastrophe losses and Risk Engineering surveys on four selected key locations to assess climate resilience. During the Year, the NDG team also performed risk assessment activities during the site selection process to ensure appropriate design and elevation will be incorporated to ensure that extreme weather events will be minimized so as not to harm employees and customers. The assessed physical factors include: 1. Flood level 2. Soil condition 3. Nearby water bodies 4. Cut and fill/ shape of the land Moreover, Global Insurance & Risk Management carried out the Natural Catastrophe assessment, which aims to evaluate the necessary insurance coverage that should be obtained in the event of any unforeseen incidents occurring in the future. The Risk Engineering surveys were conducted to assess the safety measures required to protect the company's assets, rather than focusing on the safety of employees and customers.
Transitional	Policy risk Reputational risk	Extensive regulation and policies are required for the transition to a low-carbon economy and to maintain food safety. Non-compliance may adversely affect the reputation and reliability of every restaurant operator and food manufacturer.



3,950

MANGROVES SEEDLINGS PLANTED

Mangrove Reforestation Activities

While we strive to reduce greenhouse gas (GHG) emissions within our own operations and supply chain, we also aim to expand our influence by encouraging our employees to participate in climate actions and collectively create a low-carbon ecosystem. In 2023, 3,950 mangroves seedlings were planted by over 200 employee volunteers in the Philippines.

As part of the 45th anniversary of Jollibee Group, our social development arm Jollibee Group Foundation (JGF) initiated Mangrove Reforestation activities in Pangasinan and Cebu, in collaboration with LGU-Alaminos City, Pangasinan and Department of Environment and Natural Resources - Environmental Management Bureau in the Philippines. Employee volunteers from Jollibee, Red Ribbon Bakeshop, Zenith Foods Corporation, and Jollibee Worldwide Services

Logistics planted 2,250 mangrove propagules in Alaminos, Pangasinan, and Carmen, Cebu. DENR Region 7 - Community Environment and Natural Resources Office awarded certification to ZFC, Red Ribbon, and JGF for our participation in the Enhanced National Greening Program. In addition, a Mangrove Reforestation activity was also held in Batangas, where 1,700 seedlings were planted by employees of Jollibee, Greenwhich, Zeith Foods Corporation, and Jollibee Worldwide Services.

Mangroves play a crucial role in protecting coastal areas from storm surges, providing habitat for fish, and supporting the livelihood of surrounding communities. Additionally, they have a significant capacity to absorb carbon, making them an essential component of environmental sustainability. Through this meaningful event, Jollibee Group hopes to inspire business units, partners, and customers worldwide to embrace their shared responsibility for the planet and communities.



OUR PLANET GOALS

PILLAR	FOCUS AREAS	JOLLIBEE GROUP	
		GOALS	STATUS
PLANET We Treat the Planet Responsibly	Packaging & Recycling	**Improve packaging sustainability** across our operations	**Our manufacturing group has implemented several initiatives to reduce single-use plastic packaging.** These include upsizing containers, introducing returnable containers in the manufacturing process, engaging third-party collectors for recovery and recycling, and reusing empty packaging containers as waste storage bins. **In our stores, we have introduced strawless drinks** in Jollibee across Singapore, Malaysia and Hong Kong, alongside with our ongoing "Skip the Straw" campaign in Philippine stores to promote the use of strawless drinks. We also prioritize the use of reusable wares for dine-in across all our stores in the Philippines.
	Waste Reduction	**Reduce food loss and waste to landfill** in the manufacturing process and food waste in stores	We achieved a **42.8% total reduction in waste-generated ratio at the end of 2023 versus a 2020 baseline**, in our Philippine manufacturing plants. Across all our stores globally, we follow waste disposal protocols in compliance with local government regulations.
	Energy & Water Efficiency	**Reduce energy consumption** in the manufacturing process	We achieved a **28.2% reduction in energy use ratio versus a 2020 baseline** as a result of the efficacy of our manufacturing initiatives in the Philippines.
		Execute energy-saving initiatives to reduce energy consumption in our stores	By the end of 2023, we **installed solar panels in 44 stores across our various stores** in the Philippines. We continue to explore and evaluate new technologies that reduce consumption and optimize the energy efficiency programs to be implemented across our business units.
		Reduce water consumption in the manufacturing process	We achieved a **reduction of 29.0% in water use ratio versus a 2020 baseline** in our Philippines manufacturing plants.

Appendices

Scope of data

The coverage of our 2023 reporting framework has expanded compared to the previous year's report, which may reflect variations in data across different operational areas. It's important to note that while we outline the general scope for this report, each data table or disclosure may possess its own detailed scope, specifying particular inclusions or exclusions unique to that section. This is part of our ongoing commitment to enhance both the breadth and depth of our disclosures on an annual basis.

Jollibee Foods Corporation has a diverse portfolio of 18 brands, operating a total of 6,620 stores spread across 34 countries. Within this extensive network, 2,798 stores are company-owned, while the remaining 3,822 stores are a mix of franchised and joint venture establishments.
To enhance our reporting framework, we have strategically selected certain priority brands and geographical locations, both regions and countries, for inclusion in this reporting cycle.

For disclosures involving our store network, we have focused on 10 brands and 1,303 company-owned stores covering scope 1 and 2 emissions. Excluded from this reporting cycle are Scope 3 emissions, from franchised and joint venture stores, which aim to include in the coming years.

Store Coverage	
Number of stores	**1,303** company owned stores
Number of brands	**10**
Jollibee (JB) Philippines, Singapore, Vietnam	614 stores
Chowking (CK), Philippines	160 stores
Red Ribbon (RR), Philippines	178 stores
Mang Inasal (MI), Philippines	15 stores
Greenwich (GW), Philippines	127 stores
Burger King (BK), Philippines	124 stores
Panda Express (PX), Philippines	21 stores
Yoshinoya (YSH), Philippines	9 stores
Hong Zhuang Yuan (HZY), China	36 stores
Tim Ho Wan (THW), China operations only	19 stores

Across our supply chain and main offices, we included 16 out of our 16 company-owned manufacturing facilities, 2 out of our 5 of our company-owned logistics, and 15 out of our 18 Main Offices, covering our scope 1 and 2 emissions. Excluded are Scope 3 emissions from our supply chain, which aim to include in the coming years.

Supply Chain and Main Office Coverage	Country	Number of sites
Manufacturing (Company owned and exclude 3Ps)	Philippines (PH) China (CN) Vietnam (VN) United States (US)	11 / 11 1 / 1 1 / 1 3 / 3
Logistics (Company owned and exclude 3Ps	Philippines (PH) China (CH) United States (US)	1 / 1 0 / 3 1 / 1
Main Offices (Company owned and exclude 3Ps)	Philippines (PH) China (CN) Vietnam (VN) United States (US)	9 / 9 5 / 5 1 / 1 0 / 3

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

Division Coverage	Coverage	Countries
Human Resources (HR), Data Privacy and Security (DP&S), Research & Development (R&D), Marketing, Procurement, Quality Management	Jollibee (JB)	Philippines, Singapore, Brunei, Hong Kong, Vietnam, United Arab Emirates, United Kingdom, United States
	Chowking (CK)	Philippines, United States
	Red Ribbon (RR)	Philippines, United States
	Mang Inasal (MI)	Philippines
	Greenwhich (GW)	Philippines
	Burger King (BK)	Philippines
	Panda Express (PX)	Philippines
	Yoshinoya (YSH)	Philippines
	Hong Zhuang Yuan (HZY)	China
	Yonghe King (YHK)	China
	Tim Ho Wan (THW)	China operations only
	Coffee Bean & Tea Leaf (CBTL)	United States
	Smashburger (SB)	United States
Data Privacy & Security, Procurement, Quality Management	Global coverage	Selected disclosures may encompass JFC's global operations, which could include brands and regions on top of the narrowed scope
Community Engagement	Jollibee Group Foundation	Philippines

FOOD

Marketing and labelling[1]

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

Metric	Unit	
Percentage of **significant product and service categories** covered and assessed for **compliance with JFC's procedures and requirements for product and service information and labeling**[2]	%	**55**
No. of significant product and service categories covered and assessed	*Number of categories*	*359*
Total no. of product and service categories	*Number of categories*	*648*
Total number of incidents of **non-compliance** with regulations and/or voluntary codes concerning **product and service information and labeling,** by:	*Number of incidents*	**3**
i. incidents of non-compliance with regulations resulting in a fine or penalty	*Number of incidents*	*0*
ii. incidents of non-compliance with regulations resulting in a warning	*Number of incidents*	*2*
iii. incidents of non-compliance with voluntary codes	*Number of incidents*	*1*
If the answer to the above question 0, kindly write a statement confirming there were no identified non-compliance with regulations and/or voluntary codes for this Financial Year	*Answer Required*	-
Total number of incidents of **non-compliance** with regulations and/or voluntary codes concerning **marketing communications,** including advertising, promotion and sponsorship, by:	*Number of incidents*	**11**
i. incidents of non-compliance with regulations resulting in a fine or penalty	*Number of incidents*	*8*
ii. incidents of non-compliance with regulations resulting in a warning	*Number of incidents*	*3*
iii. incidents of non-compliance with voluntary codes	*Number of incidents*	*0*
If the answer to the above question 0, kindly write a statement confirming there were no identified non-compliance with regulations and/or voluntary codes for this Financial Year	*Answer Required*	-

1. Data covers Marketing scope except Mang Insasal, Greenwich, Chowking PH and US, Burger King, Panda Express, Yoshinoya, Jollibee US, RR US, CBTL, and Smashburger; Covers R&D scope except SG, BN, HK, VN, UAE, UK, US; Covers Manufacturing scope.
2. The definition of assessment in this disclosure may vary. In Manufacturing, 100% of products are assessed. Red Ribbon Philippines' 100% compliance extends to adhering to FDA Food Regulatory laws and meeting the standards set forth by FSSC (Food Safety System Certification), our internal initiative (FSSC 22000 v5.1) aimed at aligning with global food safety standards. Selected brands and R&D count the assessments of new products developed over total products, which lowers the total % assessed.

