

JOY FOR TOMORROW

2025 Sustainability Report

Customer welfare and satisfaction are treated as an enterprise-wide priority. Through our digitized Qualtrics platform, we **elevated the use of customer feedback at scale**, spanning markets, brands, stores, supply chain, and suppliers worldwide. These real-time insights flow across critical functions including *Store Operations, R&D, Engineering, HR, and Marketing*, reaching everyone *from frontline teams to senior leadership*. **This breadth and depth of customer intelligence enables us to consistently translate customer experiences into breakthrough products and high-impact process improvements.**

This focus has earned us a global **Net Promoter Score of 76**, far surpassing the industry benchmark of 50, a level we have consistently exceeded for over five consecutive years, reflecting the strong loyalty of customers across our brands worldwide. It is also affirmed by multiple customer and industry recognitions, including **Jollibee's Chickenjoy being named USA TODAY's #1 Best Fast-Food Fried Chicken in America** for two consecutive years; **The Coffee Bean & Tea Leaf's** inclusion in **USA TODAY's Top 10 Best Coffee Chains**; and **Tim Ho Wan** receiving its first-ever **China Food Health Seven-Star Rookie Award** for Excellence in Food Safety.

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Leadership

President & CEO's Message

Dear Shareholders,

Our presence is expanding rapidly across the globe, and with that growth comes a profound responsibility. Each milestone is an opportunity to create meaningful impact within our business and in the lives of the communities we serve. Guided by our sustainability agenda, Joy For Tomorrow, we are shaping a future where sustainability and joy coexist. In 2025, **we enhanced this agenda to reflect our evolving priorities**, which our Chief Sustainability Officer, Pepot Miñana, will discuss further in this report.

As we move toward our ambition, we recognize the evolving external realities shaping the global business landscape. In 2025, worsening **climate conditions amplified risks** across the globe, geopolitical tensions **disrupted global supply chains**, and **regulatory expectations for sustainability reporting continued to rise** with the adoption of IFRS-aligned standards. To navigate these realities, we must remain committed to our sustainability agenda, ensuring that every decision we make strengthens our long-term growth and resilience.

The intensifying risks brought about by climate change call for sustained action and mitigation. In response, we strengthened our climate efforts in 2025. Our manufacturing and logistics facilities in the Philippines, which comprise the **majority of our global commissary operations, now source 99% of their total energy from renewable sources**, equivalent to approximately 12 megawatts. This progress builds on our expansion of our solar program from 16,800 to 20,777 panels, alongside our energy-efficiency initiatives that have reduced energy use across these facilities by 37% in 2025. Our efforts were recognized with a **Gold Trophy for Energy Efficiency at the ESG Edge Impact Awards**, reaffirming our dedication to expanding the use of renewable energy across our operations.

In a year marked by geopolitical tensions and trade disruptions, the importance of resilient and responsible supply chains became even clearer. Against this backdrop, **Responsible Sourcing was elevated to one of the 10 focus areas** within our enhanced Joy for Tomorrow agenda. With this strengthened focus, we are advancing traceability, raising supplier standards, and sustaining long-term partnerships. By the end of 2025, **100% of our strategic food and packaging suppliers had received ESG training**, which reinforced shared expectations on responsible sourcing, environmental stewardship, and social compliance. We also continued investing in our **Farmer Entrepreneurship Program**, enabling over **1,625 smallholder farmers to deliver directly to the Jollibee Group**, helping build a more stable and inclusive agricultural ecosystem that supports both business continuity and community prosperity.

We also see rising regulatory expectations for sustainability reporting, particularly with the adoption of IFRS-aligned standards. With this in mind, our 2025 Sustainability Report marks **our first disclosure aligned with IFRS requirements**. This includes an **expanded disclosure on our Enterprise Risk Management practices**, reflecting how sustainability and climate-related risks and opportunities are identified, assessed, and integrated into our broader risk framework. We also conducted a **climate risk assessment** covering physical risks to better understand our

exposure and inform mitigation strategies. Beyond compliance, we believe these efforts strengthen how we manage risk and provide stakeholders with clearer, decision-useful information on our long-term resilience.

In navigating these challenges, our commitment to sustainability endured. We continue to pursue this business growth anchored on the principles that define us - good governance, ethics, compliance, sustainability, and responsible business practices. In 2025, we delivered healthy financial results, achieving growth in revenue, operating income, and net income attributable to equity holders of the parent company (NIAT) of 13%, 19.3%, and PHP 10,871,634,000 respectively. Through operational efficiency, disciplined cost management, and relevant product innovation, we advanced toward our financial targets while maintaining our commitment to quality and affordability.

Our sustained efforts continue to be recognized globally. The Jollibee Group was made part of **TIME Magazine's World's Best Companies 2025** list for the third consecutive year. We also received the **Gallup Exceptional Workplace Award** for the fourth time, underscoring the strength of our highly engaged workforce. In addition, we were honored with **two Golden Arrows for corporate governance** excellence at the Golden Arrow Awards and **ranked #1 among Philippine brands in Brand Finance's Sustainability Perceptions Index**, reflecting the strong resonance of our sustainability narrative among stakeholders.

Since the publication of our first Sustainability Report almost five years ago and our Joy For Tomorrow agenda three years ago, we have made meaningful progress, yet we know the journey is far from complete. As we look ahead, we see even greater opportunities to deepen our impact and strengthen our commitments. **As a valued stakeholder, your belief in the importance of sustainability and your trust in our progress strengthen our resolve to navigate complexities and continue advancing with intentionality and purpose.** It is because of your support and our shared commitment to bringing joy today and for future generations that we continue transforming our business to deliver lasting positive impacts for food, people, and the planet.

ERNESTO TANMANTIONG

Global President & Chief Executive Officer

Message from the CSO

Dear Shareholders,

Our Joy For Tomorrow sustainability agenda serves as Jollibee Group's strategic roadmap and unifying framework, guiding our global organization in embedding sustainability at the core of our business across our diverse family of brands.

Three years since its launch, we are encouraged by the recognitions we have received. Jollibee Group was recognized with the **3G Excellence in Sustainability Reporting Award** at the 10th Global Good Governance Awards and received a **Bronze Award for Community Impact Reporting** at the 11th Asia Sustainability Reporting Awards, which reflect the steady progress in strengthening our sustainability reporting. We also ranked **#1 among Philippine brands in the 2025 Brand Finance Sustainability Perceptions Index**, signaling that our sustainability narrative is resonating with key stakeholders.

In parallel, we achieved an **MSCI ESG Rating upgrade to BBB** in August 2025 and received a **Sustainalytics Medium Risk rating** at the 17th percentile among global restaurant companies assessed. These independent assessments reflect our strengthened ability to identify, prioritize, and mitigate material ESG risks through a more integrated and disciplined sustainability approach.

While we are encouraged by these recent milestones, we recognize that our sustainability journey is ongoing. As we enter the fourth year of implementing our agenda, **we are introducing an enhanced Joy For Tomorrow framework** to sharpen our focus and strengthen execution.

While maintaining our three pillars of Food, People, and Planet, we have refined our ten focus areas to better reflect our strategic priorities. We have **elevated “Responsible Sourcing” and “Customer Welfare and Satisfaction” from goals to focus areas**, underscoring their significance to long-term value creation. We have also broadened “Energy and Water Efficiency” into **“Emissions and Water Management”**, allowing for a more comprehensive and forward-looking approach to climate and resource stewardship. In addition, we have updated and introduced new targets to address emerging priorities. Further details on this can be found on pages 20-22.

These enhancements are grounded in a **robust materiality assessment and extensive stakeholder engagement**, which are discussed on pages 16-19. Alongside these refinements, we have **strengthened our United Nations Sustainable Development Goals (UN SDGs) integration** by aligning our SMART targets with specific UN SDG target-level indicators, ensuring clearer linkage between our commitments and measurable global development priorities. A more detailed discussion is provided on page 23.

This year's report builds on the momentum from previous years and highlights how we have continued to integrate sustainability into our core operations. We are delighted to share the major milestones and accomplishments that showcase the progress we made along this journey.

Upholding our promise to **servicing Food that people** trust, we continue to invest in food quality and safety. In our fifth consecutive year of observing **World Food Safety Day**, we launched a week-long campaign and webinars themed “Food Safety: Science in Action,” highlighting how science, data, and technology strengthen our global food safety systems. We also **convened over 270 suppliers at the 2025 Global Supplier Summit** to align strategic priorities and modernization efforts in quality oversight. Moreover, we **conducted 25,059 food safety audits across our restaurants** globally. These efforts are reflected in our strong customer

satisfaction performance, with a **2025 Global Net Promoter Score of 76%, exceeding the industry benchmark of 50**. Our brands also continued to receive external recognition: **Chickenjoy was named #1 Fast-Food Fried Chicken in the U.S. by USA TODAY** for the second consecutive year; **The Coffee Bean & Tea Leaf was included in USA TODAY's Top 10 Best Coffee Chains**; and **Tim Ho Wan received its first-ever China Food Health Seven Star Rookie Award** for Excellence in Food Safety.

As part of our efforts to **help make People's lives better**, we prioritize cultivating a joyful work environment and advancing inclusive growth. In 2025, Jollibee Group received the **Gallup Exceptional Workplace Award for the fourth time** and earned its third inclusion in **TIME Magazine's Best Companies of 2025**. We strengthened our inclusion efforts by **hiring 1,000 senior citizens and persons with disabilities (PWDs)**, and our **Farmer Entrepreneurship Program (FEP)**, which supports smallholder farmers in becoming agro-entrepreneurs, was recognized with a **Gold Award at the Inquirer ESG Edge Impact Awards** and a **Silver Award at the Asia ESG Positive Impact Awards**. In governance, we were honored with **Two Golden Arrows at the Golden Arrow Awards**, reflecting our continued commitment to strong corporate governance standards.

Demonstrating our commitment to **treating the Planet responsibly**, we continued to advance our environmental priorities across the Group. Our manufacturing and logistics facilities in the Philippines, representing the majority of our global commissary operations, **now source 99% of their total energy from renewable sources, primarily geothermal and solar**. This milestone was recognized with a **Gold Trophy for Energy Efficiency at the ESG Edge Impact Awards**, reflecting our progress in operationalizing renewable energy solutions. In support of global climate action, approximately **4,500 stores across 16 markets participated in Earth Hour 2025**. This year also marks our **first sustainability disclosure aligned with IFRS Sustainability Disclosure Standards**. Consistent with IFRS S2 requirements on climate-related risks and opportunities, we conducted a climate risk assessment covering key physical risks to enhance transparency on our exposure and inform our mitigation and resilience strategies. Further details are provided on pages 190-196.

All these accomplishments underscore our steadfast commitment to sustainability and our duty to generate lasting value for stakeholders while confronting global challenges and rapid changes. As we celebrate these milestones, we remain aware of our impact and the ongoing need to strengthen the responsibility embedded in our operations. Ultimately, our sustainability efforts succeed when commitments are translated into tangible impact and consistent practice.

In line with our dedication to transparency and accountability, we have measured and disclosed our sustainability performance using globally recognized standards. For the period of **January to December 2025**, Jollibee Group reported in **accordance with the GRI standards, SASB Standards, and IFRS S1 and S2**.

We believe collaboration fuels progress. As we continue to enhance our sustainability journey, we invite you to share your feedback, insights, and suggestions through our website and other communication channels. We look forward to your response and engagement.

JOSE MA. "PEPOT" A. MIÑANA, JR
Global Chief Sustainability, Integration & Corporate Affairs Officer
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Key Highlights

“It is because of your support and our shared commitment to bringing joy today and for future generations that we continue transforming our business to deliver lasting positive impact for food, people, and the planet.”

Food

19

Brands

25,059

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

76.1%

Global Net Promoter Score exceeding industry benchmark of 50

*Data is not directly comparable to 2024 due to scope expansion from 11 to 14 brands

100%

of commissaries, and logistics facilities audited

People

28,946

Employees

26.4

Average Training Hours per employee

56%

Women in senior management and

54%

of total workforce globally

1,000

Senior citizens and persons with disabilities hired since the start of our Inclusive Employment Program in 2023

3,637

Underprivileged youth supported with scholarships and employment opportunities since the start of our ACE program in 2016

5,763

Small holder farmers engaged, since the start of the program in 2008

78th

Percentile in Gallup's Q12 Percentile ranking, driven by Jollibee Group's 73% employee engagement rate—well above the global average of 21%

3.39

Million meals distributed through FoodAID in 2025 alone for calamity and disaster response, totaling to 18.9 million meals since the onset of the pandemic in 2020

Planet**20,777**

Solar panels across our manufacturing sites in the Philippines, generating 12 megawatts of clean energy

37%

Reduction in energy use ratio in our Philippine Manufacturing sites by the end of 2025 against the 2020 baseline

40%

Reduction in water use ratio in our Philippine Manufacturing sites by the end of 2025 against the 2020 baseline

3-9%

Reduced consumption from the grid in each store with installed solar PV panels

50%

Cumulative reduction in food loss and waste in our Philippine manufacturing sites by the end of 2025 against the 2020 baseline

67%

of waste disposed through sustainable means in our Philippine Manufacturing sites by the end of 2025, diverted away from landfills

5,100

Mangrove propagules planted in 2025, totaling to 26,600 propagules since our initiative started in 2024

About us

Jollibee Foods Corporation (PSE: JFC) (the “Company”) is one of the world’s fastest-growing restaurant companies, driven by its purpose of spreading joy through superior taste. It manages and operates a portfolio which includes 19 brands (the “Jollibee Group”) with over 10,000 stores and cafés across 33 countries.

The Jollibee Group’s portfolio includes nine (9) wholly-owned brands (Jollibee, Chowking, Greenwich, Red Ribbon, Mang Inasal, Yonghe King, Hong Zhuang Yuan, Smashburger and Tim Ho Wan), five (5) franchised brands (Burger King, Panda Express, Yoshinoya, Common Man Coffee Roasters, and Tiong Bahru Bakery in the Philippines), and ownership stakes in other key brands like The Coffee Bean and Tea Leaf (80%), Compose Coffee (70%), SuperFoods Group that operates Highlands Coffee (60%), and bubble tea brand Milksha (51%). The Company also has membership interests in Tortazo, LLC, along with Chef Rick Bayless, for Tortazo in the U.S. and in Botrista, a leader in beverage technology.

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

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

To learn more about Jollibee Group, visit www.jollibeegroup.com

Our Business

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

We manage a strategically tiered portfolio of brands and businesses tailored to meet the varied needs of our customers worldwide. Our portfolio includes our Global Icons, Multi-Country Favorites, and Beloved Local Brands, complemented by Franchised Brands and the Jollibee Group Foundation. Across these brands, we offer a wide range of delicious, affordable, and appealing meals for people of all ages and backgrounds.

To thrive in the competitive QSR industry, Jollibee Group focuses on spreading joy through superior taste by delivering high-quality, great-tasting food, providing exceptional service, offering strong value for money, choosing prime store locations, creating welcoming environments, and ensuring operational efficiency, while integrating sustainability into our core operations. By upholding these commitments, we delight customers at every visit and sustain long-term success.

Our Purpose	Spreading joy through superior taste
Our Vision	To be one of the top 5 restaurant companies in the world

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 Group

Jollibee Group Throughout the Years

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

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

Today, we have grown into one of the world's most recognized fast-food brands, with a presence in 32 countries, a portfolio of 19 unique brands, and a network of over 10,000 stores globally.