Responsible marketing

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

Metric	Unit	
Total number of marketing employees[1]	*Number of employees*	**240**
Total number of marketing employees who have **received training on Responsible Marketing or have reviewed the policy in the past 3 years**	*Number of employees*	**70**

1. Data covers Marketing scope, except Chowking US, Jollibee US, and Red Ribbon US

Food safety[1]

To guarantee the safety of the food we provide to each and every customer, Jollibee Group conducts thorough quality and safety inspections across all aspects of our stores globally. In 2023, over 15,614 Food Service Cleanliness and Condition (FSC) Audits were conducted in our stores worldwide. The data below covers only the inspections by external Government or Local Government Unit, which varies in nature and frequency based on different local regulations.

Metric	Unit	
Percentage of restaurants **inspected** by a food safety oversight body[2]	%	**15**
No. of restaurants inspected	*Number of restaurants*	*686*
Total no. of restaurants	*Number of restaurants*	*4,641*
Percentage receiving **critical violations**	*%*	**0.1**
No. of restaurants inspected[3]	*Number of restaurants*	*4*
Total no. of restaurants	*Number of restaurants*	*4,643*
Number of **food safety-related recalls** issued[4]	*Number of recalls*	**1**
Total amount of food product recalled	*Metric tons (t)*	*13.5*
Number of **confirmed foodborne illness outbreaks**	*Number of outbreaks*	**1**
Percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	*%*	*0*
No. of confirmed foodborne illness outbreaks resulting in CDC investigation	*Number of outbreaks*	*0*
No. of confirmed foodborne illness outbreaks	*Number of outbreaks*	*1*

1. Data covers Quality Management global coverage scope which has 4,641 company-owned and franchise stores including all PH brands, YHK and HZY China, and Jollibee in SG, BN, HK, VN, UAE, UK.
2. The figure represents inspection by external Government or Local Government Unit, which varies in nature and frequency based on different local regulations. Internal JFC food safety cleanliness and condition (FSC) audits are conducted for our restaurants yearly.
3. All findings were corrected within 24 hours with operations resuming immediately.
4. The recalled product did not reach any customers, as the incident was effectively managed through the store's adherence to proper food safety protocols.

Customer health and safety[1]

To guarantee the safety of the food we provide to each and every customer, Jollibee Group conducts thorough quality and safety inspections across all aspects of our stores globally. In 2023, over 15,614 Food Service Cleanliness and Condition (FSC) Audits were conducted in our stores worldwide. The data below covers only the inspections by external Government or Local Government Unit, which varies in nature and frequency based on different local regulations.

Metric	Unit	
Percentage of **significant product and service categories** for which **health and safety impacts are assessed** for improvement	*%*	**95**
No. of significant product and service categories for which health and safety impacts are assessed for improvement[2]	*Number of stores*	*498*
Total no. of product and service categories	*Number of stores*	*4717*
Total number of **incidents of non-compliance**[3] with regulations and/or voluntary codes concerning the **health and safety impacts of products and services** within the reporting period, by:	*Number of incidents*	**3**
i. incidents of non-compliance with regulations resulting in a fine or penalty	*Number of incidents*	*1*
ii. incidents of non-compliance with regulations resulting in a warning	*Number of incidents*	*2*
iii. incidents of non-compliance with voluntary codes	*Number of incidents*	*0*

1. Covers Quality Management country-defined scope except THW China; Data covers Manufacturing PH.
2. QM 's definition is based on the No. of stores where Food Safety, and Production Process Audits such as Gold Standard Consistency audits of finished goods, were conducted. While in Manufacturing PH, the scope covers
3. Incidents of non-compliance may range from minor product spills, temporary out-of-service toilets, cleanliness, among others.

Customer management[1]

The Net Promoter Score indicates the likelihood of customers recommending our brand, products, and services to others, guaranteeing the safety of the food we provide to each and every customer. In 2023, the Jollibee Group achieved a remarkable Net Promoter Score of 85%, surpassing the industry benchmark of 50%. This accomplishment highlights the satisfaction and loyalty of our customers to our global brands. In addressing complaints and feedback, our Feedback Management System utilizes multiple channels to capture feedback, including in-store surveys, in-app surveys, delivery websites, email intercepts, and social media platforms. By collecting feedback from various touchpoints, we gain insights into the customer experience and continuously enhance our procedures and guidelines. Our goal is to generate more feedback and ensure that complaints reach the appropriate resolution owners within 24 hours.

Metric	Unit	
Net Promoter Score[2]	*%*	**85.2**
Percentage of promoters	*%*	*90.3*
Percentage of detractors	*%*	*5.1*
Total no. of **customers complaints** captured	*Number of complaints*	**197,817**
*Of which Total no. of **invalid** complaints*[3]	*Number of complaints*	*44,569*
*Of which Total no. of **valid** complaints*[3]	*Number of complaints*	*74,437*
Complaints related to Food	*Number of complaints*	*18,473*
Complaints related to Customer service	*Number of complaints*	*53,297*
Complaints related to Safety	*Number of complaints*	*194*
Complaints related to Store Cleanliness	*Number of complaints*	*780*
Others	*Number of complaints*	*1,693*
Total number of **complaints addressed**[4]	*Number of complaints*	**178,661**
Complaints per million transactions *(No. of complaints captured/Total No. of transactions*1000000)*	*Number of complaints*	**244.1**
Percentage **complaints over number of transactions** *(No. of complaints captured/Total No. of transactions)*	*%*	**0**
Total no. of transactions	*Number of complaints*	*810.4M*
Feedback closure rates[5]	*%*	**90**
No. of feedback closed	*Number of products*	*250,726*
Total no. of feedback received	*Number of products*	*279,340*

1. Data covers Quality Management country-defined scope except BK PH, HZY, THW China, and CBTL
2. Net Promoter Score indicates the likelihood of customers recommending our brand, products, and services to others. In 2023, JFC surpassed industry benchmark of 50.
3. Valid complaints are traceable or related to the store's procedures or processes, while invalid complaints are not related. Some regions only track customer complaints but do not categorize as valid or invalid or by type. As such the breakdown does not total to the total no. of customer complaints captured.
4. While we strive to address all complaints as part of our protocol, there are complaints with insufficient customer information needed to fully resolve, or have customers that are unresponsive
5. Feedback encompasses more than just complaints, such as inquiries and suggestions. Hence, "No. of feedback closed" specifically refers to resolved complaints, with the remaining 10% consisting of non-complaint feedback.

Nutritional content (R&D)[1]

Metric	Unit	
Percentage of **meal options** consistent with **national dietary guidelines**[2]	*%*	**84**
No. of meal options consistent with national dietary guidelines	*Number of options*	*433*
Total no. of meal options	*Number of options*	*516*
Percentage of **children's meal options** consistent with **national dietary guidelines for children**[3]	*%*	**100**
No. of meal options consistent with national dietary guidelines for children	*Number of options*	*21*
Total no. of meal options for children	*Number of options*	*21*

1. Data covers Research & Development scope for YHK and HZY China
2. YHK and HZY follows Chinese Food Guide Pagoda (2022) National Dietary Guide for ages 18-49
3. YHK and HZY follows the national dietary guide published by Chinese Nutrition Society for Children, found here www.menutri.cn

Nutritional content (Marketing)[1]

Metric	Unit	
Revenue earned from meal options consistent with **national dietary guidelines**[2]	*Currency in PHP*	**13.1M**
Revenue earned from meal options consistent with **national dietary guidelines for children**[3]	*Currency in PHP*	**13.1M**
Number of **advertising impressions** made on children	*Number of impressions*	*0*
Percentage **promoting products**[4] that meet national dietary guidelines for children	*%*	*100*
No. of products promoted that meet national dietary guidelines for children	*Number of products*	*9*
Total no. of products promoted for children	*Number of products*	*9*

1. Data covers Marketing scope for HZY China
2. HZY follows Chinese Food Guide Pagoda (2022) National Dietary Guide for ages 18-49
3. HZY follows the national dietary guide published by Chinese Nutrition Society for Children, found here www.menutri.cn
4. Promoting products are new products released

Supply Chain Management & Food Sourcing[1]

Metric	Unit	
Percentage of food purchased that **meets environmental and social sourcing standards**[2]	%	**95**
Cost of food (and food products) purchased that meets environmental and social standards	*Currency in PHP*	*80.4B*
Total cost of food (and food products) purchased	*Currency in PHP*	*84.4B*
Percentage of food purchased that is **certified to third-party environmental and/or social standards**[3]	%	**40**
Cost of food (and food products) purchased that has been certified to a third-party environmental or social standard[2]	*Currency in PHP*	*32.6B*
Total cost of food (and food products) purchased[2]	*Currency in PHP*	*81.1B*
Percentage of eggs that originated from a **cage-free environment**[4]	%	**86%**