1975

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

1978

- Jollibee Foods Corporation (Jollibee Group) was born

1986

- Launched the Food, Service, Cleanliness & Condition Standards across our restaurants

1993,1998-2003

- Named the Philippines' Leading Company by the Far Eastern Economic Review for the sixth straight year

2004

- Established the Jollibee Group Foundation

2006

- Chosen as the Most Admired Company in the Philippines by the Asian Wall Street Journal

2008

- The Farmer Entrepreneurship Program was launched to enable smallholder farmers to become part of the Jollibee Group's supply chain

2012

- Among the 26 enterprises from ASEAN countries conferred with the "Most Admired ASEAN Enterprise" Award by the ASEAN Business Advisory Council

2015

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

2017

- A Diversity & Inclusion function is established

2018

- Received the AGROW Award for Inclusive Business
- Received the highest recognition in the 6th International Best Practice Competition, Dubai UAE, for our Voice of the Customer Platforms

2020

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

2021

- The only Philippine-based company recognized as one of Forbes' World's Top Female Friendly Companies

2020-2022

- Among the Forbes' List of World's Best Employers

2022

- Chairman and Founder Dr. Tony Tan Caktiong is named the Ramon V. Del Rosario (RVR) Awardee for Nation Building
- Recognized by the ASEAN Corporate Governance Scorecard (ACGS) Golden Arrow Awards

2023

- Awarded the highest 7-star rating for its exceptional Food Safety and Quality (FSQ) practices at the 9th International Best Practice Competition
- The Coffee Bean & Tea Leaf, cited as among the Top 10 Brands in Kuwait, at the 2023 Service Hero Customer Satisfaction Index Awards
- The Coffee Bean & Tea Leaf, cited as among the Top 10 Brands in Kuwait, at the 2023 Service Hero Customer Satisfaction Index Awards
- Jollibee Vietnam is awarded as among Best Places to Work in Vietnam 2023
- Jollibee has been recognized as among the Top 10 Brands for Customer Satisfaction in Kuwait, at the 2023 Service Hero Customer Satisfaction Index Awards

2024

- Recognized as Employer of the Year by The People Management Association of the Philippines
- The Group's Global Legal, Ethics, and Compliance group was named as one of the top teams in the General Counsel Philippines Powerlist 2024 by international legal publication The Legal 500
- The Coffee Bean & Tea Leaf Recognized Among Top Franchise and Top Breakfast Chains in America in 2024 by Victoria Advocate.com
- Highlands Coffee Named Vietnam's Top F&B Brand in Customer Experience in KPMG's Customer Experience Excellence Study two times in a row (2023, 2024)
- Mang Inasal, as the only restaurant brand from the Philippines to receive honors at 21st International Business Awards
- Mang Inasal, Chowking, and Greenwich awarded two gold, five silver, and four bronze trophies at the 2024 Marketing Excellence Awards

2025

- Recognized as one of TIME Magazine's Best Companies for the third consecutive year (2023, 2024, 2025)
- Received the Gallup Exceptional Workplace Award for the fourth time (2020, 2023, 2024, 2025)
- Honored with two Golden Arrows for strong corporate governance at the Golden Arrow Awards
- Advanced to 79th in the Fortune Southeast Asia 500 list
- Earned an MSCI ESG rating of BBB for improved performance in managing ESG risks and opportunities
- Ranked #1 in Brand Finance's Sustainability Perceptions Index among Philippine Brands; Jollibee, Chowking, and Mang Inasal were recognized in the Philippines Top 50 Most Valuable Brands List and secured the top three spots respectively at the ASEAN 500 rankings
- Received the 3G Excellence in Sustainability Reporting Award at the 10th Global Good Governance Awards
- Honored with Bronze Award in the Community Impact Reporting category of the 11th Asia Sustainability Reporting Awards

- Received two Gold Awards at the Inquirer ESG Edge Awards in the Environment – Energy Efficiency category for Joy for Tomorrow Renewable Energy initiative and Sustainable Supply Chain Management category for the Farmer Entrepreneurship Program (FEP)
- Earned the Silver Award for sustainable supply chain through the FEP of the Jollibee Group Foundation at the Asia ESG Positive Impact Awards
- Jollibee, Mang Inasal, Chowking, Greenwich, and Burger King ranked among the Top 10 Food Brands in Southeast Asia by Campaign Asia
- Jollibee was named Best in Customer Service among fast-food chains in Singapore
- Jollibee Chickenjoy was named as the #1 Best Fast-Food Fried Chicken by USA TODAY for the second time and earned a spot in the “Restaurant Chains with the Best Fried Chicken Buckets” list of USA’s Eat This, Not That
- Awarded 18 trophies for marketing innovation at the Marketing Excellence Awards
- Received two Gold Anvils and six Silver Anvils for public relations and marketing excellence at the 60th Anvil Awards
- The Jollibee Group Foundation, Greenwich, and Mang Inasal received honors for excellence in creative and sustainable marketing at the Asia Pacific Tambuli Awards
- Chowking received the Pau-Pau’s Top of Table Award at the Foodpanda CRAVE Awards, and the Best Digital Initiative and Best Restaurant Renovation honors at the QSR Media Asia TabSquare Awards
- Mang Inasal received one Silver Stevie® and two Bronze Stevie® for marketing excellence at the 12th Asia-Pacific Stevie® Awards; recognized as Fast Food Chain of the Year at the Village Pivol Choice Awards; honored with the Pau-Pau’s Top of Table Silver Award at the Foodpanda CRAVE Partner Summit and Awards; the only Philippine restaurant brand to earn six gold trophies for its marketing campaigns at the International Business Awards; and received six honors for marketing innovation and impact at the Marketech Asia-Pacific Empowered Women Awards
- Highlands Coffee named as a 2025 Industry Champion of the Year (Gold Trophy) at the ACES Awards
- The Coffee Bean & Tea Leaf named among USA Today’s Top 10 Best Coffee Chains
- Tim Ho Wan wins first-ever China Food Health Seven Star Rookie Award for Excellence in Food Safety
- Yonghe King wins 14th Consecutive ‘China Food Health Seven Star Award’ and First ‘Innovative Consumption Influence Award’ on the Food & Beverage Consumption Influence Annual case list

JOY FOR TOMORROW

The Jollibee Group Sustainability Agenda

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

FOOD We serve food people trust

PEOPLE We help make people's lives better

PLANET We treat the planet responsibly

About Joy for Tomorrow

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

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

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

At the heart of our agenda is our Sustainability Commitment

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

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

Our Approach



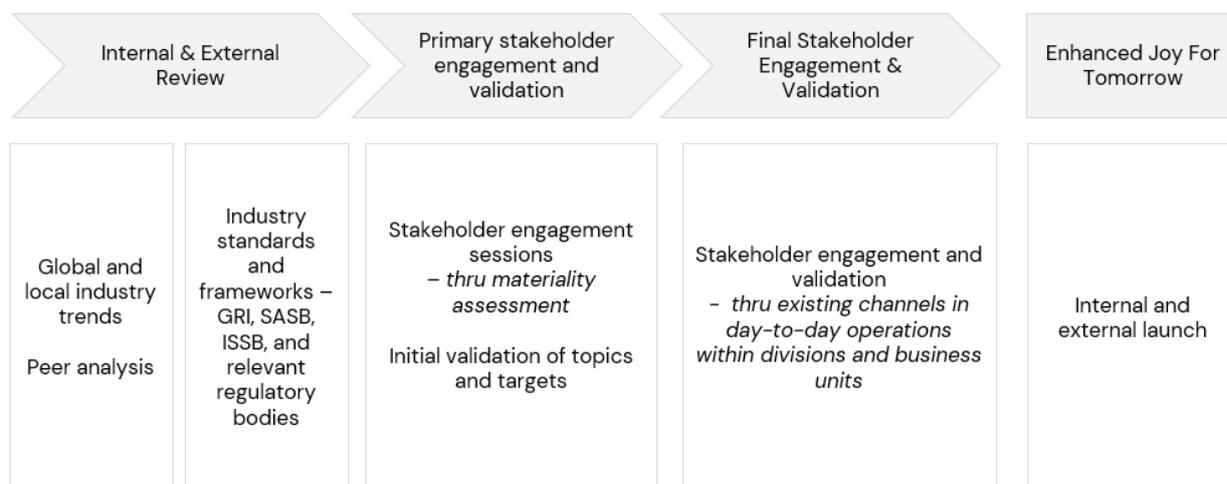
Our sustainability approach is both comprehensive and integrated, addressing key environmental, social, and governance factors.

To shape our sustainability agenda, we began by identifying critical issues that significantly impact our business and operations, while also recognizing the urgent needs of our industry and society; informed by inputs from our diverse stakeholders — investors, Board of Directors, executives, employees, suppliers, and other partners.

The outcome of our materiality assessment was a structured framework comprising three pillars, ten focus areas, each with their corresponding targets aligned to the United Nations Sustainable Development Goals (SDGs). This integration enables us to anchor our sustainability strategy to internationally recognized priorities while addressing the expectations of stakeholders across the communities we serve.

We regularly evaluate our progress, refine practices, and enhance our goal-setting over time. Through this process of continuous improvement, we strengthen our commitment to sustainability and ensure our strategy remains relevant and aligned with long-term value creation.

Materiality and Stakeholder Engagement



Materiality assessment is an ongoing process that allows us to consistently monitor and evaluate our evolving impacts on the environment and society. We conducted our first assessment in 2019, reviewed it in 2023, and further updated it in 2025. This process is **conducted in accordance with GRI and UNGC guidance** and provides Jollibee Group with valuable insights into the effectiveness of our efforts across various impact areas, helping us identify ways to enhance our engagement with stakeholders.

In 2023, we engaged an external consultant to conduct an extensive materiality assessment for the Group. The process included engagement with both internal and external stakeholders through a variety of methods such as focus groups and interviews with C-Suite and Management representatives from our global operations, employee surveys, and desktop research of industry standards and peer comparisons.

We began with a systematic review of global, local, and industry trends and recurring sector-wide sustainability themes to understand our sustainability priorities. This included assessing environmental and social risks, shifting consumer expectations, and emerging regulatory requirements.

Industry standards from global sustainability frameworks were used to identify potentially relevant material issues. We assessed our shortlist against key topics identified as relevant in GRI, SASB, and ISSB to check completeness and gaps relevant to our industry as well as the Philippines' SEC requirements. With this foundation, we engaged internal and external stakeholders using surveys and group discussions to understand which topics they view as most significant to Jollibee Group in terms of risks, opportunities, and impact. One of the key parts of this process was our engagement with external stakeholders such as our key investors, suppliers, and business partners, which provided us with clear insight into topics that were of greatest concern to them.

Group	Stakeholder	Engagement Method/s
Internal stakeholders	Board of Directors	Interview
	ESG Council (Global C-Suite Executives)	Interview
	Business Unit Heads	Interview, Survey
	Sustainability Leads	Interview, Survey
	Employees	Survey
External stakeholders	Investors	Interview, Survey

	Suppliers	Interview, Survey
	Social Development Partners/NGOs	Interview

In the survey, participants scored the relevance of the proposed topics on a 1–5 scale, while interviews focused on identifying and elaborating Jollibee Group’s strengths and areas for improvement, particularly on sustainability issues where the organization has the greatest economic, environmental, and social impact. To properly capture qualitative feedback, topics frequently highlighted during interviews were tagged as very high in significance and subsequently tagged with decreasing significance if relatively not emphasized. We then used the survey ratings and stakeholder-specific significance levels to assess the relevance of topics and create a ranked view of their importance, before mapping each stakeholder group’s priorities back to the shortlist.

Drawing on the landscape review, peer benchmarking, framework mapping, and stakeholder input, we developed a preliminary set of material topics recognized as relevant by the majority of peers, sustainability standards, and stakeholders. This list was discussed in a management workshop to align definitions and sub-topics and to ensure that it comprehensively reflects Jollibee Group’s impacts across the value chain.

By 2024, beyond our initial materiality exercise, we sought to rigorously validate its initial output through more substantive engagement across our existing operating channels. While this added an additional layer to the assessment, it deepened understanding and strengthened ownership among operating functions responsible for execution, grounded in our belief that the success of sustainability lies on how effectively it is embedded into the core of our operations. As part of this effort, within the organization, we worked closely with our ESG Council and Global Champions through our regular sessions focused on shaping our sustainability agenda, ensuring strong governance and cross-functional alignment. We also conducted two company-wide webinars to share material sustainability updates with our employees.

As for external stakeholders, we participated in quarterly roundtable discussions with the media to understand public expectations and emerging sustainability issues. We also continued our dialogue with suppliers through the Responsible Sourcing Program, gathering performance and capability insights that informed our value chain priorities. Community programs through the Jollibee Group Foundation also served as a channel to understand local needs and social outcomes, enabling us to integrate our takeaways into the Group’s targets. In parallel, we engaged directly with investors through one-on-one meetings to discuss our sustainability strategy, priorities, and progress, while gaining a deeper understanding of their expectations regarding ESG-related risks and opportunities. The collective input from these groups guided the refinement of our agenda as well as the prioritization of key commitments and initiatives.

Synthesizing the findings gained from the full assessment, we consolidated overlapping topics and structured 10 optimized focus areas across Food, People, and Planet. In collaboration with our Sustainability Champions, who lead the execution of our goals, we translated our existing commitments into measurable targets as well as introduced new targets to strengthen delivery and accountability. Following validation by the ESG Council, the refined material topics and targets were incorporated into our enhanced Joy For Tomorrow agenda, launched internally in 2025 and formally presented externally in this 2025 Report.

MATERIALITY ISSUES

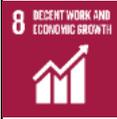
FOOD	
Food Safety & Quality	Continue upholding our commitment to delivering delicious and safe food starting at the very source of our ingredients by conducting regular audits and securing certifications annually across all our stores, commissaries, logistics facilities, and suppliers.
Nutrition and Transparency	<p>Offer customers a variety of meal options that meet Jollibee Group’s Global Nutritional Criteria and align with the dietary guidelines established by the World Health Organization, starting with Jollibee Key Markets.</p> <p>Enhance the nutritional profile of our food and reduce artificial ingredients where possible, beginning with Jollibee key markets.</p> <p>Support transparency by providing customers with information on allergens and nutritional content, empowering them to make informed decisions.</p> <p>Accelerating our commitment to Responsible Marketing practices.</p>
Responsible Sourcing	<p>Execute responsible sourcing practices for key categories in our supply chain.</p> <p>Partner with suppliers who share our values, reinforcing accountability through audits, certifications, and ongoing performance reviews.</p>
PEOPLE	
Employee Welfare	<p>Provide all employees with learning and development opportunities that empower them to achieve career milestones.</p> <p>Focus on driving high employee engagement to ensure a positive, fulfilling, and joyful work environment for everyone in the organization.</p> <p>Advance Jollibee Group’s enterprise-wide Joy For All Inclusivity Strategy by fostering respect and belonging, recognizing each person’s uniqueness, ensuring equitable opportunities to create joyful experiences, and upholding zero tolerance for discrimination.</p>

<p>Customer Welfare and Satisfaction</p>	<p>Focus on customer satisfaction by providing an outstanding restaurant experience, emphasizing both food quality and exceptional service.</p> <p>Place the customer’s voice at the center by actively gathering feedback and using these insights to continuously improve joyful dining experiences.</p>
<p>Farmers Livelihood and Communities</p>	<p>Empower farmers by providing support through direct sourcing, market access, training programs, and more.</p> <p>Offer educational scholarships and employment opportunities to underprivileged youth, creating pathways for growth and brighter futures.</p> <p>Provide essential food relief and support to communities in need.</p> <p>Promote employee volunteerism to support community impact.</p>
<p>Good Governance</p>	<p>Uphold strong governance by promoting human rights and ensuring ethical practices across all levels of our organization.</p>
<p>PLANET</p>	
<p>Packaging & Recycling</p>	<p>Enhance packaging sustainability throughout our operations.</p>
<p>Emissions & Water Management</p>	<p>Establish a comprehensive emissions baseline.</p> <p>Advance the transition to renewable energy and reduce energy consumption and associated emissions across our manufacturing processes.</p> <p>Introduce energy-saving measures to efficiently reduce energy consumption in our stores.</p> <p>Reduce water consumption in our manufacturing operations.</p>
<p>Waste Reduction</p>	<p>Reduce food loss and waste in our manufacturing process and reduce food waste in our stores.</p> <p>Dispose waste through sustainable means, diverting away from landfills in our manufacturing process.</p>

Joy For Tomorrow

Company Purpose Spreading joy through superior taste
 Company Vision To be one of the top 5 restaurant companies in the world
 Sustainability Commitment Spreading joy for everyone today, and for tomorrow

Food We serve food people trust		
Food Safety & Quality	Nutrition & Transparency	Responsible Sourcing
<p>Continue to serve great tasting and safe foods by maintaining 100% annual internal audits across all stores, commissaries, and logistics¹</p> <p>Sustain 100% annual third-party certification for commissaries and logistics, achieve 95% for global vendors, and 90% for FEP farmer suppliers by 2027 to ensure robust, end to end food safety¹</p>  <p>¹Scope: 13/19 Brands; 14/14 Manufacturing Sites; 1/5 Logistics</p>	<p>Provide meal choices by advancing efforts on calories, sugar, sodium, artificial colors, plant-based offerings, and kids meals^{2, 3}</p> <p>Ensure nutritional and allergen information is available and accessible for meal offerings by 2025³</p> <p>All wholly owned brands to adopt and implement a responsible marketing policy by 2027⁴</p>  <p>²Detailed targets found in Nutrition and Transparency section of this report ³Scope: Jollibee Brand PH, US, UAE, UK ⁴Scope: Jollibee, Smashburger, Tim Ho Wan, Chowking, Greenwich, Red Ribbon, Mang Inasal, Yonghe King, Hong Zhuang Yuan</p>	<p>Source key categories from suppliers who meet our environmental and social standards by 2035⁵</p> <ul style="list-style-type: none"> • ESG training for all strategic suppliers by 2025 • 100% of strategic suppliers for beef, dairy, poultry, palm oil, and packaging have full traceability by 2030 <p>Develop and deploy Animal Welfare Indicators for our Poultry Supply Chain by 2026</p> <p>Continue working towards removing or reducing the use of antibiotics important to human medicine in our beef and poultry supply chain</p>  <p>⁵Detailed targets found in Responsible Sourcing section of this report</p>

People We help make people's lives better			
Employee Welfare	Customer Welfare and Satisfaction	Farmers Livelihood and Communities	Good Governance
<p>Provide all employees with learning and development that empowers them to achieve career milestones</p> <p>Maintain workplace safety & health and fair labor practices</p> <p>Achieve high employee engagement measured through Gallup's Q12 framework, targeting to significantly surpass the industry benchmark yearly</p> <p>Advance our Joy For All Inclusivity Strategy by fostering mutual respect and belonging, recognizing each person's uniqueness, ensuring equitable opportunities to create joyful experiences, and upholding zero tolerance for discrimination</p> 	<p>Ensure 100% of tickets received in our Feedback Management System reach resolution owners within 24 hours⁶</p> <p>Target high customer satisfaction through Net Promoter Scores that significantly exceed industry benchmark⁷</p> <p>Target minimum 90% Customer Recovery annually in complaints management⁸</p>  <p>⁶Scope: Jollibee, The Coffee Bean and Tea Leaf, Smashburger, Tim Ho Wan, Chowking, Red Ribbon, Mang Inasal, Milksha, Greenwich, Yoshinoya, Panda Express, Common Man Coffee Roasters, Tiong Bahru Bakery</p> <p>⁷Scope: Jollibee, Chowking, Greenwich, Red Ribbon, Mang Inasal, Panda Express, Yoshinoya, Common Man Coffee Roasters, Tiong Bahru Bakery, Milksha, Yonghe King, Hong Zhuang Yuan, Smashburger, Coffee Bean & Tea Leaf</p> <p>⁸Scope: Jollibee, The Coffee Bean and tea Leaf US, Smashburger, Chowking, Greenwich, Mang Inasal, Burger King, Red Ribbon, Panda Express, Yoshinoya, Yonghe King, Hong Zhuang Yuan</p>	<p>Bring joy to more than 5 million people by 2030, through community uplift and support</p> <p>Provide employment opportunities for 6,000 underprivileged youth by 2030</p> <p>At least 10,000 volunteer hours annually</p> <p>Implement community relations activities across our stores to support local communities globally</p> <p>Provide at least PHP680 million in support of smallholder farmers by the end of 2030 through direct sourcing, market access, and training programs</p>  	<p>Uphold good governance, respect human rights, and exercise ethical practices across the organization</p> <p>100% of employees trained annually on data privacy and security protocols & maintain robust customer data protection measures</p> 

Planet We treat the planet responsibly		
Packaging & Recycling ⁹	Emissions & Water Management	Waste Reduction
<p>100% of consumer-facing, fiber-based packaging are Chain of Custody certified by 2035</p> <p>100% of consumer-facing resin-based packaging are recyclable by 2035</p> <p>Fully eliminate the use of expanded polystyrene (EPS) packaging by 2025</p>   <p>⁹See Responsible Sourcing section for more details</p>	<p>Conduct GHG inventory for Scopes 1, 2, and 3 emissions</p> <p>Reduce energy consumption in the manufacturing process</p> <p>Execute energy-saving initiatives to reduce energy consumption in our stores</p> <p>Reduce water consumption in the manufacturing process</p> <p>Establish a deforestation free supply chain for Palm Oil and fiber-based consumer facing packaging by 2035⁹</p>    	<p>Reduce food loss and waste to landfill in the manufacturing process</p> <p>Reduce food waste and other waste to landfill in the stores</p> 

Our Commitment to the U.N. Sustainable Development Goals

The Jollibee Group recognizes both the scale of its impact and the responsibility that comes with serving millions of customers every day. We embrace this responsibility by creating ways to enhance the quality of life in the local communities we serve and by embedding sustainability across our business.

Guided by the Joy for Tomorrow Agenda, we have aligned our goals with the United Nations' Sustainable Development Goals (UN SDGs). Adopted by UN Member States in 2015, the SDGs provide a blueprint for building a more prosperous, inclusive and sustainable future by 2030. From these 17 goals, Jollibee Group identified four SDGs – SDG 2, SDG 7, SDG 8, and SDG 12 as our strategic priorities, where our operations, value chain, and partnerships can deliver the most tangible impact.

To ensure accountability, we measure our contributions through key performance indicators (KPIs) and time-bound targets, covering environmental, social, governance, and economic dimensions.

SDG 2: Zero Hunger

Within and beyond our direct operations, we extend this commitment to Farmers Livelihood and Communities, aligned to SDG 2. We provide support to smallholder farmers to strengthen food security and income generation and help communities by providing employment opportunities for underprivileged youth.

SDG 7: Affordable and Clean Energy

Our environmental priorities, particularly Emissions & Water Management, link to SDGs 7 and 12, where we continuously work to minimize energy and water consumption in both our stores and manufacturing processes. We are also actively engaged in sourcing palm oil and packaging materials in ways that are environmentally responsible.

SDG 8: Decent Work and Economic Growth

Our programs on Employee Welfare align with SDG 8. Through targeted efforts and investments in employee welfare, engagement, and inclusivity, we enhance well-being and productivity across our workforce.

SDG 12: Responsible Consumption and Production

Our efforts on Customer Welfare and Satisfaction as well as Responsible Sourcing of food and packaging advance SDG 12, fostering sustainable consumption patterns and encouraging accountability across our value chain.

By aligning our initiatives with the SDGs, we strive to grow responsibly while contributing to a world that is more resilient, equitable, and sustainable for all.

For a detailed view of the Key Performance Indicators and their alignment with the SDG targets, please refer to the table provided in Appendix: [SDG Target-level Integration](#).

FOOD

WE SERVE FOOD PEOPLE TRUST

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

FOOD SAFETY & QUALITY

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

FOOD SAFETY & QUALITY IN OUR OPERATIONS

Our enterprise-wide operations—from restaurants and manufacturing plants to logistics facilities and suppliers—operate as an integrated ecosystem designed to uphold the highest standards of food safety and quality at every stage of the value chain. This unified approach strengthens customer trust and ensures consistent delivery of safe, great tasting products across all markets.

At the core of this ecosystem is our Food Safety and Quality Management System (FSQMS), which establishes the governance, processes, and controls required to embed safety and quality across all operational touchpoints. This is reinforced by our Food Safety Assessment Program, which systematically reviews and updates trainings, certifications, audits, risk assessments, and other critical initiatives to ensure they remain current, effective, and aligned with global best practices.

Our strategic commitment to end to end food safety excellence has been recognized globally. The Jollibee Group received the highest 7 star rating at the 9th International Best Practice Competition 2023, where our “One Jollibee Group End to End Food Safety and Quality Management Strategy” was honored as the top entry—affirming the strength and maturity of our FSQ systems and the discipline with which they are executed worldwide.

Restaurants

Our Food Safety and Quality Management System (FSQMS) serve as Jollibee Group’s enterprise-wide framework for embedding safety and quality across our restaurants, commissaries, logistics, and supplier network. Built on decades of disciplined execution beginning with our FSC Standards established in 1986, the FSQMS has evolved into a globally benchmarked system reinforced by risk based standards and advanced digital tools.

In 2025, we strengthened this foundation by deploying the Food Safety & Quality Risk Management Module powered by Veeva and aligned with FSSC standards—enabling early threat

detection, real time risk monitoring, and data driven decision making across the supply chain. Veeva now serves as our unified cloud platform supporting standardized, enterprise level quality and compliance.

To address emerging risks and ensure consistent excellence, we apply globally recognized frameworks, including CODEX, HACCP, ISO 22000, FSSC 22000, SQF, BRC, as well as EMS and OHS requirements. Together, these systems ensure the delivery of safe, high-quality food across all markets while reinforcing customer trust in every step of our value chain.

Jollibee Group's Quality Improvement Cycle for Operational Excellence (Q-iCORE) drives continuous improvement in restaurant operations by addressing systemic challenges through structured collaboration, FSQ information sharing, and analysis. In 2025, we further strengthened this system by integrating ESG considerations and enhancing Health, Safety & Security requirements within the Restaurant Manager Self Assessment Tool to reinforce alignment with enterprise standards.

Our Corrective Action and Preventive Action (CAPA) program ensures disciplined resolution of food safety and quality issues by identifying root causes, implementing corrective measures, and monitoring closure. Escalation guidelines under the Food Safety Committee Incident Management Policy prioritize major and critical non conformances, linking timely resolution to performance accountability to reinforce operational rigor.

We target a minimum 90% on time implementation of CAPAs arising from Corrective Action Requests across restaurants, commissaries, and suppliers, with restaurant level monitoring focused on addressing operational risks and ensuring strict adherence to food safety protocols.

In 2025, we sustained our efforts in the three priority areas carried over from the previous year - Food Fraud Prevention, Food Allergen Control, and Food Defense Program.

Food Fraud Prevention requirements were integrated into our supplier's Quality Management Systems (QMS) audits to minimize the risks associated with purchasing fraudulent or adulterated materials. The program verifies that product descriptions and claims are legal, accurate, and supported by documentation and certifications, mitigating the risk of intentional adulteration for economic gain.

Our Food Allergen Control program ensures the identification, declaration, segregation, and management of allergenic materials across manufacturing and restaurant operations, reinforced by clear communication of allergen and nutrition information through printed and digital channels. This transparency goes beyond compliance—reflecting our commitment to protect consumers, enable informed choices, and strengthen trust in our brands.

Finally, **our Food Defense and Environmental Monitoring programs** safeguard the food chain from intentional harm and strengthen safety across restaurant and supply chain operations. **The Environmental Monitoring Program (EMP)** enhances this protection by proactively monitoring microbial presence, air quality, temperature, humidity, and workplace conditions to ensure safe operating environments.

In 2025, we finalized the EMP framework and hygiene zoning for restaurant operations, integrating critical parameters such as ATP and microbial contaminant testing to meet health standards, with a full scale pilot planned for 2026. Together, these programs enable early detection, targeted corrective actions, and continuous verification—reinforcing food safety and quality across our value chain.

In summary, our Food Safety and Quality Management System (FSQMS) integrate standards, training, audits, certifications, quality assurance, risk mitigation, and enterprise wide engagement—forming a cohesive framework that safeguards food safety across our operations. Jollibee Group’s longstanding track record of global awards and recognition reflects the strength and maturity of these systems and reinforces our commitment to the highest levels of food safety, quality, and customer trust.

Food Safety and Quality Assurance Training for Employees

We strengthen enterprise-wide food safety capabilities through a comprehensive training ecosystem anchored on the Food Safety & Quality Academy by Quality Management Division, which develops curricula on Food Safety, Quality Assurance, Quality Management Systems, Internal Quality Audit, and Food Quality Inspection. These programs are made available to employees across Supply Chain, Support Center, Field Operations, and our suppliers.

Restaurant teams undergo annual Basic Operations Training, which embeds Quality Control and Quality Assurance into restaurant operating systems across Jollibee, Smashburger, Yonghe King, Chowking, Mang Inasal, Red Ribbon, Greenwich, and Yoshinoya, including franchise and corporate management teams.

Our Food, Service, Cleanliness & Condition (FSC) refresher training, titled “FSC as a Way of Life,” is available in all Jollibee markets through our LMS portal and is conducted in the first quarter of every year. We offer Food Safety training enterprise-wide through various QM-designed modules like the “Food Safety Compliance Officer Certification Course,” the Food Safety computer-based training, and the Internal Quality Audit (IQA) course. These are largely completed by Restaurant managers, Area or District Managers and Group Managers/Managing Directors of Franchise operators.

All new hires complete mandatory Food Safety Computer Based Training, while annual evaluations cover crew, managers, and operations leaders to ensure consistent application of food safety and quality standards across the network.

In 2025, 22,964 employees were trained in Product Gold Standards, Food Safety, Cleanliness & Condition Standards, Quality Control, and Quality Assurance Systems.

FOOD, SERVICE, CLEANLINESS & CONDITION (FSC) & QUALITY ASSURANCE TRAINING FOR EMPLOYEES (2025)	
Training Programs	Number of Employees Trained
Agile Audit System eLearning	86
Crisis Management	2,059
Customer Recovery	829
Digital FSC Checklist Navigation	25
Digital Shift Management Navigation	352
Feedback Investigation Process	745
Feedback is a Gift	982
Food Safety Compliance Officer Certification	232
FSC Principles	46
FSC Problem Solving Techniques	188
Integrated Pest Management eLearning	2,487
JFC Delivery Internal Mystery Shopping Program	1

JFC Safety & Security eLearning Course	2,060
QICORE	62
FSC As A Way of Life	5,391
JFC Food Safety Course	7,419
GRAND TOTAL	22,964

Food, Service, Cleanliness & Condition (FSC) Audits

Jollibee Group conducts comprehensive onsite FSC audits across all stores worldwide to uphold rigorous standards in Food, Service, Cleanliness, Condition, and Food Safety. These audits are led by our Global Quality Management Division in partnership with independent third party assessors to ensure objectivity and consistency across markets. Audit findings drive targeted corrective and preventive actions, retraining, and process improvements, with follow up verification to ensure closure of gaps in operation and to sustain long term performance.

Over 25,059 FSC Audits across our stores worldwide were conducted in 2025.

RESTAURANT FOOD SAFETY AUDIT	2023	2024	2025
Number of Food Service Cleanliness Condition Audits across restaurants worldwide ¹	15,614	11,788	25,059
Total number of online training hours focused on FSC ²	14,557	14,293	57,073

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

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

In 2025, the number of FSC audits more than doubled compared with 2024, demonstrating a stronger drive for consistency and compliance across markets. Operations Leaders conducted 51% of all audits worldwide, while third party assessors performed two to three audits annually and accounted for 42% of the global total. QM audits added another layer of assurance by covering at least 20% of the network. The sharp increase in online FSC training hours in 2025 was driven by the rollout of new computer-based courses and additional training batches implemented in response to global Operations requests.

FSC Annual Star Awards

The Annual FSC Star Awards is the Jollibee Group's premier global recognition program honoring outstanding restaurant employees for their FSC performance. Established in 1988, the awards have been embraced across our brands and continue to reinforce FSC as a core element of our culture—driving excellence, pride, and motivation throughout store operations.

FSC and Gold Standards Competition

The FSC and Gold Standards Competition strengthens food safety and quality performance by engaging store teams in a structured, four-month program of standards based coaching and assessments. Participating stores study relevant SOPs to qualify, receive targeted coaching from Area Managers to improve FSQ execution, and advance through knowledge-based quiz competitions across regions and brands. The program culminates in the selection of national and global champion teams, recognizing excellence and reinforcing a strong food safety culture.