1. *Data covers Procurement country-specific scope except China, JB SG, BN, HK, and UAE*
2. *Environmental standards refer to government/government agencies regulations/requirements on emissions, effluents, anti-pollution as well as bans/restrictions on specific materials that cannot be used in the markets. Social sourcing standards refer to minimum wage, child labor requirements, freedom of association and other laws/legislation/regulations in the markets.*
3. *These refer to audits conducted by external Government or Local Government Unit, which varies in nature and frequency based on different local regulations.*
4. *Cage-Free scope covers Jollibee North America, Red Ribbon US, and Chowking US, who have transitioned to Cage-Free as of December 2023; we are working on Coffee Bean and Tea Leaf and Smashburger in the US, and are on track to achieve our 2025 target. The scope excludes other brands and countries, as we continue to develop our plans for transitioning to Cage-Free in other regions.*

Raw material sourcing[1]

Metric	Unit	
Total **estimated sales reliant** on each material (3-year average)	-	**3B**
Seafood	*Currency in PHP*	*1.5B*
Palm oil	*Currency in PHP*	*1.5B*
Total sales (3-year average)	*Currency in PHP*	**90.4B**
Estimated **percent of sales reliant** on each material	%	**4**
Seafood	%	*2*
Palm oil	%	*2*
Percentage of products **externally certified** by agencies with the **most stringent standards**	%	**91**
No. of products externally certified by agencies with the most stringent standards	*Number of products*	**1,206**
Total no. of products	*Number of products*	**1,331**
Percentage of products with **traceable origin** of raw materials	%	**24**
No. of products with traceable origin of raw materials	*Number of products*	**7,098**
Total no. of products	*Number of products*	**29,554**

1. *Data covers Procurement global scope except JB HK and UAE*

Procurement practices[1]

Metric	Unit	
Percentage of the procurement budget used for significant locations of operation that is **spent on suppliers local to that operation**	%	**95**
Amount used to purchase products and services locally in significant locations of operations[2]	*Currency in PHP*	*130.4B*
Total procurement budget for significant locations of operations	*Currency in PHP*	*136.6B*

1. *Data covers Procurement global scope except JB HK and UAE*

PEOPLE

Employee Welfare

Employee Data[1]

Metric	Count Total	Male (%)	Female (%)
Total employee count	**36,227**	**46**	**54**
Total number of employees by category:[2]			
Executive Management	*232*	*50*	*50*
Senior Management	*679*	*41*	*59*
Managers	*1878*	*39*	*61*
Officer	*2388*	*41*	*59*
Specialist	*6663*	*45*	*55*
Rank & File	*23943*	*48*	*52*
Total number of employees at senior management level:[3]	**911**	**43**	**57**
Total number of employees by work type:[4]			
Number of permanent employees	*31,752*		
Vs. Number of temporary employees5	*274*		
Number of full-time employees	*19,069*		
Vs. Number of part-time employees5	*14,388*		
Number of non-guaranteed hours employees	*0*		
Diversity and Equal Opportunity:			
Total number of employees by age group:[6]			
<30 years old	*15,179*		
30 - 50 years old	*15,151*		
>50 years old	*3,983*		
Number of employees in **minority** groups[7]	**5,607**		
Number of employees in **vulnerable** groups[8]	**1,557**		
Number of employees **employed locally**	**27,967**		
Number (percentage) of **senior management level** employees employed from local community	**208 (0.57%)**		

1. Data covers HR scope including Main Offices, Manufacturing, and Logistics
2. Breakdown of total number of employees by category excludes Jollibee Hong Kong, as well as 2 undisclosed gender
3. Senior management level is the total of Executive Management and Senior Management
4. Breakdown of employees by work type excludes some areas from China
5. Permanent & temporary employees refer to hiring type; where as full-time & part-time employees refer to the working hours. For example, an employee can be a permanent, part-time employee.
6. Breakdown of employees by age-group excludes some areas from Smashburger
7. Subsets of employees who has characteristics, such as race, ethnicity, religion, or culture, that distinguish them from the majority of the population in a particular country or region. Data excludes UAE.
8. Subsets of employees who are susceptible to various forms of discrimination or disadvantage due to factors such as age, disability, socioeconomic status etc. Examples include: aged individuals, migrant workers, refugees, disabled peoples, low-income groups etc. Data excludes UAE.

Remuneration[1]

Metric	Unit	Total
Number of workers covered by **collective bargaining agreements**	*Number of employees*	3350
Ratio of the entry level wage **in the reporting country (by gender)[2]**	*Ratio*	Philippines M:F 1:1
Percentage *of workers covered by* **collective bargaining agreements**	*%*	9

1. Data covers HR scope, where Philippines, China, Vietnam have CBA's. 100% of employees in Vietnam and China are covered by CBA. Consultations are conducted with employees 2x/year in Vietnam, and monthly in the Philippines.
2. Data for 'Ratio of the entry level wage' covers HR scope, for the Philippines only.

New employee hires and turnover[1]

Metric	Number of Employees	%Male	%Female
Total number of **new employees** during the reporting period:	**6,817**	**55**	**45**
By **age group:**			
<30 years old	*4,816*		
30 - 50 years old	*1,793*		
>50 years old	*208*		
Total voluntary employee turnovers:[2]	**9,236**	**54**	**56**
By **age group:**			
<30 years old	*6,027*		
30 - 50 years old	*2,302*		
>50 years old	*512*		
Total involuntary employee turnovers:[3]	**1,099**	**62**	**38**
By **age group:**			
<30 years old	*635*		
30 - 50 years old	*360*		
>50 years old	*69*		
Total voluntary and involuntary employee turnovers:[3]	**10,327**	**55**	**45**
By **age group:**			
<30 years old	*4,255*		
30 - 50 years old	*2,798*		
>50 years old	*598*		

1. Data covers HR scope including Main Offices, Manufacturing, and Logistics; excludes China
2. Breakdown excludes UAE, Manufacturing, and CBTL
3. Breakdown excludes UAE and CBTL

Parental leave[1]

Metric	Unit	
Number of employees **entitled to parental leave**	*Number of employees*	**984**
Number of employees that **took parental leave**	*Number of employees*	**984**
Number of employees that **returned to work in the reporting period after parental leave ended**	*Number of employees*	**791**
Number of employees that returned to work after parental leave ended that were **still employed 12 months after return to work**	*Number of employees*	**751**
Number of employees returning from parental leave in the **prior reporting period**	*Number of employees*	**38**
Return to work rate of employees that took parental leave, by gender	*%*	**Male: 80.1** **Female 80.6**

1. *Data covers HR scope except HZY, THW, BN, HK, UAE, JB US, CK US, RR US. Includes Main Offices except CBTL JB US, CK US, and RR US. Includes only China for Manufacturing, and only Philippines Logistics*

Average hours of training per year per employee[1]

Metric	Average Hours
Total training hours provided to employees	**25.6**
Training hours by **Gender**[2]	
Male	*24.5*
Female	*26.6*
Training hours by **employee category:**[2]	
Executive Management	*32.5*
Senior Management	*27.3*
Managers	*22.4*
Officer	*28.0*
Specialist	*33.5*
Rank & File	*25.5*

1. *Data covers HR scope except BN, and CBTL; Includes Main Offices except CBTL, Manufacturing except CBTL, and Logistics.*
2. *Breakdown by gender and employee category excludes UAE and UK, as they provided training hours but are unable to split by gender*

Percentage of employees receiving regular performance and career development reviews[1]

Metric	Percentage (%)
Total employees who received a **regular performance and career development review** during the reporting period:[2]	
Gender	
Male	*76*
Female	*84*
Number of employees receiving performance and career development review by **employee category:**	
Executive Management	*100*
Senior Management	*99*
Managers	*99*
Officer	*99*
Specialist	*89*
Rank & File	*69*

1. *Data covers HR scope including Main Offices, Manufacturing, and Logistics*
2. *All departments within the scope achieved 100% compliance in providing regular performance and career development reviews for employees, with the exception of China Manufacturing. We are committed to improving and closely monitoring our review processes to ensure every employee receives this essential feedback.*

Incidents of discrimination and corrective actions taken[1]

Metric	Unit	
Total **number of incidents of discrimination** during the reporting period	*Number of incidents*	22
Were the incidents reported reviewed?[2]		The incidents have been reviewed and resolved
Are remediation plans being implemented to address the incidents? [2]		The incidents were addressed through various measures, including the grievance procedure, punitive sanctions, mandatory training, and reinforcement of our core values.
Are the incidents no longer subject to action?2		Yes

1. *Data covers HR scope, Main Offices, Logistics, and Manufacturing except SG, BN, VN Main Office, and VN Manufacturing*
2. *Data covers HR scope, PH and UK only*

Work-related injuries[1]

Metric	Number	% Rate
For **employees:**		
Number of fatalities as a result of **work-related injury**	*9*	0.05
High-consequence work-related injuries (excluding fatalities)	*25*	0.13
Recordable work-related injuries	*246*	1.23
Number of **hours worked**	*39,999,232*	N/A

1. Data covers HR scope except China, Main Offices, Logistics except US - Red Ribbon Logistics (Transportation), and Manufacturing

Work-related ill-health[1]

Metric	Unit	
For **employees:**		
Number of fatalities as a result of **work-related ill health**	*Number of fatalities*	0
Number of cases of **recordable work-related ill health**	*Number of cases*	1

1. Data covers HR scope, Main Offices, Logistics, and Manufacturing

Community engagement[1]