FSC Risk Management Framework

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

World Food Safety Day



In June 2025, Jollibee Group celebrated World Food Safety Day by reinforcing its global commitment to delivering safe, high-quality food. This annual initiative, launched by the World Health Organization and Food and Agriculture Organization, aims to raise awareness of foodborne risks and promote related actions. “Food Safety: Science in Action,” was the theme for 2025, which aligned with Jollibee Group’s direction to embed science, data, and technology into food safety systems worldwide. The celebration featured a global internal webinar, Driving Food Safety Together, emphasizing shared responsibility, vigilance, smart use of data, and strong teamwork across all functions. Focus areas included:

- Transparency and traceability across the food chain
- Monitoring and verification using data and analytics
- Incident preparedness and response
- Integration of safety and quality practices in daily operations

The expanded program deepens food safety culture, drives employee engagement, and promotes continuous learning across all operational levels, advancing our commitment to consumer trust.

Partnering with the Government in Food Safety Education

On July 9, 2025, Jollibee Group participated in a Department of Science and Technology (DOST) webinar, sharing Hazards Analysis and Critical Control Points (HACCP) insights and industry best practices. The livestream attracted over 4,000 viewers and has since surpassed 48,000 views, demonstrating the impact of science-based food safety knowledge sharing.

This conference centred on innovation, collaboration, and data to enhance the Jollibee Group’s food safety and quality systems, ensuring every meal meets the highest standards of safety, quality, and consistency.

Product Gold Standards Calibration

The Product Gold Standards Calibration program defines and reinforces the ideal attributes of every product we serve. The training equips employees to assess key product characteristics—such as visual appearance, taste, texture and other specifications—and to troubleshoot common causes of defects or quality deviations. Delivered through a combination of classroom instruction,

hands on sensory evaluations, and taste testing, the program builds the capability of teams to consistently uphold Gold Standard product quality in daily operations.

This training is conducted annually across Jollibee, Smashburger, Yonghe King, Hong Zhuang Yuan, Mang Inasal, Chowking, Red Ribbon, Greenwich, Burger King, Panda Express, and Yoshinoya, and is attended by restaurant and operations leaders including Assistant Restaurant Managers, Shift and Restaurant Managers, Area Managers, Operations Directors, Marketing Managers, Business Unit Leadership Teams, and Country Heads. At the crew level, Product Quality Managers and Crew Team Leaders cascade the training to franchise teams, ensuring consistent execution and taste superiority of all JFC products across markets.

Global FSQ Engagement and Innovation

Jollibee Group coordinated internal and external social media campaigns, training, and webinars across brands worldwide to drive consistent enforcement of food safety and quality standards. These efforts help to enhance teams' expertise in food safety and quality and reinforce consumer confidence.

On June 11, 2025, a global internal webinar on “Enhancing Food Safety through Risk Management” gathered more than 1,300 participants from operations, supply chain, and support teams. Functional experts shared how enterprise risk strategies, data analytics, and new technologies are strengthening food safety and quality. Key initiatives included mobile audit tools, predictive analytics, and the launch of a new Food Safety and Quality risk management platform with real time dashboards, action tracking, and trend analysis.



Additionally, On September 1, 2025, Jollibee Group partnered with the Philippine Society for Quality (PSQ) to host a benchmarking and learning workshop anchored on Purpose-Driven Excellence. The session highlighted how sustainability, food safety, and innovation are embedded across our value chain and produced actionable benchmarking insights that strengthen consistency, compliance, and continuous improvement across markets.

Supplementing this effort, Jollibee Group brands around the world used social media to highlight food safety efforts.

World Quality Week

In 2025, World Quality Week (WQW) advanced the theme “Quality: Think Differently,” engaging Jollibee Group leaders and teams worldwide to drive customer satisfaction and operational excellence. Activities included leadership messages, learning sessions, and expert-led webinars on food safety, quality best practices, and emerging industry trends. Teams across regions also demonstrated their commitment through a Quality Commitment Photo Wall, reinforcing shared accountability for maintaining high standards.

As part of WQW's continuous learning agenda—designed to reinforce Quality Management's regular training offerings—employees participated in Packaging Innovation sessions focused on practical packaging improvements, and in a webinar facilitated by BigZpoon on Nutritional and Allergen Labeling, emphasizing regulatory compliance using available platforms. These events brought together over 1,500 Jollibee Group employees and formed part of Quality Management's broader sustainability initiatives, ensuring teams are equipped to adopt safer, more responsible, and environmentally conscious practices throughout the value chain.

Manufacturing

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

Food Safety Certifications

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

As of 2025, 100% of our commissaries maintain internal audit systems aligned with globally recognized standards such as FSSC, SQF, and ISO 22000. Four commissaries are certified under our Integrated Management System (IMS), and 11 are certified to FSSC 22000 v6. Our FSQMS—built on FSSC 22000—applies a risk based approach that strengthens process controls, ensures effective risk mitigation, and drives continuous improvement across commissary operations.

In 2025, we completed our transition to a unified Integrated Management System, integrating food safety, quality, environmental, workplace and people safety requirements across our supply chain—including all Tier 1 JG owned commissaries, depots, and external suppliers. The IMS aligns with FSSC 22000 (v6), ISO 14001, ISO 45001, and relevant local regulations, strengthening compliance, governance, and enterprise wide risk control while supporting our sustainability agenda.

FSSC audits in our manufacturing facilities located in China are now conducted twice a year, while the EMEAA region ensures 100% audit coverage for medium- risk manufacturing sites with biannual visits. In UAE and North America, the audit frequency has increased to twice a year to enhance operational engagement within our manufacturing operations. The UK had three combined local and global Quality Management visits, focusing on manufacturing quality & food safety systems.

For external audits, 100% of our commissaries are certified under globally recognized GFSI aligned schemes such as FSSC and SQF, with some also holding HACCP and ISO 22000 certifications. Our logistics arm, JWSL Bicutan, likewise maintains multiple Food Safety and Quality certifications, including FSSC Q, TAPA Level A, Occupational Health & Safety Standards, and Environmental Management Systems.

100% OF OUR COMMISSARIES HAVE BEEN AUDITED AND/OR CERTIFIED

CERTIFICATION ON PRODUCT QUALITY & SAFETY STANDARDS	DESCRIPTION	2024 % OF SITE	2025 % OF SITE
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%	100%

2025 China Food Health Seven Star Award

In November 2025, Yonghe King received the China Food Health Seven Star Award for the 14th consecutive year, reaffirming its leadership in food manufacturing and safety. Tim Ho Wan also earned its first Seven Star distinction as the Food Safety Newcomer Award recipient. These recognitions underscore both brands' strong commitment to high quality and rigorous food safety standards.

This prestigious award—organized by Ecolab and China Business News (CBN) with technical support from the Chinese Institute of Food Science and Technology (CIFST)—honors organizations that demonstrate exceptional excellence in food safety and quality.

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.

We conduct regular assessments of Business Continuity Plans (BCPs) across all Philippine commissary sites to ensure critical operations can continue seamlessly during any plant disruption. These sites are equipped to respond effectively to fires, typhoons, and other geo hazards, supported by trained emergency response teams.

We hold monthly meetings with Jollibee Group commissaries worldwide to review key performance indicators—including third party site certifications and the effectiveness of our Food Safety and Quality Management Systems (FSQMS). These sessions cover incidents related to CARs and product recalls to ensure the CAPA process is effectively implemented in all commissaries, addressing systemic manufacturing challenges through timely root cause resolution.

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

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

Logistics

We maintain 100% compliance with ISO 9001 among our third party logistics providers in the Philippines, ensuring consistent adherence to customer and regulatory requirements. Our logistics partners also follow Transported Asset Protection Association (TAPA) standards to prevent pilferage and theft, while regular fire safety and trucker capability audits reinforce product quality, security, and delivery integrity. All Jollibee Group–owned logistics sites are required to secure certification under Global Food Safety Initiative (GFSI)–approved food safety management schemes, and we continue to strengthen our Integrated Management Systems across quality, food safety, environmental management, and occupational health and safety.

Jollibee Worldwide Services–Logistics (JWSL) has consistently led the organization in advancing quality, food safety, environmental management, and occupational health and safety standards across its network of 14 distribution centers—one company owned and 13 third party managed. Our company owned site is among the first in the Philippines to be certified to FSSC 22000 v6.0 and also maintains FSSC 22000, ISO 9001:2015, and ISO 14001/ISO 45001 certifications, reflecting a deeply embedded culture of quality excellence and Integrated Management Systems.

In parallel, the QM Supply Chain Department delivered supplier focused trainings aligned with digitalization and IMS standards, including:

- Veeva HACCP sessions in March and July
- Cross-functional Veeva modules with R&D, Purchasing, JWSL, and QA (Sep 2025)
- Packaging Innovation and Regulatory Updates by JFC North America (Oct 2025)
- EOSH training completed by 165 suppliers

Logistics also convened its annual Quality Forum themed “Pivoting Toward Excellence: Distribution Centers Embrace Predictive Quality Data Analytics,” strengthening capability-building and alignment across all distribution centers.

FOOD SAFETY & QUALITY FOR SUPPLIERS

Accreditation, Certification and Audits

Supplier Accreditation

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

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

Procurement manages accreditation in Ivalua, while the Quality Management (QM) team oversees supplier certification and audits through FSQMS. Supplier quality scorecards are maintained in Veeva, with QM updates incorporated into the overall supplier scorecard. 100% of our Philippine and global category suppliers are accredited through Ivalua.

Food Safety Management Systems Certification for Suppliers

In Asia, where ISO-based frameworks are widely used, we adopt ISO 22000 as our Food Safety Management benchmark, supported by annual FSQMS evaluations that incorporate risk analysis and historical supplier performance.

Tier 1 suppliers maintain **100% third party certification** across standards such as FSSC, ISO 22000, HACCP, SQF, and BRC, while Tier 2 suppliers hold a **92% certification rate**, supplemented by GAP requirements for vegetable farmers and GAHP for poultry, meat, and egg suppliers. Food and packaging suppliers are likewise required to secure GFSI recognized certifications including FSSC 22000, BRC, HACCP, and ISO 9001.

All Tier 1 and Tier 2 suppliers undergo annual FSQMS audits using a risk based agile system, while Tier 3 suppliers are assessed by accredited partners. Suppliers also conduct annual food safety and quality refresher training, with compliance verified through Quality Management surveillance audits.

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

93% OF SUPPLIERS WERE ASSESSED ON COMPLIANCE TO THE JOLLIBEE GROUP FOOD SAFETY QUALITY MANAGEMENT SYSTEM REQUIREMENTS

92% OF SUPPLIERS COMPLIED WITH THIRD-PARTY GFSI RECOGNIZED STANDARDS

CERTIFICATION & AUDITS FOR VENDORS	DESCRIPTION	2023 % OF VENDORS	2024 % OF VENDORS	2025 % OF VENDORS
Internally Developed Standards ¹	Integrated Management Systems	100%	93%	93%
External Standards	Global Food Safety Initiative (GFSI) Recognized Standards such as FSSC, BRC, HACCP, ISO	88%	91%	92%

¹Global & Local Suppliers

Learning and Competency Programs

Learning and Competency Training Programs for Suppliers

Each year, Jollibee Group’s Global Quality Management team enrolls external global suppliers in targeted training programs designed to strengthen Food Safety and Quality execution across the supply chain. As part of FSQMS requirements, both global and Philippine suppliers are also mandated to complete regular training on core food safety topics, delivered by internal subject matter experts and accredited third party providers.

Global Supplier Food Safety and Quality (FSQ) Webinars

To strengthen communication, support data driven decisions, and ensure consistent enforcement of food safety and quality standards, Jollibee Group delivered Supplier FSQ webinars across its global supply base. The sessions enhanced supplier capabilities in food safety, quality, and EHS, with 609 suppliers participating from multiple regions to engage in topics such as SD contamination prevention, EHS, and Veeva IMS onboarding. Cross functional experts provided requirements, case examples, and live Q&A.

The Veeva platform strengthened supplier quality governance through standardized documentation, workflows, and corrective actions. The year also featured a “Supplier Innovation Day,” which brought partners together to share scalable solutions that improve food safety, support safer workplaces, and advance ESG aligned continuous improvement.

The list below summarizes the trainings we conducted in 2025 for our suppliers:

- Veeva Modules
 - HACCP – promotes digitalization of HACCP through Veeva, and alignment with Integrated Management System (IMS) standards
 - Advanced Veeva Functionality, Workflows, and Data Governance
 - Cross-Functional Modules – Co-managed with R&D, Purchasing, JWSL, and QA to drive end-to-end process consistency across suppliers
 - Orientation on Vault Quality One – how to use the Veeva e-QMS platform, in Audit process, management of Nonconformities and CAR system, Recall and Document Control System
- HACCP Program Development Workshop – Training support for small & medium- scale suppliers
- Integrated Pest Management (IPM) for bakeries, fruits-and-vegetables suppliers – Delivered to 60 suppliers; average participant evaluation (PE) score of 4.53 (out of a maximum score of 5)
- IMS requirements and roadmap orientation – Guidance on IMS standards, certification, and implementation
- Packaging Innovation and Regulatory Updates – Led by North America, covering new materials, compliance requirements, and labeling updates
- Environment, Occupational Safety and Health (EOSH) – Training to strengthen supplier EHS practices and compliance
- New Supplier FSQMS Orientation – Onboarding introduction to JFC Supplier Quality Management, Food Safety and Quality Management systems requirements, and Agile Audit System
- Quarterly Jollibee Group Supplier Onboarding — Provides an overview of Jollibee Group, Procurement, Source- to-Pay policies and supplier performance management

NUTRITION & TRANSPARENCY

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

NUTRITION CONTENT

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

NUTRITION	
GOAL ¹	2025 STATUS
CALORIES / PORTION SIZE Identify at least 5 meal options that are 750 calories or less in key Jollibee Markets	We introduced five meal options under the “Meals under 750 calories” category, available through Jollibee Philippines Website, App, and SOK in 2024. We are in the process of expanding this effort to other markets
SODIUM Reduce Sodium in selected menu items by 2027	We are actively studying and testing to stay on track toward our 2027 goal
SUGAR Offer sugar free or sugar-reduced beverage options by 2026	We are currently looking at our selection of beverage offerings to find lower sugar options, to stay on track toward our 2026 goal
PLANT BASED PRODUCTS Partner with market leaders in plant-based protein to develop plant-based options ²	Jollibee Singapore launched a zero-beef burger and won the Vegan Great Taste Award from People for the Ethical Treatment of Animals (PETA) in 2022. Smashburger offered jackfruit-based veggie burger in partnership with Jack & Annie’s at locations in New York, New Jersey and Colorado in 2023. We continue to explore opportunities for further implementation moving forward
KIDS MEALS 50% of Kids Meals Bundle Offerings, meet WHO Meal Nutrition Criteria (kids 13yrs and under); <600 calories, <650mg sodium, <52g total sugar, <69g fat by 2027	In 2025, Yonghe King developed kids meals, which won CCFA First Prize for Nutritionally Balanced Kids’ Meals Efforts are ongoing to develop new kids meals to stay on track toward our 2027 goal

¹Scope: Jollibee brand, Philippines, North America, United Kingdom, and United Arab Emirates

²Scope: Group-wide, where applicable

Yonghe King Wins CCFA First Prize for Nutritionally Balanced Kids’ Meals

Yonghe King collaborated with nutrition experts from Jiangnan University to develop a Kids’ Meal based on a balanced nutrition formula, ensuring each meal provides appropriate portions of protein, carbohydrates, and vitamins. The program enhances child well-being through responsible product design and a thoughtful dining experience that includes pre-meal activities and age-appropriate engagement, supporting healthier habits and consumer trust.

In April 2025, the China Chain Store & Franchise Association (CCFA) recognized Yonghe King's Kids' Meal initiative with First Prize in the Consumer Scenario Innovation category at its Future Restaurant Innovation Awards. This honor underscores the brand's leadership in nutrition-focused innovation and its commitment to delivering safe, high-quality offerings for families.

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 removing Partially Hydrogenated Oils (PHOs), and Trans-fat from our main menu products, and reduce artificial colors from selected menu products and kids meals by 2027. Currently, all our Jollibee brand products are Trans-fat and PHO-free.

¹Scope, Jollibee Philippines, North America, United Kingdom, and United Arab Emirates

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

ARTIFICIAL INGREDIENTS GOALS ¹	
GOAL	2025 STATUS
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, and reduce artificial colors from selected menu products and kids meals, by 2027	<ul style="list-style-type: none"> • Today, all our Jollibee brands products worldwide are free of Trans-fat and Partially Hydrogenated Oils (PHOs) • In 2021, we reduced the use of artificial colorant for Jolly Spaghetti sauce in the Philippines • In 2024, we phased out the use of artificial colorant in all our pie crust for all our fried pies across all Jollibee markets • In 2024, we have removed all colorant from our breading in our supreme chicken sandwich in the Philippines

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 allergens of our products. The Jollibee Group Allergen Management Program establishes a 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 content of our products and creating an allergen matrix that enables us to quickly identify products with significant allergens.

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

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

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. 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). In addition, all advertising materials in the Philippines are reviewed and cleared by the Advertising Standards Council (ASC), while promotions are vetted and approved by the Department of Trade and Industry (DTI) to ensure full compliance with relevant standards and guidelines.

In 2026, we will broaden policy implementation across additional Jollibee Group brands. We are formalizing audit and control mechanisms to strengthen oversight and ensure consistent, effective application of the policy. Policy training will be conducted for all new marketing employees. Moreover, given that three years have passed since the policy's initial rollout and training, a comprehensive refresher program will be conducted in 2026 for all marketing employees within the current scope.

Responsible Marketing Policy

Access a full copy of the policy through this link: [Responsible Marketing Policy](#)

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 worldwide focus on enhancing our

products by combining the timeless flavors of diverse cuisines and optimizing kitchen and service operations.

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

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

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

- **Suppliers:** Evaluating the availability of materials and the capabilities of suppliers to meet quality and production requirements
- **Commissary:** Evaluating manufacturing and commissary capabilities to ensure consistent production and quality of the food product
- **Restaurants:** Identifying procedures or restaurant systems that need improvement to enhance or optimize kitchen workflows, processes, and equipment efficiency
- **Customers:** Assessing consumer preferences and acceptance through in-restaurant surveys, with the findings presented to the R&D team to inform product development and enhancements

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

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

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

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

RESPONSIBLE SOURCING

At the Jollibee Group, we recognize the critical role of responsible sourcing in safeguarding the well-being of our people, the quality of our food, and the health of our planet. Responsible sourcing is a core to the Jollibee Group’s Food procurement strategy, supporting our commitment to food safety and quality, ethical business practices, and long-term environmental stewardship. Since the introduction of our Responsible Sourcing Program in 2023, we have continued to strengthen governance, supplier engagement, and data visibility across priority categories, including poultry and eggs, beef, dairy, palm oil, and consumer-facing packaging. This program is designed to address material sustainability risks and opportunities – namely animal welfare, antibiotics stewardship, deforestation, and greenhouse gas emissions – while maintaining commercial viability, supply continuity, and regulatory compliance across markets.

Our Commitment to Responsible Sourcing

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

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

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

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

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

Jollibee Group Goals, Key Categories and Areas of Focus

KEY CATEGORIES STATUS & COMMITMENTS: POULTRY & EGGS, PALM OIL, BEEF, PACKAGING, DAIRY, COFFEE

KEY CATEGORY	COMMITMENT	STATUS	AREAS OF FOCUS
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<p>Poultry & Eggs⁶</p>	<ul style="list-style-type: none"> • We shall source 100% cage free eggs in the US by 2025 and aim for 100% cage free eggs globally by 2035 • Develop and Deploy Animal Welfare Indicators for our Poultry Supply Chain by 2026 • Continue working towards removing or reducing the use of antibiotics important to human medicine in our poultry supply chain • We shall conduct a survey to do a preliminary baseline of our poultry supply chain GHG emissions • We will leverage on the Jollibee Group's Poultry Supplier Council and our membership in the IPWA / US RSPE to deepen our understanding of poultry & eggs sustainability and set meaningful targets and programs on animal welfare and antibiotic use, that go beyond regulatory compliance 	<ul style="list-style-type: none"> • In North America, Jollibee, Red Ribbon, and Chowking restaurants continue to source 100% cage free eggs. In the US, The Coffee Bean & Tea Leaf company-owned restaurants remain 100% cage free, while Smashburger increased from 90% to 97% of restaurants sourcing cage free eggs. In the Philippines, we further advanced our efforts, with Tiong Bahru Bakery and Common Man Coffee Roasters achieving 100% cage free egg sourcing in 2025. We continue to work on our glidepath to 100% cage free globally by 2035 • We source 100% of our chicken requirements from suppliers that fully comply with animal welfare regulations of countries of origin and use¹ • Key Welfare Indicators have been developed leveraging the technical expertise and knowledge of Jollibee Group's Poultry Supplier Council in 2025. Deployment is scheduled for 2026 • 100% of our chicken suppliers practice responsible antibiotic use and are certified in markets that require antibiotic usage certification², where antibiotics are administered only when necessary • In 2025, we conducted a survey of our strategic poultry suppliers to understand their current capabilities in tracking and monitoring greenhouse gas (GHG) emissions. We will continue to advance targeted education and engagement initiatives from external GHG experts and consultants 	<p>Animal Welfare, Antibiotics, GHG</p>
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CATEGORY	COMMITMENT	STATUS	AREAS OF FOCUS
Palm Oil⁷	<ul style="list-style-type: none"> 100% of our palm oil sourced from Roundtable for Sustainable Palm Oil (RSPO) member companies by 2025 100% RSPO-certified palm oil by 2035 We respect the rights and livelihoods of communities and workers in palm oil-producing regions and aim to contribute positively to the social fabric and economic well-being of these regions 	<ul style="list-style-type: none"> 100% of directly sourced⁷ palm oil globally comes from RSPO-certified companies Two main commissaries in the Philippines have been RSPO certified in 2024, and passed RSPO surveillance audit conducted in 2025³ We continue to use 100% RSPO-certified palm oil in Burger King Philippines. We have also commenced product testing in our other brands that account for more than 90% of our global palm oil usage, as we work towards our glidepath to 100% sustainable palm by 2035 	Deforestation
Beef⁸	<ul style="list-style-type: none"> Continue working towards removing or reducing the use of antibiotics important to human medicine in our beef supply chain We will baseline GHG emissions of our beef supply chain We will leverage on the Jollibee Group Beef Supplier Council and our membership in the Global Roundtable for Sustainable Beef (GRSB) to enhance our understanding of beef sustainability and to set meaningful targets and programs on animal welfare and antibiotic use, that go beyond regulatory compliance 	<ul style="list-style-type: none"> 100% of our directly sourced beef from leading global beef suppliers⁴ are compliant with local policies and regulations on animal welfare and responsible antibiotics use, where antibiotics are administered only when necessary In 2025, we conducted a survey of our strategic beef suppliers to understand their current capabilities in tracking and monitoring greenhouse gas (GHG) emissions. We will continue to advance targeted education and engagement initiatives from external GHG experts and consultants In collaboration with our Beef Supplier Council, we developed and strengthened internal policy statements on animal welfare and antibiotic stewardship in beef to drive internal alignment. We will continue to work with our Beef Supplier Council to apply proven best practices on antibiotic stewardship 	Animal Welfare, Antibiotics, GHG
Packaging	<ul style="list-style-type: none"> 100% of consumer-facing, fiber-based packaging are Chain of Custody certified by 2035 	<ul style="list-style-type: none"> 43% of our consumer-facing, fiber-based packaging suppliers are chain of custody-certified (COC). In the Philippines, work is set to commence to transition (CoC) certified packaging. We 	Deforestation

	<ul style="list-style-type: none"> • 100% of consumer-facing resin-based packaging is recyclable by 2035 • Fully eliminate the use of expanded polystyrene (EPS) packaging by 2025 in remaining market • Explore initiatives that will provide guests with recycling opportunities in markets with advanced infrastructures • Reduce problematic or unnecessary plastic – those which are difficult to recycle or compost due to their format, composition, or size 	<p>continue to work on our glidepath to 100% COC-certified packaging by 2035</p> <ul style="list-style-type: none"> • Most Jollibee Group markets are now EPS-free for guest packaging. Jollibee Vietnam has reached 97% EPS-free packaging as of end-2025 and is on track to complete full transition by September 2026, as supplier capacity and capability continues to scale • We continue to leverage our Packaging Technical Roundtable to assess and prioritize sustainable packaging alternatives through a structured matrix that considers material performance, commercial viability, and the availability of supporting infrastructure—particularly end-of-life collection, recycling, and disposal pathways 	
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CATEGORY	COMMITMENT	STATUS	AREAS OF FOCUS
Dairy ⁹	<ul style="list-style-type: none"> We will leverage the Jollibee Group Beef Supplier Council and our GRSB membership to enhance both cattle dairy and beef sustainability, setting ambitious targets for animal welfare and antibiotic use beyond regulatory standards We shall baseline GHG emissions of our dairy supply chain 	<ul style="list-style-type: none"> 62% of suppliers compliant to animal welfare standards in countries of origin and have sustainability programs. 51% are members in Dairy Sustainability Organizations. We will strengthen expectations on animal welfare and responsible antibiotic use by aligning with recognized good farming practices and engaging suppliers on continuous improvement In 2025, we conducted a survey of our strategic dairy suppliers to understand their current capabilities in tracking and monitoring greenhouse gas (GHG) emissions. We will continue to advance targeted education and engagement initiatives from external GHG experts and consultants 	Animal Welfare, Antibiotics, GHG
Coffee ¹⁰	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> In partnership with Enveritas, the baseline assessment of the 2024 CBTL green coffee beans supply chain was completed with the following highlights: <ul style="list-style-type: none"> Traceability coverage for 91% of purchases and sourcing footprint of 13 origins Identified priority opportunities to further strengthen our responsible sourcing approach These baseline insights will help guide our roadmap moving forward 	Deforestation
Other Goals	<p>Source key categories from suppliers who meet our environmental and social standards by 2035:</p> <ul style="list-style-type: none"> ESG training for all strategic suppliers by 2025 100% of strategic suppliers for beef, dairy, poultry, palm oil, and packaging have full traceability by 2030 	<ul style="list-style-type: none"> As of end-2025, 100% of our strategic food and packaging suppliers (FCPC) have undergone ESG training supported by supplier sustainability disclosures and reports. In addition, we conducted three live ESG Fundamentals Orientation and Learning sessions for FCPC 	

		<p>suppliers to the Philippine market to reinforce shared expectations on responsible sourcing, environmental stewardship, and social compliance</p> <ul style="list-style-type: none"> We continue working with our strategic suppliers on their plans and identifying risks in achieving full traceability by 2030 for these categories 	
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¹Chicken sourced from Brazil, Brunei, Canada, Italy, KSA, Kuwait, Malaysia, Philippines, Poland, Thailand, Vietnam, and the US

²Markets that require Antibiotics-Usage Certification include the PH, US, CA, and EU

³Certification is valid until Dec. 18, 2029. RSPO certification of our commissaries allow us to make claims.

⁴Beef Scope. Markets where Jollibee Group 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.

⁵Beef sourced from Australia, Brazil, Ireland, New Zealand, and the US

⁶Poultry Baseline Scope. only includes Active Suppliers in 2023 and Direct Purchase of Raw Chicken, Processed Chicken as Raw Material (further processed in the commissary), and Marinated Chicken Products (Cut-Ups, Fillets, Tenders). Data includes JB, MI, CK, GW, SB, CBTL (MY&SG), HZY, (CN). THW (CN), and YHK (CN). This covers 98% of total Global poultry spend. Markets with broiler cage-free regulations include the US, CA and, EU. Markets that require Antibiotics-Usage Certification include the PH, US, CA, and EU

⁷Palm Oil Scope. Includes PH and all IO markets that use Palm Oil in their operations. Other Markets (OMs) include VN, SG, BN, MAL, HK & MACAO, KSA, KW, QA, BA, OM, and UAE. Four markets source palm oil indirectly through distributors, representing only approximately 4% of total palm oil volume, and will require a separate certification.

⁸Beef Scope. Markets where Jollibee Group 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

⁹Dairy 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%.

¹⁰Coffee Scope: The Coffee Bean and Tea Leaf

Sustainable Supply Chain

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

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

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

developing joint improvement plans, sharing best practices, and aligning on targets for emissions, waste, water, and responsible sourcing.

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

Our Supplier Code of Conduct establishes clear expectations for our partners, ensuring responsible business practices, which has been effectively cascaded across our supplier network. It sets requirements across Environmental (sustainable operations, reduced water, GHG, and waste), Social (labor and human rights protections), Governance (business integrity and anti-bribery), and Quality & Food Safety (robust systems and audits). It also defines monitoring and consequences for non-compliance, requires supply chain cascading and validation. Additionally, it includes a grievance mechanism with protection from retaliation and reporting to Jollibee Group Global Legal & Ethics.

Access a full copy of the Supplier Code of Conduct through this link: [Supplier Code of Conduct](#)

Building Inclusive and Resilient Agricultural Value Chains with FEP

The Farmer Entrepreneurship Program (FEP) is a joint initiative by the Jollibee Group Foundation and Jollibee Group that empowers small-holder farmers in the Philippines to deliver their produce directly to the Jollibee Group. This includes essential ingredients like white onions, green bell peppers, tomatoes, calamansi, ginger, and other vegetables used in the products of Jollibee, Chowking, Greenwich, and Mang Inasal.

The program ensures a reliable supply chain and provides training to enhance skills of farmers to comply with standards such as the Philippines Good Agricultural Practices. Launched in 2008, FEP has engaged 1,625 farmers across 15 provinces, supplying 17.5 million kilos of crops worth over ₱915 million directly to the Jollibee Group. The inclusive model organizes farmers into clusters, builds agro-enterprise and financial literacy, and partners with government, NGOs, academic institutions, and financing groups. A three-year agreement with the Department of Agriculture signed in 2023 has scaled the program nationally. As of December 2025, 436 DA personnel have been trained in agro-enterprise development to establish inclusive agricultural value chains. As of December 2025, FEP farmers supplied 31% of the Jollibee Group's vegetable requirements and 42% of its white onions.



1,625 SMALLHOLDER FARMERS HAVE DELIVERED THEIR PRODUCE DIRECTLY TO THE JOLLIBEE GROUP

2025 Global Supplier Summit

To strengthen collaboration with suppliers and advance a sustainable supply chain, Jollibee Group hosted the 2025 Global Supplier Summit in Manila, Philippines, bringing together more than 270 global and regional suppliers. Under the theme Future Ready: Strengthening Partnerships, Empowering Limitless Possibilities, the summit provided high level business updates, strategic knowledge sharing, and innovation workshops to align partners with the five-year growth and sustainability roadmap, including responsible sourcing, food safety and quality, and digital enablement.

The summit gathered top suppliers from the Philippines and key international markets for plenary and panel sessions covering business updates, strategic plans, evolving procurement and responsible sourcing frameworks, and modernization in quality oversight to accelerate execution across markets. Updates on responsible sourcing, food safety and quality, and sustainability highlighted progress in the Joy for Tomorrow agenda. The day concluded with a Supplier Awards Ceremony recognizing partners that advanced strategic priorities and elevated customer experience through responsible, future ready solutions.

The 2025 Global Supplier Summit reaffirmed Jollibee Group's commitment to long-term value-based partnerships, and reinforced that shared growth, innovation, and sustainability are essential to the aspiration of becoming one of the top five restaurant companies in the world.

Canadian Collaboration to Strengthen a Sustainable Supply Chain

Jollibee Group welcomed Canada's Minister of Agriculture and Agri-Food, Heath MacDonald, and a delegation of senior officials to its Manila headquarters to explore opportunities that strengthen the supply chain in Canada and expand Canada's role in global sourcing. The engagement focused on aligning with responsible sourcing practices, enhancing traceability and quality assurance, and improving logistics capabilities to support growth in North America and beyond.



Key areas of collaboration discussed included:

- Leveraging high-quality Canadian agricultural products for core ingredients
 - Identifying localized sourcing to improve resilience, lead times, and consistency
 - Enhancing logistics partnerships and cold chain reliability
- Advancing data, traceability, and food safety and quality standards across suppliers

The visit also highlighted the Company's growing presence in Canada, with 28 Jollibee stores across five provinces and six Smashburger stores as of July 2025. Strengthening supplier partnerships in Canada supports a more resilient, efficient, and responsible supply chain, aligned with the Jollibee Group's long term growth plans and sustainability commitments.