Jollibee Group Foundation

Jollibee Group Foundation	Unit	2023	2022
Percentage of **JFC's net income allocated to JGF**	%; per year	**1.5%**	**1.5%**
Total Number of JGF's **Program Partners**[2]	Count, cumulative since 2008	**69**	**40**
Farmer Entrepreneurship Program (FEP)			
Total **Sales generated** for FEP farmers	PhP, cumulative since 2008	**518,000,000**	**411,000,000**
Number of **smallholder farmers engaged**[3] (delivered + trained)	Count, cumulative since 2008	**4766**	**3000**
of which Number of smallholder farmers who delivered directly to JFC for the year	*Count, per year*	*1037*	*700*
of which Number of smallholder farmers who have been trained by the AE Facilitators for the year	*Count, per year*	*1017*	*1388*
Number of **smallholder farmers who have been trained**, since start of the course on Agro-entrepreneurship for Inclusive Value Chains in 2021	Count, cumulative since 2021	**2405**	
Number of **farmer groups delivering** for the year	Count; per year	**17**	**17**
Vegetables delivered to JFC for the year	Metric Ton; per year	**1,367**	**752**
Number of **agro-enterprise facilitators trained** for the year	Count; per year	**67**	**74**
Access, Curriculum and Employability Program (ACE)			
Total Number of **Youth Provided with Scholarships** since the start of the program	Count, cumulative since 2005	**2754**	**2397**
Scholarships Granted for the year **for priority courses**[4] for the year	Count; per year	**218**	**197**
of which are Agri-Tech Voc Scholars for the year	*Count; per year*	*218*	*110*
of which are QSRO Scholars for the year	*Count; per year*	*5*	*5*
Agri-Tech Voc Scholars who **received Certification**[5] on AE for the year	Count; per year	**77**	**68**
FoodAID			
No. of **Meals Provided for the year**	Count; per year	**3,120,000**	**1,660,000**
No. of **Meals provided since 2020**	Count, cumulative since 2020	**12,820,000**	
Total **value of Food Assistance**	PhP; per year	**56,000,000**	**21,000,000**

1. Covers Jollibee Group Foundation in the Philippines
2. Program partners include partners from all JGF programs; FEP, BLT, ACE, FoodAID. These include local implementing partners, training institutions, local government units, other CSO and NGOs, etc.
3. Engaged means farmers trained by the Agro Entrepreneurship (AE) Facilitators who graduated from the AE Intro Course, and the farmers who are part of the Farmer Entrepreneurship Program delivering directly to the Jollibee Group
4. Combination of Agri and QSRO Scholars, which are the priority courses of ACE. This excludes other type of scholarships, which have also been granted, and are counted under the cumulative total number of youth provided with scholarships.
5. These are Agri-Tech Voc Scholars who graduated and proceeded to take an AE Certification afterwards

Supplier social assessment[1]

Metric	Unit	
Percentage of **new suppliers** that were screened using **social criteria**	*%*	**29**
No. of new suppliers screened using social criteria	*Number of suppliers*	*98*
Total no. of new suppliers	*Number of suppliers*	*339*
Number of suppliers **assessed for social impacts**	*Number of suppliers*	**184**
Number of suppliers identified as having **significant actual and potential negative social impacts**	*Number of suppliers*	**5**
Percentage of suppliers identified as having significant actual and potential negative social impacts with which **improvements were agreed upon** *as a result of assessment.*	*%*	*100*
Number of suppliers with significant actual and potential negative social impacts where improvements were agreed upon as a result of assessment	*Number of suppliers*	*5*
Number of suppliers identified as having significant actual and potential negative social impacts	*Number of suppliers*	*5*
Percentage of suppliers identified as having significant actual and potential negative social impacts with which **relationships were terminated** as a result of assessment	*%*	**0**
Number of suppliers with significant actual and potential negative social impacts where relationships were terminated as a result of the assessment	*Number of suppliers*	*0*
Number of suppliers identified as having significant actual and potential negative social impacts	*Number of suppliers*	*5*

1. Data covers Procurement global scope except HK, UAE

ECONOMIC

Financial performance[1]

Metric	Unit	
Total amount of **revenues** (direct economic value generated)	*Currency in Billion PHP*	**252.33**
Specify the amount of **economic value distributed**, broken down by:	*Currency in Billion PHP*	**247.5**
Operating costs	*Currency in Billion PHP*	*189.88*
Employee wages and benefits	*Currency in Billion PHP*	*39.69*
Payments to providers of capital	*Currency in Billion PHP*	*5.83*
Payments to government	*Currency in Billion PHP*	*6.18*
Community investments	*Currency in Billion PHP*	*5.92*
Economic value retained (direct economic value generated less economic value distributed)	*Currency in Billion PHP*	*4.82*

1. Data has global coverage

1. Data covers Procurement global scope except HK, UAE

GOVERNANCE

Anti-corruption (Ethics)

Metric	Unit	
Total number and percentage of **governance body members** that the organization's **anticorruption policies and procedures have been communicated to**, broken down by region.	*%*	**100**
i. Total number of members of governance body	*Number of members*	*9*
ii. Total members of governance body who have received communication of anti-corruption policies and procedures	*Number of members*	*9*
Total number and percentage of **employees** that the organization's **anti-corruption policies and procedures have been communicated to,** broken down by employee category and region.		
i. Total **number of employees**[1]	*Number of employees*	**12,325**
Executive Management	*Number of employees*	*150*
Senior Management	*Number of employees*	*358*
Managers	*Number of employees*	*718*
Officers	*Number of employees*	*1,679*
Specialists	*Number of employees*	*4,708*
Rank & File	*Number of employees*	*4,712*
ii. Total number of employees that have **received communication of anti-corruption policies** and procedures	*Number of employees*	**9,774**
Executive Management	*Number of employees*	*122*
Senior Management	*Number of employees*	*351*
Managers	*Number of employees*	*689*
Officers	*Number of employees*	*1,345*
Specialists	*Number of employees*	*3,593*
Rank & File	*Number of employees*	*3,674*
iii. Percentage of employees per category who have **received training on anti-corruption**[2]	*%*	**79**
Executive Management	*%*	*81*
Senior Management	*%*	*98*
Managers	*%*	*96*
Officers	*%*	*80*
Specialists	*%*	*76*
Rank & File	*%*	*78*
Total number and nature of **confirmed incidents of corruption**.[2]	*No. of incidents*	**0**
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.	*No. of incidents*	*0*

1. Covers employees in the Philippines
2. Global Legal, Ethics, and Compliance has no record of employees being dismissed or disciplined for any violation of the Anti-Bribery and Corruption Policy of the company or any government corruption.

1. Data has global coverage

Anti-corruption (Supply Chain)[1]

Metric	Unit	
Total **number of business partners** broken down by type of business partner and region.	*Number of partners*	**2,062**
Food	*Number of partners*	804
Packaging	*Number of partners*	359
Transporters	*Number of partners*	115
Other service providers	*Number of partners*	784
Total number of business partners that **the organization's anticorruption policies and procedures have been communicated to**, broken down by type of business partner and region.	*Number of partners*	**1,553**
Food	*Number of partners*	482
Packaging	*Number of partners*	310
Transporters	*Number of partners*	102
Other service providers	*Number of partners*	659
Percentage of business partners that **the organization's anticorruption policies and procedures have been communicated to,** broken down by type of business partner and region.	*%*	75
Food	*%*	60
Packaging	*%*	86.4
Transporters	*%*	88.7
Other service providers	*%*	84.1
Total number of confirmed incidents when contracts with business partners were **terminated or not renewed due to violations related to corruption.**	*Number of incidents*	**0**

1. Data covers procurement global scope except Purchasing UAE

Anti-competitive behavior

Metric	Unit	
Number of **legal actions** pending or completed during the reporting period **regarding anti-competitive behavior and violations of anti-trust and monopoly legislation** in which the organization has been identified as a participant.	*No. of cases*	**0**
i. Pending Cases	*No. of cases*	0
ii. Completed Cases	*No. of cases*	0

1. Data covers global scope

Customer privacy[1]

Metric	Unit	
Total number of **substantiated** complaints on customer privacy:	*Number of complaints*	**2**
i) **Substantiated** *complaints on customer privacy* **from external parties**[2]	*Number of complaints*	2
ii) **Substantiated** *complaints on customer privacy* **from regulatory bodies**	*Number of complaints*	0

1. Data covers Data Privacy & Security scope for all brands in PH, CN, SG, BN, VN, UAE, UK and US
2. Only US received complaints, which have been resolved

Data security[1]

Metric	Unit	
Number of **data breaches** including leaks, thefts, and losses of data	*Count*	**0**

1. Data covers Data Privacy & Security scope for all brands in PH, CN, SG, BN, VN, UAE, UK and US

Data privacy programme[1]

Metric	Unit	
Number of employees **receiving data privacy management training**	*Number of employees*	**12,086**

1. Data covers Data Privacy & Security scope for all brands in PH, YHK China, JB VN, Smashburger

Cybersecurity programme[1]

Metric	Unit	
Number of employees **receiving cybersecurity training**	*Number of employees*	**12,329**

1. Data covers Data Privacy & Security scope for all brands in PH,YHK China, JB VN, JB US, CK US, RR US, and Smashburger

PLANET

ENERGY

Energy consumption within organisation

Metric	Unit	
Total fuel consumption **within the organisation** from **non-renewable sources** and fuel types used:[1, 2]	GJ	**1,265,279.81**
Diesel	GJ	*629,885.87*
Gasoline	GJ	*2,228.19*
Liquefied petroleum gas (LPG)	GJ	*633,165.74*
Liquefied natural gas (LNG)	GJ	*0*

1. Data covers Store scope; Manufacturing scope except CN and US; Covers Logistics scope; and Covers Main Office scope.

Metric	Unit	
Total fuel consumption **within the organisation** from **renewable sources** and fuel types used:[1, 2]	GJ	**556.09**
Biomass	GJ	*0*
Geothermal	GJ	*0*
Hydro	GJ	*0*
Solar	GJ	*556.09*
Wind	GJ	*0*

1. Data covers Stores scope except JB SG, YHK and HZY; Covers Manufacturing scope; Covers Logistics scope; and Covers Main Office scope

Metric	Unit	
Energy consumption, broken down by:[1, 2]	GJ	**1,545,141.96**
Total electricity consumption	GJ	*1,533,526.64*
Total heating consumption	GJ	*1,507.71*
Total cooling consumption	GJ	*10,107.60*
Total steam consumption	GJ	*0*

1. Data covers Stores scope; Covers Manufacturing scope; Covers Logistics scope except US; and Covers Main Office scope

Metric	Unit	
Energy sold, broken down by:[1]	GJ	**0**
Total electricity sold	GJ	*0*
Total heating sold	GJ	*0*
Total cooling sold	GJ	*0*
Total steam sold	GJ	*0*

1. Data covers Stores scope except JB SG, JB VN, and HZY CN; Covers Manufacturing scope; Covers Logistics; and Covers Main Office scope

Cells marked in gray have been restated from the figures originally published, due to input and formula errors.

Metric	Unit	
Self-generated electricity, heating, cooling, and steam, which are not consumed[1]	GJ	**0**

1. Data covers Stores scope except JB SG, JB VN, HZY CN; Covers Manufacturing scope; Covers Logistics; and Covers Main Office scope

Metric	Unit	
Total energy consumption from all sources within the organization[1]	GJ	**2,810,977.86**
Non-renewable fuel consumed	GJ	*1,265,279.81*
Renewable fuel consumed	GJ	*556.09*
Electricity, heating, cooling, and steam consumed	GJ	*1,545,141.96*
Self-generated electricity, heating, cooling, and steam, which are not consumed	GJ	*0*
Electricity, heating, cooling, and steam sold	GJ	*0*

1. Data covers Stores scope; Covers Manufacturing scope; Covers Logistics; and Covers Main Office scope

Energy consumption outside organisation[1]

Metric	Unit	
Total energy consumption **outside the organization** from the following categories/activities	GJ	**1,646.7**
*Energy consumption outside the organization from **upstream activities***	GJ	**1,318.4**
Purchased goods and services	GJ	*0*
Capital goods	GJ	*0*
Fuel- and energy-related activities	GJ	*0*
Upstream transportation and distribution	GJ	*1,318.4*
Waste generated in operations	GJ	*0*
Business travel	GJ	*0*
Employee commuting	GJ	*0*
Upstream leased assets	GJ	*0*
Other upstream activities	GJ	*0*
*Energy consumption outside the organization from **downstream activities***	GJ	**328.3**
Downstream transportation and distribution	GJ	**328.3**
Processing of sold products	GJ	*0*
Use of sold products	GJ	*0*
End-of-life treatment of sold products	GJ	*0*
Downstream leased assets	GJ	*0*
Franchises	GJ	*0*
Investments	GJ	*0*
Other downstream activities	GJ	*0*

1. Data only covers Manufacturing for US CBTL

Cells marked in gray have been restated from the figures originally published, due to input and formula errors.

ENERGY INTENSITY

Energy Intensity For Manufacturing PH[1]

Metric	Unit	
Organization-specific metric to calculate energy intensity ratio: **metric tons of production**	*Metric ton*	**154,407.99**
*Energy intensity ratio from energy consumed **within the organization***	*Ratio*	*3.05*
*Energy intensity ratio from energy consumed **outside of the organization***	*Ratio*	*0*
Total energy intensity ratio	*Ratio*	**3.05**

1. Data covers and represents energy intensity for Manufacturing PH only; where energy intensity is measured by energy per metric tons of products produced

Energy Intensity for Logistics and Main Offices[1]

Metric	Unit	
Organization-specific metric to calculate energy intensity ratio: **size of the floor space/area**	*m^2*	**57,987.66**
*Energy intensity ratio from energy consumed **within the organization***	*Ratio*	*6.93*
*Energy intensity ratio from energy consumed **outside of the organization***	*Ratio*	*0*
Total energy intensity ratio	*Ratio*	**6.93**

1. Data covers and represents energy intensity for Logistics in the PH, and Main Office in the PH, CN, and VN only; where energy intensity is measured by energy by size of the floor space/area in m^2

Energy consumption reduction[1]

In the Philippines, we have taken various initiatives under the Corporate Supply Chain's (CSC) Sustainability Program, focusing particularly on energy efficiencies. To achieve continuous improvement, we identified four key focus areas- employee education, process optimization, maintenance, and engineering technology. In the U.S., we focused on reducing electricity consumption through initiatives like the use of LED lights and temperature sensors to monitor cooling storage for doors left open.

Metric	Unit	
Amount of **reductions in energy consumption** from the following sources as achieved as a **direct result of conservation and efficiency initiatives**	*kWh*	**3,950,991.6**
Electricity	*kWh*	*3,541,891.6*
Heating	*kWh*	*0*
Cooling	*kWh*	*409,100.00*
Steam	*kWh*	*0*

1. Data covers Manufacturing 2 US sites and all sites in the PH; Covers Logistics PH.

Cells marked in gray have been restated from the figures originally published, due to input and formula errors.

Reductions in energy requirements of products and services[1]

Metric	Unit	
Amount of reductions in energy requirements of sold products and services achieved during the reporting period	*GJ*	**11,491.8**

1. Data covers Manufacturing PH only

Electricity from the grid[1]

Metric	Unit	
Percentage grid electricity	*%*	**48**
Total electricity consumption purchased from the grid	*GJ*	*1,356,736.5*
Total energy consumption	*GJ*	*2,810,977.9*

1. Data covers Stores scope except JB VN; Covers Manufacturing scope; Covers Logistics PH only; Covers Main Office scope.

Renewable energy consumption[1]

By the end of 2023, the Jollibee Group installed solar panels in 44 stores across the Philippines, including Jollibee, Chowking, and Mang Inasal branches, with another 20 stores planned for 2024. Aside from providing renewable energy, solar panel integration also improves cost-efficiency of business operations delivering from 5% to 35% of the store's energy needs.

Metric	Unit	
Percentage of energy JFC consumed that is renewable energy	*%*	**0.04**
Total energy consumption from renewable sources	*GJ*	*556.1*
Total energy consumption	*GJ*	*1,507,972.1*

1. Data covers selected Stores in the PH only.

Cells marked in gray have been restated from the figures originally published, due to input and formula errors.

WATER

Water withdrawal by source from all areas[1, 2]

Metric	Unit	
Total water withdrawal from all areas and a breakdown by	*ML*	**4,663.33**
Surface water	*ML*	**94.80**
Freshwater (≤1,000 mg/L total dissolved solids)	*ML*	*94.80*
Other water (>1,000 mg/L total dissolved solids)	*ML*	*0*
Groundwater	*ML*	**119.52**
Freshwater (≤1,000 mg/L total dissolved solids)	*ML*	*119.52*
Other water (>1,000 mg/L total dissolved solids)	*ML*	*0*
Seawater	*ML*	**0**
Freshwater (≤1,000 mg/L total dissolved solids)	*ML*	*0*
Other water (>1,000 mg/L total dissolved solids)	*ML*	*0*
Produced water	*ML*	**25.92**
Freshwater (≤1,000 mg/L total dissolved solids)	*ML*	*25.92*
Other water (>1,000 mg/L total dissolved solids)	*ML*	*0*
Third-party water	*ML*	**4,257.31**
Freshwater (≤1,000 mg/L total dissolved solids)	*ML*	*4,145.97*
Other water (>1,000 mg/L total dissolved solids)	*ML*	*111.34*
Total third-party water withdrawal by withdrawal source:	*ML*	**165.78**
Surface water	*ML*	*113.16*
Groundwater	*ML*	*29.56*
Seawater	*ML*	*0*
Produced water	*ML*	*23.06*

1. Data covers 1161 out of 1442 stores in the FY 2023 reporting cycle
2. Composed of data from Main Offices [US[A] not included], Manufacturing [VN not included], Stores [CN, SG, BN, HK, UAE, UK, US not included][B] , Logistics [CN, US not included]

Water withdrawal by source from areas with water stress[1, 2]

Metric	Unit	
Total water withdrawal from all areas and a breakdown by	*ML*	**141.00**
Surface water	*ML*	**0**
Freshwater (≤1,000 mg/L total dissolved solids)	*ML*	*0*
Other water (>1,000 mg/L total dissolved solids)	*ML*	*0*
Groundwater	*ML*	**0**
Freshwater (≤1,000 mg/L total dissolved solids)	*ML*	*0*
Other water (>1,000 mg/L total dissolved solids)	*ML*	*0*
Seawater	*ML*	**0**
Freshwater (≤1,000 mg/L total dissolved solids)	*ML*	*0*
Other water (>1,000 mg/L total dissolved solids)	*ML*	*0*
Produced water	*ML*	**0**
Freshwater (≤1,000 mg/L total dissolved solids)	*ML*	*0*
Other water (>1,000 mg/L total dissolved solids)	*ML*	*0*
Third-party water	*ML*	**34.80**
Freshwater (≤1,000 mg/L total dissolved solids)	*ML*	*34.80*
Other water (>1,000 mg/L total dissolved solids)	*ML*	*0*
Total third-party water withdrawal by withdrawal source:	*ML*	**106.20**
Surface water	*ML*	*106.20*
Groundwater	*ML*	*0*
Seawater	*ML*	*0*
Produced water	*ML*	*0*

1. Data covers 213 out of 1442 stores in the FY 2023 reporting cycle
2. Composed of data from Main Offices [VN, US (Smashburger and PH Brands)[A] not included], Manufacturing [PH, CN, VN not included], Stores [CN (YHK and HZY), SG, BN, HK, VN, UAE, UK, US not included][B] , Logistics [CN, US not included].