OUR FOOD GOALS

OUR FOOD GOALS			
PILLAR	FOCUS AREAS	JOLLIBEE GROUP	
		GOALS	2025 STATUS
FOOD We Serve Food People Trust	Food Safety & Quality	Continue to serve great tasting and safe foods by maintaining 100% annual internal audits across all stores, commissaries, and logistics	<ul style="list-style-type: none"> • Over 25,059 Food Safety, Cleanliness, and Condition Audits were conducted across stores • 100% of commissaries and logistics worldwide have completed internal audits
		Sustain 100% annual third-party certification for commissaries and logistics, achieve 95% for global vendors , and 90% for FEP farmer suppliers by 2027 to ensure robust, end to end food safety	<ul style="list-style-type: none"> • 100% of commissaries and logistics worldwide have completed third-party audits and certifications • 93% of our global vendors underwent at least one internal audit, while 92% obtained third-party certification • Maintained 100% of accreditation for the Philippines and Global Categories successfully conducted through our online Ivalua platform in 2025 • 100% third-party certification for FEP farmer suppliers

OUR FOOD GOALS			
PILLAR	FOCUS AREAS	JOLLIBEE GROUP	
		GOALS	2025 STATUS
FOOD We Serve Food People Trust	Nutrition & Transparency	Provide meal choices by advancing efforts on calories, sugar, sodium, artificial colors, plant-based offerings, and kids meals	<ul style="list-style-type: none"> We introduced five meal options under the “Meals under 750 calories” category, available through Jollibee Philippines Website, App, and SOK in 2024 All Jollibee brands products worldwide are free of Trans-fat Partially Hydrogenated Oils (PHOs) In 2021, we reduced the use of artificial colorant for Jolly Spaghetti sauce in the Philippines. In 2024, we phased out the use of artificial colorant in all of our pie crust for all of our fried pies across all Jollibee markets and we removed all colorant from our breadings in our supreme chicken sandwich in the Philippines Yonghe King Wins CCFA First Prize for Its Nutritionally Balanced Kids’ Meal Initiative in 2025
		Ensure nutritional and allergen information is available and accessible for meal offerings by 2025	<ul style="list-style-type: none"> 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
		All wholly owned brands to adopt and implement a responsible marketing policy by 2027	<ul style="list-style-type: none"> The Jollibee brand’s Responsible Marketing policy has been cascaded across all global regions, reaching every marketing team <p>Access the policy here: Responsible Marketing Policy</p>

OUR FOOD GOALS			
PILLAR	FOCUS AREAS	JOLLIBEE GROUP	
		GOALS	2025 STATUS
FOOD We Serve Food People Trust	Responsible Sourcing	<p>Source key categories from suppliers who meet our environmental and social standards by 2035</p> <ul style="list-style-type: none"> • ESG training for all strategic suppliers by 2025 • 100% of strategic suppliers for beef, dairy, poultry, palm oil, and packaging have full traceability by 2030 	<ul style="list-style-type: none"> • We remain committed to advancing the goals established under our Responsible Sourcing Program, which focuses on key categories including poultry & eggs, beef, packaging, palm oil, coffee, and dairy, with the areas of focus on animal welfare, antibiotics, greenhouse gas reduction, and deforestation. Refer to the Responsible Sourcing section for detailed progress • As of end-2025, 100% of our strategic food and packaging suppliers (FCPC) have undergone ESG training supported by supplier sustainability disclosures and reports. In addition, we conducted three live ESG Fundamentals Orientation and Learning sessions for FCPC suppliers to the Philippine market to reinforce shared expectations on responsible sourcing, environmental stewardship, and social compliance • We continue working with our strategic suppliers on their plans and identifying risks in achieving full traceability by 2030 for these categories
		<p>Develop and Deploy Animal Welfare Indicators for our Poultry Supply Chain by 2026</p>	<ul style="list-style-type: none"> • Key Welfare Indicators have been developed leveraging the technical expertise and knowledge of Jollibee Group's Poultry Supplier Council in 2025. Deployment is scheduled for 2026
		<p>Continue working towards removing or reducing the use of antibiotics important to human medicine in our beef and poultry supply chain</p>	<ul style="list-style-type: none"> • 100% of our directly sourced beef from lead global beef suppliers are compliant with local policies and regulations on animal welfare and responsible antibiotics use, where antibiotics are administered only when necessary • 100% of our chicken suppliers practice responsible antibiotic use and are certified in markets that require antibiotic usage certification, where antibiotics are administered only when necessary • In collaboration with our Beef and Poultry Supplier councils, we developed internal policy statements on animal welfare and responsible antibiotic use. We will continue to work with our beef and poultry supplier councils to apply proven best practices on antibiotic stewardship

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.

EMPLOYEE WELFARE

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

LEARNING AND DEVELOPMENT

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

Aligned with the Jollibee Group's commitment to employee experience, we prioritize development in both leadership and functional areas through the 4Es Model of Continuous Learning Approach by Bersin by Deloitte, which encompasses Experience, Exposure, Education, and Environment.

Our talent development framework is designed to strengthen the skills of our employees so they can achieve their professional goals while contributing to our business strategy. At the core of this is our capability model, which outlines the essential areas our organization needs to deliver on its priorities.

This model is built on 3 pillars:

- **Shared Competencies:** The foundational skills every employee should demonstrate, regardless of role or function, to help us reach our organizational goals
- **Functional Competencies:** The specific skills required to perform effectively within a specific area of work

- **Leadership Dimensions:** Our Leadership Brand, Inspire Joy, which defines our collective identity as leaders and sets the standards for what great leadership looks like in the Jollibee Group

Our talent development strategy takes a differentiated approach across these key competency areas. Through the 4Es of continuous learning—Experience, Education, Exposure, and Environment—we recognize that learning is an ongoing process achieved through a variety of methods. To ensure interventions are targeted and relevant, we align them with each employee’s Individual Development Plan (IDP), supported by competency assessments and meaningful talent conversations with their immediate superior. Through this alignment, employees are empowered to take ownership of their growth by selecting learning opportunities that reflect the 4Es and address their specific development needs.

Together, these elements ensure that our people can build the skills they need to grow and contribute meaningfully to the organization.

Specific to the Leadership Brand Dimensions, we have designed a Leadership Development Framework anchored in Inspire Joy. This framework recognizes the leadership stage each leader may be in, as well as the context of their role and scope, to ensure that development is not only aligned with the Leadership Brand but also relevant to their situation. It also integrates each leader’s 9-box placement, enabling targeted and intentional development interventions while leveraging the 4Es of continuous learning.

The Inspire Joy Academy is our collaborative space for all people leaders across the organization. It offers a comprehensive learning curriculum built around the following key approaches:

- Learn in the Flow of Work - activities integrated into one’s everyday responsibilities
- Learn with Others - activities that foster engagement with and learning from peers and leaders
- Take a Course - structured opportunities that build knowledge and skills

In addition, we provide tailored executive development solutions designed to fast-track the readiness of identified successors and leaders positioned for broader impact.

We also offer cohort-based key talent development programs across leadership stages:

- Accelerate - programs for high potential individuals early in their leadership journey through middle management
- Elevate - our enterprise leadership program for executives preparing for advancement, succession, or expanded scope in the organization

In 2025, we established the Talent Development Framework, providing a clear structure and strategy for developing capabilities across our talent base. The Leadership Development Framework is a deep dive into this broader framework, ensuring that leadership growth is anchored on our leadership brand, differentiated by one’s leadership stage and context, and designed to meet the evolving needs of our leaders.

This year, we successfully launched the Inspire Joy Academy to all people leaders and the Marketing Academy to our Marketing professionals. We also defined our Shared Competencies

and have begun rolling out the assessment process and learning curriculum to identify pilot groups, which is still ongoing.

The Inspire Joy Academy is currently available in the Philippines, the UK, Vietnam, and China, with plans to expand to North America in 2026. This program develops people leaders' capabilities in areas such as leadership, people, and culture through live sessions, on demand content, and experiential learning activities that embed desired behaviors into day-to-day work.

The Marketing Academy was launched in the Philippines with plans to expand to other regions. It was designed to empower our marketing teams with cutting-edge knowledge, skills, and tools through a progressive academy, driving a culture of continuous improvement, innovation, and skills development through various learning opportunities.

In line with our commitment to building a future-ready workforce, we have rolled out the Shared Competencies to pilot groups across different parts of the organization, which includes completing competency assessments, updating Individual Development Plans, and participating in learning opportunities that are part of the Shared Competencies curriculum. This initiative strengthens Shared Competencies across the organization, ensuring every team member understands their areas for development and is able to build the skills needed. The curriculum includes on-demand content, workshops, and learning sessions on problem-solving and decision-making, critical thinking, effective communication, project management, data storytelling, innovation, and change agility. The pilot will expand to North America in 2026 and will be evaluated as part of a plan for enhancements and broader rollout to other organizations.

We also kicked off our first cohort of the Elevate program, bringing together 18 executives from different businesses, geographies, and functions. This eight-month journey, which extends to 2026, has already completed its early phases: the 360 Inspire Joy Assessment, Individual Development Planning, and the Leadership Immersion. The Leadership Immersion was an immersive 4-day offsite experience. Participating leaders engaged in site visits, held inspiring conversations with senior leaders from different industries, gained fresh perspectives on leadership and consumer trends in the food and beverage sector, and generated bold ideas to test and apply in their respective organizations. The cohort will continue their journey through structured learning courses and simulations, receive guidance from executive coaches, and work in small groups to tackle enterprise-level challenges.

Learning and Development Programs

In 2025, we provided an average of 26.4 training hours per employee globally.

- **Inspire Joy Academy:** A program equipping people leaders with critical capabilities through sessions on strategic thinking, emotional intelligence, establishing trust, and fostering innovation. Leaders are also able to access on-demand content on inclusive leadership practices, Agile leadership, and innovation, complemented by experiential learning activities that reinforce leadership brand behaviors in daily work and peer engagement
- **JFC Leadership Series:** This is a quarterly gathering of our Senior Leaders from all markets, brands, and business units facilitated by Professor Boris Groysberg, a renowned Harvard professor. Jollibee Group Senior Leaders gather virtually or in person to learn from case studies across industries or to discuss current and upcoming issues, trends, or events that can impact the business

- **Accelerate, Fast-tracked Development Program:** In 2025, Accelerate provided fast-track development for selected leaders to expand their capabilities and prepare them for the Company's growth. The talents participated in high-impact learning and challenges through targeted and real-world experiences and completed a business challenge project. This year, Accelerate included the Future Leaders Program (FLP) for Support in the Philippines and Accelerate for North America
- **Agile Transformation:** As part of Agile Transformation, various Mission Teams were continuously formed to address specific business problems at a faster and more agile pace. Learning Sessions on Agile Leadership were also conducted through "Inspire Joy by Being Agile Everyday"
- **Employee Development Programs:** Across brands and functions, employee development initiatives focus on building leadership, functional, and technical capabilities through Individual Development Planning and Continuous Learning Approach anchored on Jollibee Group's Talent Philosophy and Capability Framework
- Programs span frontline, managers, people leaders, and high-potential talents, with key themes including:
 - Sales growth, customer engagement, and community relations (e.g., Sales Building for Crew Leaders, Feel-G Service, Chowlebration, Qualtrics Orientation and Data Insighting)
 - People leadership and performance management excellence, aligned with the Jollibee Group Performance Management System and Leadership Brand (e.g., People Management Series, Becoming Great Managers, G-Intensified)
 - Core professional and business skills such as #BeeCapable, project management, communication, storytelling, and self-leadership
 - Capability acceleration and succession readiness through structured talent programs (e.g., Ignite, Thrive, MLEDP, SME Development, Leaders' Circle)
 - Train-the-trainer and other internal capability building, strengthening knowledge transfer while reducing reliance on external providers

How Smashburger Rolled Out Opus Training to 200+ Locations in 60 Days

Smashburger successfully transformed its training approach by rolling out Opus Training to more than 200 corporate and franchise locations across the U.S. in just 60 days. The organization faced the challenge of replacing its aging learning management system with a solution that is simple, engaging, and scalable to support evolving needs. Kelly Saunders, Smashburger's SVP of Restaurant Experience, emphasized that their aggressive three- to five-year growth plan required a platform that empowered franchise operators to take greater ownership of training. By choosing Opus, Smashburger overcame frustrations with complex systems that had previously limited engagement and slowed expansion into non-traditional locations.

The rollout was a strategic success, achieving rapid adoption and high engagement among managers and franchisees. The program was executed in collaboration with global tech teams, internal stakeholders, and leadership before implementation began, ensuring franchisees were aligned and prepared. This groundwork allowed Smashburger to achieve impressive results: 90% manager engagement and an 86% completion rate across locations. The initiative not only

streamlined training but also reinforced the Company's vision of empowering operators and driving efficiency. By making training accessible and easy to use, Smashburger positioned itself for sustainable growth while strengthening its brand culture nationwide.

EMPLOYEE ENGAGEMENT

Employee engagement is foundational to our mission of delivering the joy of eating to everyone and fulfilling our promise of providing a joyful experience in the Jollibee Group. To achieve this, we recognize the importance of fostering an optimal, joyful work environment where our team members feel inspired and empowered to perform at their best. Integral to this commitment are our efforts to listen actively, measure employee engagement, and implement targeted interventions to address findings. These core elements are not just pivotal to employee engagement but are essential in nurturing a culture where every individual feels valued, secure, and motivated to contribute to our collective success.

Employee Engagement Activities

We foster a positive, dynamic workplace by actively engaging with our employees. In 2025, a set of initiatives was implemented to inspire employees, connect them to our mission, and ensure they feel valued.

"My Voice Matters" is Jollibee Group's annual global employee engagement survey, which uses Gallup's Q12 Employee Engagement framework, along with a variety of other tailored surveys. Through this, we can assess employees' sentiments on key aspects of their work experience, such as alignment with our purpose, relationships with colleagues and supervisors, opportunities for growth, and overall well-being. By analyzing survey results, leaders gain actionable insights into the challenges their teams face and collaborate on targeted action plans to enhance engagement. Teams are empowered to identify specific needs, implement interventions, and track progress, fostering a culture of accountability, and continuous improvement.

"Choose Joy! Conversations" is an enterprise-wide storytelling series that highlights how our people choose joy at work to strengthen customer connections, enrich everyday experiences, and drive positive impact. Across Jollibee Group brands and markets, employees share short, energizing stories about moments when our work goes beyond routine service. These conversations help reaffirm our role in customers' everyday lives, recognize the passion and commitment that make our brands iconic, and show how our collective effort fuels pride, purpose, and performance.

Jollibee Group Recognized with Gallup Exceptional Workplace Award for the Fourth Time (2020, 2023, 2024, 2025)

The Jollibee Group has once again received the Gallup Exceptional Workplace Award (GEWA), marking its fourth time to be honored and remaining the only Philippine-based company to earn this international recognition. The award recognizes organizations that set the global benchmark for employee engagement and performance, and Jollibee Group now stands among a select group of companies that have embedded employee engagement as a core driver of business strategy.

In 2025, 73% of employees were classified as engaged, significantly above the global average of 21%. This places Jollibee Group at the top 78th percentile of Gallup's global database alongside companies who are considered World Class (75th percentile or higher).

Ernesto Tanmantiong, Global President and Chief Executive Officer, said the continued recognition affirms the Company's belief that its people are the driving force behind its success. He noted that the award reflects the passion and dedication of teams around the world who bring joy to customers and to one another every day and emphasized the Company's ongoing commitment to nurturing a workplace where employees can thrive, grow, and find purpose in their work.

Jollibee Group Named One of TIME's World's Best Companies for the Third Time (2023, 2024, 2025)

The Jollibee Group has been recognized for the third consecutive year on TIME Magazine's World's Best Companies 2025 list, ranking 685th globally. The Company earned a "High" mark in revenue growth and climbed to 211th in employee satisfaction from 425th last year, reflecting its people-first culture and commitment to stakeholders.