Water discharge from all areas[1, 2]

Metric	Unit	
Total water discharged from all areas	*ML*	**2,505.85**
Total water discharged by freshwater and other water:	*ML*	**348.61**
Freshwater (≤1,000 mg/L total dissolved solids)	*ML*	*270.61*
Other water (>1,000 mg/L total dissolved solids)	*ML*	*78.00*
Water discharged by destination:	*ML*	**2,505.85**
Surface water	*ML*	*2,453.69*
Groundwater	*ML*	*0*
Seawater	*ML*	*16.85*
Third-party water (total)	*ML*	*35.31*
Third-party water sent for use to other organisations	*ML*	*0.05*

1. Data covers 1142 out of 1442 stores in the FY 2023 reporting cycle
2. Composed of data from Main Offices [US[A] not included], Manufacturing [VN[B] not included], Stores [CN (YHK and HZY), SG, BN, HK, VN, UAE, UK, US not included][C] , Logistics [CN, US not included]

Water discharge from areas with water stress[1, 2]

Metric	Unit	
Total water discharged from areas with water stress	*ML*	**34.80**
Total water discharged by freshwater and other water:	*ML*	**34.87**
Freshwater (≤1,000 mg/L total dissolved solids)	*ML*	*34.87*
Other water (>1,000 mg/L total dissolved solids)	*ML*	*0*

1. Data covers 1142 out of 1442 stores in the FY 2023 reporting cycle
2. Composed of data from Main Offices [US (Smashburger and PH Brands)[A] not included], Manufacturing [PH, CN, VN not included], Stores [CN (YHK and HZY), SG, BN, HK, VN, UAE, UK, US not included][B] , Logistics [CN, US not included]

Cells marked in gray have been restated from the figures originally published, due to input and formula errors.

MATERIALS AND WASTE

Materials used by weight or volume[1]

Metric	Unit	
Total weight or volume of materials that are used to produce and package your primary products and services during the reporting period:	*Metric ton*	**389,905**
i. non-renewable materials used	*Metric ton*	*102,271*
ii. renewable materials used	*Metric ton*	*287,634*

1. Data covers Purchasing global scope, except UK, US local suppliers.

Recycled input materials used[1]

Metric	Unit	
Percentage of recycled input materials used to manufacture your primary products and services	*%*	**7**
i. total recycled input materials used	*Metric ton*	*25,662.2*
ii. total input materials used	*Metric ton*	*390,041.8*

1. Data covers Purchasing global scope, except UK, US, HK, and UK local suppliers.

Waste generated[1]

Metric	Unit	
Total waste generated by composition:	*metric ton*	**36,548.5**
Recyclables (Cartons, Plastics, Tin Cans, Gallons)	*kg*	*8,509,437.5*
Meat Trimmings, Raw & Processed: Food Loss, Lapsed, Expired & Damaged	*kg*	*2,308,993.9*
Food & Liquid Waste	*kg*	*4,888,195.1*
Garbage	*kg*	*19,789,519.7*
Reselling (Meat Trimmings, Raw & Processed)	*kg*	*440,347.9*
Cake/Bread/Pastries Trimmings (Use as Feedmill)	*kg*	*612,040.2*

1. Data only covers 733 PH Stores comprised of various brands, and CN. Covers Manufacturing scope, except for 2 sites in US. Covers only logistics in the PH. Covers Main Office in the PH, VN, and 2 site in CN.

Waste diverted from disposal[1]

Metric	Unit	
Total waste diverted from disposal by composition:	*metric ton*	**9,276.0**
Recyclables (Cartons, Plastics, Tin Cans, Gallons)	*kg*	*2,336,679.4*
Meat Trimmings, Raw & Processed: Food Loss, Lapsed, Expired & Damaged	*kg*	*937,710*
Food & Liquid Waste	*kg*	*2,887,621.0*
Garbage	*kg*	*2,220,007.3*
Reselling (Meat Trimmings, Raw & Processed)	*kg*	*351,772.1*
Cake/Bread/Pastries Trimmings (Use as Feedmill)	*kg*	*542,175.2*

1. Data only covers 733 PH Stores comprised of various brands, and CN; Covers only Manufacturing in PH; Covers only Logistics in PH; Covers Main Office in PH, VN.

Waste diverted to disposal[1]

Metric	Unit	
Total waste diverted to disposal by composition:	*metric ton*	**28,601.9**
Recyclables (Cartons, Plastics, Tin Cans, Gallons)	*kg*	*6,290,923.9*
Meat Trimmings, Raw & Processed: Food Loss, Lapsed, Expired & Damaged	*kg*	*2,306,862.7*
Food & Liquid Waste	*kg*	*1,959,369.1*
Garbage	*kg*	*17,959,863.3*
Reselling (Meat Trimmings, Raw & Processed)	*kg*	*15,020*
Cake/Bread/Pastries Trimmings (Use as feed mill)	*kg*	*69,865*

1. Data only covers 733 PH Stores comprised of various brands and THW in CN ; Covers Manufacturing in PH and CN; Covers only Logistics in PH; overs Main Office in PH, VN.

Waste recovery (onsite)[1]

Metric	Unit	
Total onsite waste diverted from disposal by recovery operation:	*metric ton*	**7,171.7**
Hazardous waste:	*metric ton*	**3,405.2**
Preparation for reuse	*kg*	*0*
Recycling	*kg*	*3,405,221.6*
Other recovery options	*kg*	*20*
Non-hazardous waste:	*metric ton*	**3,766.5**
Preparation for reuse	*kg*	*1,553,288.3*
Recycling	*kg*	*2,208,576.4*
Other recovery options	*kg*	*4,606*

1. Data only covers 485 PH Stores comprised of various brands and THW CN; Covers only Manufacturing PH; Covers Main Office in PH, CN, VN.

Waste recovery (offsite)[1]

Metric	Unit	
Total offsite waste diverted from disposal by recovery operation:	*metric ton*	**93.8**
Hazardous waste:	*metric ton*	**0**
Preparation for reuse	*kg*	*0*
Recycling	*kg*	*0*
Other recovery options	*kg*	*0*
Non-hazardous waste:	*metric ton*	**93.8**
Preparation for reuse	*kg*	*0*
Recycling	*kg*	*93,770.3*
Other recovery options	*kg*	*0*

1. Data only covers Stores in THW CN; Covers only Manufacturing in PH, CN.

Waste disposal (onsite)[1]

Metric	Unit	
Total onsite waste directed to disposal-by-disposal operation:	*metric ton*	**6,448.8**
Hazardous waste:	**metric ton**	**6,358.5**
Incineration (with energy recovery)	*kg*	*0*
Incineration (without energy recovery)	*kg*	*70*
Landfilling	*kg*	*6,358,309.4*
Other recovery options	kg	*100*
Non-hazardous waste:	**metric ton**	**90.3**
Incineration (with energy recovery)	*kg*	*0*
Incineration (without energy recovery)	*kg*	*0*
Landfilling	*kg*	*90,269.2*
Other recovery options	*kg*	*0*

1. Data only covers 441 PH Stores comprised of various brands and THW CH; Covers Manufacturing in PH, CN, and VN; Covers Logistics in PH; Covers Main Office in PH, CN, and VN.

Food & Packaging Waste Management

Metric	Unit	
Percentage of food waste[1]	%	**13.4**
Percentage made from recycled or renewable materials[2]	%	**73.8**

1. Data only covers 733 PH Stores comprised of various brands, and CN. Covers Manufacturing scope, except for 2 sites in US. Covers only logistics in the PH. Covers Main Office in the PH, VN, and 2 site in CN.
2. Data covers Purchasing global scope, except UK, US local suppliers.

Waste disposal (offsite)

Metric	Unit	
Total offsite waste directed to disposal-by-disposal operation:	*metric ton*	**5,725.0**
Hazardous waste:[1]	**metric ton**	**0**
Incineration (with energy recovery)	*kg*	*0*
Incineration (without energy recovery)	*kg*	*0*
Landfilling	*kg*	*0*
Other recovery options	kg	*0*
Non-hazardous waste:	**metric ton**	**5,725.0**
Incineration (with energy recovery)	*kg*	*21,383.4*
Incineration (without energy recovery)	*kg*	*1,249,083.4*
Landfilling	*kg*	*4,079,921.8*
Other recovery options	*kg*	*374,576.3*

1. Data only covers 441 PH Stores comprised of various brands and THW CH. Covers only Manufacturing in PH; Covers only Logistics in PH.