Jollibee Group Global President and CEO Ernesto Tanmantiong expressed optimism about rising employee satisfaction scores, noting they highlight the Company's strong people-first culture. He added that this improvement aligns with Jollibee's consistent recognition as a Gallup Exceptional Workplace and demonstrates the effectiveness of its People Agenda, which focuses on employee welfare, learning and development, engagement, and support programs to ensure team members feel valued at work.

Jollibee Group's Global CHRO Archie Sabado Named Among Southeast Asia's 100 Most Influential HR Leaders

Arsenio "Archie" Sabado, Global Chief Human Resources Officer of the Jollibee Group, has been named one of Southeast Asia's 100 Most Influential HR Leaders by HRWorld Southeast Asia. As part of the HR Icons 2025 Awards, the list honors HR leaders whose leadership and impact have advanced progressive, people-focused workplace cultures throughout the region.

Sabado remarked that the award represents a collective achievement for all Jollibee Group employees who help nurture a culture of joy and care, adding that the Company remains committed to creating a workplace where people can find purpose, advance their careers, and thrive. Under Sabado's leadership, the Group continues to champion its "Choose Joy!" employee value proposition, fostering a joyful, inclusive, and high-performing workplace across over 9,900 stores in 33 countries.

INCLUSIVITY THROUGH JOY FOR ALL

Our commitment is to advance our Joy For All Inclusivity Strategy by fostering mutual respect and belonging, recognizing each person's uniqueness, ensuring equitable opportunities to create joyful experiences, and upholding zero tolerance for discrimination.

Throughout the talent life cycle, we design inclusive experiences to ensure that every talent is chosen, onboarded, developed, and engaged with fairness, respect, and without bias. We give everyone access to opportunities for growth so they can reach their full potential. In order to dismantle obstacles and enable 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.

Our Inclusivity Strategy, Joy For All

We have established our Diversity and Inclusion strategy 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 each person brings to the organization, including their personal background, life experiences, and other diverse qualities. Through these, we champion mutual respect, belonging, and empowerment that promote dialogue, collaboration, creativity, innovation, and the opportunities to be one’s authentic and best self every day, today, and tomorrow... Because in the Jollibee Group, the joy of eating and the joy of being know no boundaries.



For more information on Joy For All, visit: [Diversity & Inclusion Vision and Commitments](#)

JOY in one's personal journey	JOY through connections	JOY through organizational systems	JOY in our impact on the community
<p>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.</p> <p>We provide access to development opportunities that enable each person to fulfill their potential.</p>	<p>We invite, embrace, celebrate, and nurture our authentic selves and collective differences to remove barriers and empower unique growth opportunities.</p> <p>We are committed to developing people managers who listen and dedicate themselves to becoming better leaders and genuinely care about each individual.</p>	<p>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.</p> <p>We promote a workplace that cultivates belongingness, trust, collaboration, and innovation through which we drive the achievement of our organizational goals.</p>	<p>We respect the differences across the communities where we are present and believe that our D&I practices make a difference to the world.</p> <p>We reflect the people that we serve and apply our inclusion principles in our interactions with consumers, external partners, and communities, aiming to champion joyful experiences for all.</p>
<p>INDIVIDUAL Unique individual experience and career in Jollibee Group</p>	<p>COLLECTIVE Relationships that harness collective differences</p>	<p>ORGANIZATION Systems and mechanisms that promote inclusion and psychological safety</p>	<p>SOCIETY Making a difference in the world through our D&I practices</p>

Adapting to global shifts, Jollibee Group transitioned from stand-alone initiatives to a more integrated, experience-based and culturally grounded approach known as Joy for All. Beyond adopting one-size-fits-all programs, the Group embedded inclusion into what already matters to

the business and its people: a strong sense of belonging, psychological safety, everyday respect, and clear leadership accountability.

This evolution reflects a belief that inclusion is not something we add on, but something we design into how work gets done. Today, Joy for All is already visible across core people processes. In hiring, it is demonstrated through widening access to opportunities, assessing talent more holistically, and reducing bias in decision-making. In talent reviews, it is reflected in how leaders are held accountable for fair evaluation, how diverse potential is surfaced and developed, and how conversations balance performance with growth, context, and opportunity.

By embedding inclusion principles into existing systems and leadership practices, Jollibee Group moves away from compliance-driven programming toward a lived experience of belonging, one that is locally relevant, behaviorally explicit, and sustainable at scale.

Equal Opportunities

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

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 unique characteristics and a diverse perspective to our organization, including their personal background and life experiences. We encourage open dialogue, collaboration, creativity, and innovation by fostering mutual respect, belonging, and empowerment.

In 2025, women make up 56% of senior management positions, and 54% of our total workforce globally.

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.

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

Jollibee Group's Valerie Amante Named Among Best Corporate Lawyers in Asia

Atty. Valerie F. Amante, the Global Chief Legal, Ethics, and Compliance Officer of the Jollibee Group, has been named among the Top 15 Chief Legal Officers in APAC by Business Management Review and included in The Legal 500's GC Powerlist Southeast Asia 2024. She is one of the few Filipinos recognized in the list for her professional excellence and for driving the Company's continued success through strong corporate governance, rigorous ethics and compliance practices, and strategic legal leadership.

Atty. Amante noted that leading a diverse, multi-country team has shown her that what unites and motivates them is not only a drive for excellence and continuous learning, but also a shared commitment to each other's success and to diversity of thought. She said the team nurtures a safe space where opinions are heard and weighed on merit. By co-creating an environment where colleagues thrive personally and professionally, the team helps realize the Company's vision while honoring individual definitions of success.

Atty. Amante leads a team of 33 lawyers and paralegals with offices in six countries. Her recognition adds to a growing list of accolades, including being named Southeast Asia's In-House Lawyer of the Year in 2023 by Asian Legal Business.

Jollibee Group's Vem Bautista-King Earns Multiple Honors in Asian and Philippine Legal Circles

Atty. Vera Marie "Vem" Bautista-King of the Jollibee Group was recognized as a finalist for In-House Lawyer of the Year and Woman Lawyer of the Year at the Asian Legal Business (ALB) Philippine Law Awards and is the sole Filipino in-house lawyer on ALB Asia's 40 Under 40 list.

As General Counsel for Corporate & Commercial and EMEAA, as well as Legal Business Partner for Global and the Philippines, she has led policy and process upgrades, EMEAA expansion, and the entry of international franchised brands into the Philippines. Her notable work includes the acquisition of Compost Coffee in South Korea, which was recognized as the Best M&A Transaction in Korea in 2024, and Jollibee Group's USD300 million senior unsecured guaranteed bond, which marked the Company's re-entry into the global bond market in 2025.

The ALB Asia 40 Under 40 list celebrates outstanding young legal professionals under 40 who are shaping the future of corporate law through leadership, innovation, and impact. Atty. Bautista-King's inclusion reflects not only her individual excellence but also the collective strength of Jollibee Group's Legal, Ethics, and Compliance team, which continues to be acknowledged as one of the top-performing in-house legal functions in Asia.

Jollibee Group's Mary Ann Say Honored as CFO of the Year in Los Angeles

Jollibee Group executive, Mary Ann Say, has been named 2025 Chief Financial Officer of the Year for private company category by the Los Angeles Business Journal, one of the most prestigious and respected business publications in the United States. Say, now SVP for Corporate Development of the Jollibee Group, was cited for her role as former CFO for The Coffee Bean & Tea Leaf®.

Say described the award as both personal and professional. She emphasized that the recognition showcases how Filipino talent can succeed and make a global impact when provided with trust and encouragement, a success she attributes to Jollibee Group's leadership approach.

This prestigious recognition also celebrates her role in strengthening CBTL's financial foundation and supporting its growth within the Jollibee Group's portfolio. Under Say's financial leadership, the business saw a 15% increase in year-over-year revenue, drove working capital optimization across inventory and receivables, and consistently outperformed EBITDA targets despite macro disruptions during the COVID-19 pandemic.

Employment Opportunities

Talent Acquisition

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

Zero Discrimination

We are dedicated to cultivating a work environment free of harassment, intimidation, and discrimination. To achieve this, Inclusion has been identified as a priority for the Human Resources team, which is actively working to eliminate unconscious biases at every stage of the employee lifecycle and customer experience journey.

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

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

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

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

We have also taken proactive steps to introduce learning sessions on Inclusion and 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 to supporting innovation, driving growth, and building a strong, united workforce.

Employment Opportunities for the Vulnerable Sector

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

Through our Access, Curriculum, and Employability (ACE) Scholarship Program, in partnership with technical-vocational skills training institutions, we provide mentorship to indigent out-of-school students. This program equips them with the necessary skills in Quick Service Restaurant Operations (QSRO) and Agro-entrepreneurship, enabling them to gain employment and contribute to the workforce. Since 2016, we have supported more than 3,637 underprivileged youth in the Philippines through these scholarships, opening up livelihood opportunities so they can support their families.

3,637 UNDERPRIVILEGED YOUTH SUPPORTED SINCE 2016

Inclusive Employment Program for Senior Citizens and Persons with Disabilities

Jollibee Group advances inclusive growth by providing meaningful employment opportunities for senior citizens and persons with disabilities (PWDs) through its Inclusive Employment Program, implemented in partnership with local government units (LGUs).

The program was revitalized in 2023 in Manila, enabling senior citizens and PWDs to serve as customer relations staff across selected Jollibee, Chowking, Greenwich, and Burger King stores. This initiative reinforced collaboration with LGUs to support workforce participation among vulnerable sectors.

In 2024, the program was scaled significantly through a partnership with the Quezon City local government, benefiting over 200 senior citizens and PWDs deployed across more than 50 Jollibee Group stores. During the same year, Jollibee Group entered into additional agreements with the City of Muntinlupa, supported by the Public Employment Service Office, and with the Provincial Government of Rizal—marking the Company’s first provincial-level partnership and the largest inclusive employment initiative of its kind in the Philippine food industry.

In 2025, the Inclusive Employment Program was further expanded to increase geographic reach and community impact. New and renewed partnerships enabled implementation in Parañaque, Baras, Rizal, Davao, and Cagayan de Oro (CDO), alongside the renewal of the Manila partnership. In recognition of these efforts, the Quezon City local government awarded Jollibee Group a Plaque of Recognition in 2025 as an Inclusivity Partner of Quezon City.

As of November 2025, Jollibee Group has employed approximately 1,000 senior citizens and persons with disabilities (PWDs) across various cities since the program started. In 2025, 451 individuals were newly hired, including 166 deaf-mute employees and 285 senior citizens, underscoring the Company’s commitment to expanding inclusive and dignified employment opportunities nationwide.

OCCUPATIONAL HEALTH AND SAFETY

Ensuring the health and safety of our people is a top priority for Jollibee Group. We implement comprehensive measures to prevent work-related injuries and illnesses by strictly adhering to Occupational Health and Safety (OHS) laws, regulations, protocols, and work rules applicable in each country or state where we operate, across all divisions and units.

Annual safety audits are conducted to identify potential hazards and assess risks using a Hazard Identification, Risk Assessment, and Control (HIRAC) framework. Hazards are identified through work condition assessments that include site inspections, task observations, equipment evaluations, and reviews of manufacturers’ manuals, safety data sheets, and incident reports.

Employees conducting these assessments are trained and certified Safety Officers who have completed the required 40-hour Basic Occupational Safety and Health Training.

Commonly identified hazards include slips, trips, and falls; contact with high-temperature equipment; manual handling of heavy objects; and electrical hazards. Findings from hazard and risk assessments are reviewed during monthly Safety and Health Committee meetings, where corrective and preventive action plans are discussed, monitored, and implemented to eliminate or reduce safety and health risks.

Philippines - In the Philippines, our OHS management system complies with the Department of Labor and Employment (DOLE) Occupational Safety and Health Standards and follows the Plan–Do–Check–Act (PDCA) framework to manage risks and drive continuous improvement. The comprehensive OHS program applies to all workers and operations and includes the Company's commitment to OHS compliance, medical surveillance to detect occupational diseases early, emergency medical services, and health promotion initiatives addressing HIV/AIDS, tuberculosis, and a drug-free workplace.

In 2025, all stores, commissaries, and main office sites in the Philippines recorded zero findings for Occupational Safety and Health (OSH) and General Labor Standards violations following DOLE inspections.

During the same year, a mandatory 8-hour Safety and Health computer-based training (CBT) program was developed and finalized. The program was piloted in the fourth quarter of 2025 and is scheduled for full rollout across the organization in the first quarter of 2026.

To further support employee well-being, we provide access to occupational health services, including annual physical examinations and health check-ups. OHS training is conducted during paid working hours and includes Basic Occupational Safety and Health Training, electrical safety training, first aid training, and fire safety awareness training. Regular safety education, toolbox meetings, and systematic accident and incident investigations are carried out with appropriate reporting and escalation mechanisms in place. The OSH Committee is supported by trained Safety Officers and First Aiders, with strict enforcement of personal protection equipment (PPE) use and maintenance of safety signage across facilities.

China - In China, Jollibee Group applies Group-aligned OHS standards supported by regular Food, Service, Cleanliness & Condition (FSC) audits, online safety training, and reinforcement through monthly operations meetings. Designated store-level support roles and annual medical check-ups for full-time employees strengthen preventive health measures, while PPE and essential safety controls are maintained across all locations. Common risks—such as burns, slips and falls, cuts, sprains, and traffic-related incidents—are systematically reported and addressed through corrective actions.

Vietnam - In Vietnam, Jollibee Group implements OHS measures aligned with local regulations and Group standards, supported by regular audits, internal monitoring, and adherence to ISO 22000 procedures. Safety practices include providing personal protective equipment, conducting annual health check-ups for full-time employees, and implementing preventive health initiatives across stores, offices, and facilities.

Risk management focuses on mitigating operational hazards such as burns from hot oil and slips and falls, as well as long-term health risks related to ergonomics, prolonged standing, and indoor working conditions. Preventive measures include safety and health training for leadership and store operations, regular breaks, physical activity programs, and environmental monitoring. A

Health and Safety Committee oversees policy implementation covering a drug-free workplace, HIV/AIDS, anti-sexual harassment, hepatitis B, and tuberculosis, and conducts regular fire and earthquake drills to strengthen emergency preparedness.

United Kingdom - In the United Kingdom, Jollibee Group implements OHS practices aligned with UK regulatory requirements and Group standards to maintain safe restaurant and office environments. In 2025, initiatives included routine store safety checks, food safety and equipment controls, and incident-prevention practices led by restaurant management with operations oversight. Eligible management and operations leaders are supported through Medicash, which includes options for annual health check-ups.

OHS capability is reinforced through Safety and Security Orientation, mandatory role-specific and specialist training (including working at heights), first aid training, and fire marshal training. The introduction of a dedicated store maintenance role, supported by specialist maintenance training, further reduces operational risk by ensuring safe handling of technical and equipment-related tasks. Risks are managed through regular assessments and controls applied using the hierarchy of controls, with incidents such as slips, manual handling injuries, cuts, burns, and commuting-related incidents reported and addressed through established escalation and corrective action processes.

North America - In North America, Jollibee Group implements a proactive, risk-based OHS program aligned with local regulatory requirements and Group standards. Key initiatives include external safety audits, completion of a Safety Playbook, and deployment of the Shoes for Crews program to reduce slip-related incidents through non-slip footwear.

OHS capability is reinforced through mandatory safety programs and compliance training delivered via the Learning Management System (LMS), including Workplace Violence Prevention training in compliance with California law. Training completion and safety communications are actively monitored, with regular reminders issued through internal channels such as Safety Bean.

Risk identification and prevention are managed through regular safety inspections, job hazard assessments, supplier checks, and open incident reporting. Controls are applied using the hierarchy of controls, supported by engineering measures, administrative procedures, and appropriate PPE. Commonly reported risks include slips, trips and falls, minor burns, contact with hot surfaces, ergonomic and musculoskeletal injuries, and incidents involving drive-thru or delivery operations. All injuries and cases of ill health—including those involving contractors and non-employees—are reported through established channels, including a nurse hotline linked to the Workers' Compensation team, and investigated to drive continuous safety improvement.

Commitment to Zero Harm

We prioritize safety to maintain an environment free from risks to the health and lives of our employees and customers. To support our goal of zero critical incidents, we have implemented a comprehensive Safety and Security Manual that sets rigorous standards covering cleaning practices, fire safety, and emergency preparedness for potential crises, including prolonged power outages and natural disasters.