PRODUCT & PACKAGING

Reclaimed products and their packaging materials[1]

Metric	Unit	
Percentage of reclaimed products and their packaging materials for each product category	%	**9**
i. products and their packaging materials reclaimed within the reporting period	Ton	*159.9*
ii. products sold within the reporting period	*Ton*	*1,747.3*

1. Data only covers 1 Manufacturing site in US.

EMISSIONS

Direct (Scope 1) GHG emissions[1, 2]

Metric	Unit	
Total Scope 1 emissions	*tCO2e*	*87,163.7*

1. Data covers only covers 838 PH Stores comprised of various brands and 36 stores in HZY China; Covers Manufacturing in PH and VN; Covers Logistics in the PH; Covers Main Offices in the PH, CN, and VN.

Energy indirect (Scope 2) GHG emissions[1]

Metric	Unit	
Total Scope 2 emissions	*tCO2e*	*296,738.01*

1. Data covers only covers 1054 PH Stores comprised of various brands, 36 stores in HZY and 19 stores in THW China, and 181 stores in VN; Covers Manufacturing in PH, CN, and US; Covers Logistics in the PH; Covers Main Offices in the PH, CN, and VN.

Emissions reduction[1]

Metric	Unit	
Scope 1 GHG emissions reductions	*tCO2e*	**3,850.7**
Scope 2 Reductions:		-
*Total **Electricity consumption reduced** as a direct result of any initiatives taken during the reporting year*	*kWh*	*3,541,891.6*
*Total **Heating consumption reduced** as a direct result of any initiatives taken during the reporting year*	*kWh*	*0*
*Total **Cooling consumption reduced** as a direct result of any initiatives taken during the reporting year*	*kWh*	*409,100.0*
Total Steam consumption reduced as a direct result of any initiatives taken during the reporting year	*kWh*	*0*
Scope 2 GHG emissions reductions	**tCO2e**	**2,456.3**

1. See data covered in Scope 1 and Scope 2 GHG Emissions tables for the scopes

Cells marked in gray have been restated from the figures originally published, due to input and formula errors.

ODS

Emissions of ozone-depleting substances (ODS)[1]

Metric	Unit	
Ozone-depleting substances (ODS) produced in metric tons of CFC-11 (trichlorofluoromethane) equivalent (if any):	*t*	**0**
Ozone-depleting substances (ODS) produced	*t*	*0*
ODS destroyed by approved technologies	*t*	*0*
ODS entirely used as feedstock in the manufacture of other chemical	*t*	*0*

1. Data covers Stores in THW CH; Covers Manufacturing in PH, VN; Logistics in PH, US.

Significant air emissions[1]

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

Metric	Unit	
Significant air emissions, for each of the following:		-
NOx	*kg*	14,054.6
Sox	*kg*	326.4
Persistent organic pollutants (POP)	*kg*	0
Volatile organic compounds (VOC)	*kg*	0
Hazardous air pollutants (HAP)	*kg*	0
Particulate matter (PM)	*kg*	1,661.3
Other air emissions	*kg*	10,074.1
For all other air emissions, please specify what air emissions they were here	*Answers Required*	CBTL - US (Manufacturing): Reactive Organics, Particulate Matter, Sulfur Oxides, Carbon Monoxide C3, Zen3, CBF, CK, C2 — PH (Manufacturing): Carbon Monoxide PH (Logistics) - Carbon Monoxide

1. Data covers Stores in THW CH; Covers Manufacturing in PH, CN, VN, and 1 site in US; Covers Logistics in PH.

SUSTAINABILITY

Climate related metrics[1]

Metric	Unit	
Percentage of executive management remuneration recognised in the current period that is linked to climate-related considerations.	%	0

1. Data covers Stores in THW CH; Covers Manufacturing in PH, VN; Logistics in PH, US.

Supplier environmental assessment[1]

Metric	Unit	
Percentage of new suppliers that were screened using **environmental criteria**	%	**10**
No. of new suppliers screened using environmental criteria	*Number of suppliers*	*33*
Total no. of new suppliers	*Number of suppliers*	*342*
Number of suppliers **assessed for environmental impacts**	*Number of suppliers*	**34**
Number of suppliers identified as having **significant actual and potential negative environmental impacts**	*Number of suppliers*	**3**
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which **improvements were agreed upon** as a result of assessment.	%	**43**
Number of suppliers with significant actual and potential negative environmental impacts where improvements were agreed upon as a result of assessment	*Number of suppliers*	*3*
Number of suppliers identified as having significant actual and potential negative environmental impacts	*Number of suppliers*	*7*
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which **relationships were terminated** as a result of assessment	%	**33**
Number of suppliers with significant actual and potential negative environmental impacts where relationships were terminated as a result of the assessment	*Number of suppliers*	*1*
Number of suppliers identified as having significant actual and potential negative impacts	*Number of suppliers*	*3*

1. Data includes Purchasing scope except HK and UAE

GRI CONTENT INDEX

GRI Content Index				
Statement of use		Jollibee Foods Corporation has reported in accordance with the GRI Standards for the period January 1, 2023 to December 31, 2023.		
GRI 1 used		GRI 1: Foundation 2021		
Applicable GRI Sector Standard(s)		None		
DISCLOSURE	**TOPIC**	**PAGE NUMBER All ON ALL PAGES**	**OMISSION**	
			REASON	**EXPLANATION**
GENERAL DISCLOSURES				
GRI 2: General Disclosures 2021	2-1 Organizational details	About Us, P8		
	2-2 Entities included in the organization's sustainability reporting	About Us, P124		
	2-3 Reporting period, frequency and contact point	Message from the CSO, P4		
	2-4 Restatements of information	There was no restated information during the reporting period.		
	2-5 External assurance		Not applicable	The report has not undergone external assurance
	2-6 Activities, value chain and other business relationships	Our Business, P9		
	2-7 Employees	Appendices - People — Employee Welfare, P134		
	2-8 Workers who are not employees	Reporting period covers all workers who are employees		
	2-9 Governance structure and composition	Good Governance -Governance Structure, P81		
	2-10 Nomination and selection of the highest governance body	Good Governance -Sustainability Ingrained in our Governance, P81		
	2-11 Chair of the highest governance body	Good Governance -Sustainability Ingrained in our Governance, P81		
	2-12 Role of the highest governance body in overseeing the management of impacts	Good Governance -Sustainability Ingrained in our Governance, P81		
	2-13 Delegation of responsibility for managing impacts	Good Governance -Governance Structure, P81		
	2-14 Role of the highest governance body in sustainability reporting	Good Governance -Governance Structure, P81		
	2-15 Conflicts of interest	Good Governance - Conflict of Interest, P88		
	2-16 Communication of critical concerns	Good Governance -Whistleblowing Policy, P89		
	2-17 Collective knowledge of the highest governance body	Refer to Annual Report for the profile of Board of Directors		
	2-18 Evaluation of the performance of the highest governance body	Good Governance -Governance Structure, P81		
	2-19 Remuneration policies	Good Governance - Board Remuneration, P82		
	2-20 Process to determine remuneration	Good Governance - Board Remuneration, P82		
	2-21 Annual total compensation ratio		Unreported	Data is not reported
	2-22 Statement on sustainable development strategy	Our Commitment to the U.N. Sustainable Development Goals, P18		
	2-23 Policy commitments	Our Commitment to the U.N. Sustainable Development Goals, P18		
	2-24 Embedding policy commitments	Good Governance - Code of Business Ethics and Other Policies, P86		
	2-25 Processes to remediate negative impacts	Good Governance - Code of Business Ethics and Other Policies, P86		
	2-26 Mechanisms for seeking advice and raising concerns	Good Governance -Whistleblowing Policy, P89		
	2-27 Compliance with laws and regulations	Good Governance - Code of Business Ethics and Other Policies, P86		
	2-28 Membership associations		Unreported	
	2-29 Approach to stakeholder engagement	Materiality, P14		
	2-30 Collective bargaining agreements	People - Freedom of Association and Collective Bargaining, P59		

MATERIAL TOPICS				
	3-1 Process to determine material topics	Our Approach, P14		
	3-2 List of material topics	Materiality, P16		
Economic Performance				
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance — Finance, P91		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Appendices — People — Economic, P140		
	201-2 Financial implications and other risks and opportunities due to climate change	TCFD Index — Risk management, P168		
	201-3 Defined benefit plan obligations and other retirement plans	Good Governance — Finance - Finance and Tax, P92		
	201-4 Financial assistance received from government	There was no financial assistance received from the government during the reporting period.		
Market presence				
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Approach, P14		
GRI 202: Market Presence 2016	Disclosure 202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Appendices — People — Remuneration, P135		
	Disclosure 202-2 Proportion of senior management hired from the local community	Appendices — People — Employee data, P134		
Indirect economic impacts				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Farmer Entrepreneurship Program, P71		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	People - Farmer Entrepreneurship Program, P71		
	203-2 Significant indirect economic impacts	People — Farmers Livelihood — FEP Impacts, P71		

Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance — Code of Business Ethics and Other Policies, P86		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Good Governance — Code of Business Ethics and Other Policies, P86		
	205-2 Communication and training about anti-corruption policies and procedures	Appendices — People — Anti-corruption (Ethics), P141		
	205-3 Confirmed incidents of corruption and actions taken	Appendices — People — Anti-corruption (Ethics), P141		
Tax				
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance — Finance — Tax, P92		
GRI 207: Tax 2019	207-1 Approach to tax	Good Governance — Finance — Tax, P92		
	207-2 Tax governance, control, and risk management	Good Governance — Finance — Finance and Tax, P92		
	207-3 Stakeholder engagement and management of concerns related to tax		Unreported	To be reported in the succeeding reports
	207-4 Country-by-country reporting		Unreported	To be reported in the succeeding reports
Materials				
GRI 3: Material Topics 2021	3-3 Management of material topics	Planet — Packaging & Recycling, P98		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Appendices - Planet — Materials and waste, P150		
	301-2 Recycled input materials used	Appendices - Planet — Materials and waste, P150		
	301-3 Reclaimed products and their packaging materials	Appendices - Planet — Materials and waste, P150		

Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	Planet — Energy Efficiency, P109		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Planet — Energy Efficiency,P109 Appendices - Planet - Energy, P144		
	302-2 Energy consumption outside of the organization	Appendices - Planet - Energy, P144		
	302-3 Energy intensity	Appendices - Planet — Energy, P144		
	302-4 Reduction of energy consumption	Appendices - Planet - Energy, P144		
	302-5 Reductions in energy requirements of products and services	Appendices - Planet - Energy, P144		
Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	Planet — Water Efficiency, P188		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Planet — Water Efficiency, P188		
	303-2 Management of water discharge-related impacts	Planet — Water Efficiency, P188		
	303-3 Water withdrawal	Appendices - Planet - Water, P148		
	303-4 Water discharge	Appendices - Planet - Water, P148		
	303-5 Water consumption	Planet — Water Efficiency, P118 Appendices - Planet - Water, P118		
Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	Planet — Energy Efficiency, P109		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Appendices - Planet - Emissions, P153		
	305-2 Energy indirect (Scope 2) GHG emissions	Appendices - Planet - Emissions, P153		
	305-3 Other indirect (Scope 3) GHG emissions	N/A	Unreported	We are working on collecting and measuring the Scope 3 data.
	305-4 GHG emissions intensity	Appendices - Planet - Emissions, P153		
	305-5 Reduction of GHG emissions	Appendices - Planet — Emissions, P153		
	305-6 Emissions of ozone-depleting substances (ODS)	Appendices - Planet — Emissions, P153		
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Appendices - Planet — Significant Air Emissions, P154		
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	Planet — Food Loss and Waste Reduction, P103		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Planet — Food Loss and Waste Reduction, P103		
	306-2 Management of significant waste-related impacts	Planet — Food Loss and Waste Reduction, P103		
	306-3 Waste generated	Planet — Food Loss and Waste Reduction, P103 Appendices - Planet - Materials and waste, P150		
	306-4 Waste diverted from disposal	Appendices - Planet - Materials and waste, P150		
	306-5 Waste directed to disposal	Appendices - Planet - Materials and waste, P150		
Supplier Environmental Assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	Food — Vendor Accreditation, P32		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Food — Vendor Accreditation, P32 Appendices — Planet — Sustainability, P155		
	Disclosure 308-2 Negative environmental impacts in the supply chain and actions taken	Food — Vendor Accreditation, P32 Appendices — Planet — Sustainability, P155		

Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics	People — Employee Welfare, P52		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Appendices - People — Employee Welfare, P134		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	People - Compensation and benefits, P58		
	401-3 Parental leave	Appendices — People — Parental Leave, P136		
Labor/Management Relations				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Occupational Health and Safety, P58		
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	People - Occupational Health and Safety, P58		
Occupational Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Occupational Health and Safety, P58		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	People - Occupational Health and Safety, P58		
	403-2 Hazard identification, risk assessment, and incident investigation	People - Occupational Health and Safety, P58		
	403-3 Occupational health services	People — Occupational Health and Safety, P58		
	403-4 Worker participation, consultation, and communication on occupational health and safety	People - Occupational Health and Safety, P58		
	403-5 Worker training on occupational health and safety	People - Occupational Health and Safety, P58		
	403-6 Promotion of worker health	People - Occupational Health and Safety, P58		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	People - Occupational Health and Safety, P58		
	403-8 Workers covered by an occupational health and safety management system	People - Occupational Health and Safety, P58		
	403-9 Work-related injuries	Appendices - People — Employee Welfare, P134		
	403-10 Work-related ill health	Appendices - People — Employee Welfare, P134		
Training and Education				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Learning and Development, P53		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Appendices - People — Employee Welfare, P134		
	404-2 Programs for upgrading employee skills and transition assistance programs	People - Learning and Development, P53		
	404-3 Percentage of employees receiving regular performance and career development reviews	Appendices - People — Employee Welfare, P134		
Diversity and Equal Opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	People — Diversity and Inclusion, P60		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Appendices — People — Employee Welfare, P134		
	405-2 Ratio of basic salary and remuneration of women to men	Appendices — People — Employee Welfare, P134		
Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	People — Zero Discrimination, P68		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Appendix — People - Incidents of discrimination and corrective actions taken, P137		

Freedom of Association and Collective Bargaining				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Freedom of Association and Collective Bargaining, P59		
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	People - Freedom of Association and Collective Bargaining, P59		
Child Labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance - Code of Business Ethics and Other Policies, P86		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Good Governance - Code of Business Ethics and Other Policies, P86		
Child Forced or Compulsory Labor Labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance - Code of Business Ethics and Other Policies, P86		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Good Governance - Code of Business Ethics and Other Policies, P86		
Local Communities				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Farmer Entrepreneurship Program (FEP), P71		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	People - Community Support, P76		
	413-2 Operations with significant actual and potential negative impacts on local communities		Unreported	Information will be disclosed in the succeeding report
Supplier Social Assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	Food — Responsible Sourcing, P40		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Appendices — People — Community engagement, P139		
	414-2 Negative social impacts in the supply chain and actions taken	Appendices — People — Community engagement, P139		

Customer Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	Food — Feedback Management System, P37		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Appendices — Food — Customer health and safety, P129		
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Appendices — Food — Customer health and safety, P129		
Marketing and Labeling				
GRI 3: Material Topics 2021	3-3 Management of material topics	Appendices — Food — Marketing and labelling, P127		
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Appendices — Food — Marketing and labelling, P127		
	417-2 Incidents of non-compliance concerning product and service information and labeling	Appendices — Food — Marketing and labelling, P127		
	417-3 Incidents of non-compliance concerning marketing communications	Appendices — Food — Marketing and labelling, P127		
Customer Privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Data Privacy and Security, P94		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Appendices — People — Customer privacy, P143		

SASB CONTENT INDEX

DISCLOSURE	STANDARD	TOPIC	PAGE NUMBERS AND/OR
Supply Chain Management & Food Sourcing	FB-RN-430a.1	Percentage of food purchased that (1) meets environmental and social sourcing standards, and (2) is certified to third-party environmental or social standards	Food — Food Quality — Responsible Sourcing - Areas of Focus: Animal Welfare, Antibiotics, GHG, Deforestation, P40
	FB-RN-430a.2	Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation crates	Food — Food Quality — Responsible Sourcing - Areas of Focus: Animal Welfare, Antibiotics, GHG, Deforestation, P40
	FB-RN-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Food — Food Quality — Responsible Sourcing - Areas of Focus: Animal Welfare, Antibiotics, GHG, Deforestation, P40
Energy Management	FB-RN-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Appendices — Planet — Energy, P44
Water Management	FB-RN-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	(1) Appendices — Planet — Water, P148 (2) Unreported
Food & Packaging Waste Management	FB-RN-150.a.1	(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	Appendices — Planet — Materials and waste, P150
	FB-RN-150.a.2	(1) Total weight of packaging, (2) percentage made from recycled or renewable materials, and (3) percentage that is recyclable, reusable, or compostable	Appendices — Planet — Materials and waste, P150 (3) Unreported
Labour Practices	FB-RN-310a.1	(1) Voluntary and (2) involuntary turnover rate for restaurant employees	Appendix — People — New employee hires and turnover, P135
	FB-RN-310a.2	(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	Unreported
	FB-RN-310a.3	Total amount of monetary losses as a result of legal proceedings associated with (1) labour law violations and (2) employment discrimination	Unreported
Nutritional Content	FB-RN-260a.1	(1) Percentage of meal options consistent with dietary guidelines and (2) revenue from these options	Appendices — Food — Nutritional content, P131
	FB-RN-260a.2	(1) Percentage of children's meal options consistent with dietary guidelines for children and (2) revenue from these options	Appendices — Food — Nutritional content, P131
	FB-RN-260a.3	Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines for children	Appendix — Food — Nutritional content (Marketing), P131
Activity Metrics	FB-RN-000.A	Number of (1) entity-owned and (2) franchise restaurants	Within this extensive network, 2,798 stores are company-owned, while the remaining 3,822 stores are a mix of franchised and joint venture establishments.
	FB-RN-000.B	Number of employees at (1) entity-owned and (2) franchise locations	(1) Appendix — People — Employee Welfare P134 (2) Unreported

TCFD INDEX

Task Force on Climate-related Financial Disclosures

A Preliminary Report

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

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

Governance

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

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

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

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

Strategy

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

Furthermore, the Jollibee Group recognizes that these physical risks pose a threat to our Restaurants, Logistics, and Supply Chain. To address these challenges, we implemented strategies aimed at mitigating risks and capitalizing on opportunities. These strategies include enhancing energy and water management efficiencies, embracing renewable energy sources and innovative technologies, enhancing sourcing and traceability practices, and promoting corporate social responsibility. By adopting these measures, we aim to proactively manage the potential impacts of climate change on our operations and drive sustainable practices throughout our value chain.

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

Risk management

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

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

Metrics and targets

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

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