EMPLOYEE BENEFITS AND HUMAN RIGHTS

Compensation and Benefits

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

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

- Variable Pay: Bonuses, employee share options, and sales incentives for eligible employees
- Merit Increases: Adjustments based on performance and prevailing business circumstances
- Sign-On Bonuses: Offered to selected candidates to attract talent and compensate for forfeited bonuses from previous employers
- Clawback Provisions: Whenever misconduct or actions undermine sustainability efforts, we implement clawback provisions for long-term incentive-based compensation. A clawback provision is included in sign-on bonuses if employees leave voluntarily
- Jollibee Group believes that compensation goes beyond financial rewards by balancing meaningful incentives with financial stability to support business sustainability
- Departments are held accountable for outcomes, with performance influencing merit increases, variable pay, and long-term incentives
- The Company rewards employees who actively support sustainable practices and demonstrate responsible business conduct

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

In 2024, we launched the Retirement Program, a three-phased transition initiative designed to support employees as they move from full-time employment into retirement. In 2025, the program was fully rolled out across the Philippine organization. The program equips employees with relevant tools, information, and resources to prepare for retirement, and provides structured support throughout the transition process through regular check-ins, workshops, and partnerships with reputable external providers specializing in retirement and life-stage transitions.

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

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

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

Freedom of Association and Collective Bargaining

Jollibee Group upholds the fundamental rights of employees to freedom of association and collective bargaining across all markets where we operate. We respect employees' rights to organize, engage in dialogue with management, and raise concerns through established and lawful mechanisms, in accordance with local labor laws and regulations.

In the Philippines, Collective Bargaining Agreements (CBAs) cover 11% of employees and are negotiated with duly recognized labor unions. These agreements address key employment terms, including wages, working hours, and conditions of employment. Philippine CBAs include provisions on union security, grievance mechanisms, labor-management cooperation, reproductive health, education, wage increases, wage-related benefits (such as overtime pay, holiday pay, and night differential), bonuses, leave entitlements, medical and hospitalization benefits, loyalty and service awards, retirement benefits, and no-strike–no-lockout clauses.

In China, 100% of employees at Yonghe King, Tim Ho Wan, Hong Zhuang Yuan, and the main office are covered by CBAs negotiated with the Trade Union and registered with the appropriate government authorities, including the Working Department under the People's Committee. The CBAs apply to all full-time staff and typically cover wages, benefits, working hours, overtime, leave entitlements, and workplace safety, and are generally effective for one year before renegotiation.

In Vietnam, 100% of employees are covered by CBAs that are registered and approved by the relevant government authorities. These agreements are formal written arrangements between the labor collective and the employer, defining working conditions and employment terms agreed through collective bargaining.

Employees covered by CBAs benefit from negotiated wage increases, leave benefits, medical coverage, uniforms, and other agreed employment benefits. Across all markets, the presence of recognized unions and registered CBAs demonstrates Jollibee Group's commitment to constructive labor relations, social dialogue, and respect for internationally recognized labor rights.

CUSTOMER WELFARE & SATISFACTION

For 2025, we positioned customer welfare and satisfaction as a new focus area to strengthen our commitment to delivering joyful dining experiences. We recognize the importance of listening to and learning from our customers every day, which is why we place their voice at the center by actively gathering their feedback and using these insights to continuously improve our meals and the experiences we create. By prioritizing food quality and exceptional service across all customer interactions, we aim to consistently uphold our purpose to spread joy.

CUSTOMER FEEDBACK MANAGEMENT SYSTEM

Feedback Management System

Our Feedback Management System captures customer feedback through multiple channels including in-store surveys, in-app surveys, food delivery platforms such as third-party websites

and mobile applications, email intercepts, as well as social media platforms. We tailor the mix of feedback channels by region to reflect local customer preferences and platform usage patterns. By collecting feedback from various touchpoints, we gain insights into the customer experience and continuously enhance our procedures and guidelines. Our goal is to ensure that feedback related to complaints reaches the appropriate resolution owners within 24 hours. This enables us to implement effective customer resolutions and take appropriate actions to address any concerns or issues raised by our customers.

This year, we expanded our touchpoints to include Google Reviews and key aggregators, including Grab and Food Panda in the Philippines as well as Ele.me and Meituan in China. This allows us to have a more comprehensive view of customer feedback and sentiment across markets.

As of November 2025, our Customer Recovery process successfully retained 84.9% of customers who lodged complaints. The remaining 15.1% reflects cases where customers did not respond to follow-up efforts.

CUSTOMER SATISFACTION

Voice of the Customer

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

The Voice of the Customer (VOC) plays a crucial role in Jollibee Group's quality management system. We actively seek and value customer feedback, whether they are related to positive experiences or improvement areas. In 2025, we transitioned VOC capture from our Customer Satisfaction Survey (CSAT) to Qualtrics Experience Management (QXM).

Strengthening Voice of Customer Insights through Qualtrics Experience Management (QXM)

Qualtrics is an experience digital platform that unifies customer surveys and real-time feedback to deliver a comprehensive view of interactions across all touchpoints such as websites, mobile applications, and in-store experiences. This helps us understand both what customers say and why they feel that way, which enables data-driven decisions that enhance satisfaction and drive growth. Its AI capabilities analyze millions of customer signals, identify sentiment, and categorize key themes from open-ended feedback, turning data into actionable insights.

We transitioned to QXM to leverage AI-powered insights, strong customer experience expertise, and reliable enterprise support. The platform provides faster deployment, ongoing innovation, and scalability so teams can focus on improving customer experience rather than maintaining multiple tools.

VOC capture is enabled through multiple channels, including dynamic and static QR codes placed on receipts and merchandising materials across all transaction types. Feedback from delivery applications is also routed to feedback pages on our brand websites, and customer sentiment from Google Reviews, Yelp, and aggregator platforms is integrated to complement first-party data.

QXM 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.

For 2025, the Jollibee Group posted a year-to-date NPS of 76, which is significantly higher than the industry benchmark of 50. The 2025 score is not directly comparable to prior disclosures due to two key changes. First, the migration between VOC capture systems may have affected outreach timing and response distribution. Second, the scope expanded from 11 to 14 brands, covering a broader and more diverse customer base. Nonetheless, despite these methodological changes, our performance remains well above the industry benchmark. Qualtrics' dynamic QR code validation also improved response authenticity by reducing non-customer or duplicate submissions and filtering out invalid entries. Overall, these updates improved data quality and representativeness, providing a more accurate view of customer feedback.

Our Net Promoter Score highlights the satisfaction and loyalty of our customers to our global brands, which includes 14 of our 19 brands worldwide — Jollibee, Chowking, Greenwich, Red Ribbon, Mang Inasal, Panda Express, Yoshinoya, Common Man Coffee Roasters, Tiong Bahru Bakery, Milksha, Yonghe King, Hong Zhuang Yuan, Smashburger, and Coffee Bean & Tea Leaf.

Customer Welfare and Satisfaction-related Updates

Jollibee Group Brands Top List of Southeast Asia's Leading F&B Concepts by Campaign Asia

The Jollibee Group continues to lead the food and beverage scene in Southeast Asia, with Jollibee, Mang Inasal, and Chowking all making it to the Top 10 Food Brands in the region, according to Campaign Asia-Pacific's Top 100 Brands for F&B. Jollibee ranked number one, while Mang Inasal placed 7th and Chowking 10th, showing the group's strong connection with consumers and consistent quality across markets.

The rankings were based on consumer insights from six key countries—Indonesia, Malaysia, the Philippines, Singapore, Thailand, and Vietnam—and reflect how well these brands resonate with local tastes and preferences. This recognition adds to the group's growing list of achievements, including top placements in the Brand Finance Southeast Asia 500 2024, and highlights its commitment to delivering great food and memorable dining experiences across the region.

Jollibee Named Best in Customer Service Among Singapore Fast Food Chains

Jollibee Singapore has been recognized as the best in customer service among fast food chains in the country, topping a nationwide survey conducted by The Straits Times in partnership with global research firm Statista. The survey gathered feedback from more than 10,000 respondents, generating evaluations across categories such as quality of communication, professional competence, and customer focus.

This achievement marks another milestone for Jollibee's international expansion, showcasing how its service culture resonates even in highly competitive markets like Singapore. By excelling in customer service, Jollibee strengthens its position as a global brand that combines quality food with genuine care.

Jollibee Group Wins Multiple Honors for Outstanding Public Relations and Marketing Initiatives at the 60th Anvil Awards

At the prestigious 60th Anvil Awards, Jollibee Group was awarded eight trophies for its outstanding PR and marketing initiatives, showcasing the Company's commitment to impactful storytelling and brand engagement.

Leading these recognitions was the Farmer Entrepreneurship Program (FEP), which received a Silver Anvil award in the Public Relations Programs: Cause-related/Public Awareness/Advocacy category. Through strategic media partnerships, social media content seeding, and immersive storytelling led by Jollibee Group's Global Corporate Communications team and Jollibee Group Foundation, the FEP campaign underscored the Company's commitment to empowering smallholder farmers and promoting inclusive growth in agriculture.

Mang Inasal also received wins such as the Gold Anvil award for its Pork BBQ Media Launch and #MangInasalKahitSaan Digital and PR campaign in the PR Programs – Marketing and Brand Communication and Best Use of Digital categories, respectively. The brand also won the Silver Anvil award in the PR Programs – Arts & Culture/Heritage/Tourism category for its “Love the Flavors, Love the Philippines” campaign.

In addition, Jollibee secured four Silver Anvil awards across multiple categories. In the PR Programs – Best Use of Social Media category, the brand was recognized for its heartfelt campaigns, “Share the Joy of Love: My Kwentong Jollibee Valentine's Day 2024” and “Nanay ng Bayan: My Kwentong Jollibee Mother's Day 2024.” It was also acknowledged in the PR Programs – Best Use of Influencer Marketing category for its Generation Joy Fixed Creators Program, while Jollibee JoyZone was awarded in the PR Tools – Multimedia category.

The Anvil Awards were presented by the Public Relations Society of the Philippines (PRSP), which honors exemplary communications programs and professionals in the country. With these remarkable wins, the Jollibee Group reaffirms its leadership in brand storytelling, corporate social responsibility, and digital engagement, continuing its mission to spread joy and make a difference in the lives of the communities it serves.

Jollibee Group Brands Bag 18 Awards at the 2025 Marketing Excellence Awards

Jollibee Group marked a triumphant night at the 2025 Marketing Excellence Awards by taking home a total of 18 trophies, marking the second consecutive year the Group has shown strong performance in creative and impactful marketing across the food industry. Big winners like Mang Inasal, Burger King, Greenwich, and Chowking earned Gold, Silver, and Bronze recognitions in multiple categories such as Media Strategy, Digital Marketing, Data Driven Marketing, and Experiential Marketing. In addition, the Group celebrated the individual achievements of its employees, with Greenwich's Alizon De Torres and Mang Inasal's Allan Tan being honored as Marketing Leaders of the Year. These wins reflect our commitment to delivering marketing excellence that embodies the values of the Jollibee Group and the joy we bring to our customers.

Mang Inasal Achieves International, Regional, and Local Recognition for Innovation and Customer Engagement

Mang Inasal capped off a remarkable year with a series of major recognitions that highlight its brand strength, marketing excellence, and customer engagement.

At the 6th Village Pipol (VP) Choice Awards, Mang Inasal was named “Fast Food Chain of the Year”, a recognition won through public voting and the editorial deliberation of industry experts. The brand also made history at the 2025 International Business Awards, where it won six Gold

trophies, making it the only Philippine restaurant brand to achieve such distinction. Recognized campaigns included MANGINASAL.PH (Branded Utility of the Year), “Love the Flavors, Love the Philippines” (PR Campaign of the Year), “MI UNIVerse” (Youth Marketing Campaign of the Year), #MangInasalCreamyYESSummer (Influencer Marketing and Viral Marketing Campaign of the Year), and #MangInasalKahitSaan (Marketing Campaign of the Year for Delivery Services).

Further cementing its regional presence, Mang Inasal was named Company of the Year at the 2025 Marketech Asia-Pacific Empowered Women Awards in Singapore. Digital and PR Director RJ Rodillo was honored as Woman Marketing Leader of the Year and received a Gold Award for Empowered Woman in F&B Marketing. The brand also took home Gold Awards for “Love the Flavors, Love the Philippines” (Integrated Marketing) and the Mang Inasal Nation Facebook Group (Customer Engagement), alongside a Bronze for MANGINASAL.PH under the Consumer Insights Campaign category.

Mang Inasal’s winning streak continued at the Foodpanda 2025 CRAVE Partner Summit and Awards, where it received the Pau-Pau’s Top of Table Silver Award for exceptional sales performance and leadership in the Meals & Mains category.

Together, these accolades reinforce Mang Inasal’s position as a leader in marketing innovation, customer engagement, and brand excellence both in the Philippines and across the Asia-Pacific.

Chowking Triumphs at the Quick Service Restaurant Media Asia TabSquare Awards 2025

Chowking earned major recognition at the QSR Media Asia TabSquare Awards 2025, taking home two top honors: Best Digital Initiative and Best Restaurant Renovation. The brand was praised for its viral transformation on social media in 2024, which significantly boosted consumer engagement, and for its Concept 8 store design at Marcos Highway, which elevated the in-store dining experience.

These wins highlight Chowking’s commitment to innovation and customer experience. David Beal, Jollibee Group’s Global Chief Marketing Officer, and Ken Ligan, Chowking President, both credited the awards to the hard work and creativity of their teams. The recognition cements Chowking’s position as a forward-thinking brand shaping the future of quick-service dining in Asia.

Greenwich and Mang Inasal Earn Recognition for Purpose-Driven Brand Building

At the 2025 Asia Pacific Tambuli Awards Greenwich received a Silver award in the Builders of Society – Youth Brand category for its “Sarap to Feel G” campaign, which addressed emotional disconnection among Filipino youth through messages of authenticity and connection. The campaign garnered over 500 million views and boosted sales of key products. In addition, Mang Inasal also won Bronze in the Tambuli Origins category for its “Love the Flavors, Love the Philippines” campaign, which promoted Filipino food heritage and tourism.

The Coffee Bean & Tea Leaf® Opens First Store in the Maldives, Expanding its Global Network

The Coffee Bean & Tea Leaf® (CBTL) launched its first-ever café in Hulhumalé, Maldives, marking another step in its growing international presence. With this recent opening, CBTL reinforces its position as a cornerstone in the Jollibee Group’s portfolio, strengthening the Group’s global presence in the coffee and tea category while continuing to bring premium café experiences to new markets.

First Tiong Bahru Bakery Opens in the Philippines

The Jollibee Group launched the first Tiong Bahru Bakery in the Philippines, marking the brand's debut outside Singapore. Global President and CEO, Ernesto Tanmantiong, highlights that this partnership reflects Jollibee Group's commitment to spreading the joy of eating by bringing globally renowned culinary experiences closer to the Philippines market.

First Milksha Concept Store Opens in the Philippines

The Jollibee Group officially opened Milksha's first stand-alone concept store in the Philippines. Known for its Taiwanese milk tea made with fresh and premium natural ingredients, Milksha's launch marks the Group's continued expansion into high-quality beverage offerings. Chris Chao, Chief Operating Officer of Milksha Global, emphasized that Milksha's culture is rooted in delivering transparent and extraordinary service, which has fostered customer loyalty across its global stores. This same standard of hospitality is what Milksha aims to bring to Filipino customers.

FARMERS LIVELIHOOD & COMMUNITIES

FARMERS' LIVELIHOOD

Farmer Entrepreneurship Program (FEP)

1,625 SMALLHOLDER FARMERS DIRECTLY DELIVERING TO THE JOLLIBEE GROUP

Since establishing the FEP in the Philippines in 2008, the Jollibee Group Foundation (JGF) has helped smallholder farmers improve their livelihoods by providing access to institutional markets, including the Jollibee Group. Initially, companies struggled to find farmers ready to engage 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 wary of unfamiliar company processes and their reliability as markets, while companies were uncertain about farmers' ability to meet quality, quantity, and timeliness requirements. Issues such as side-selling and contract renegeing further complicated trust-building efforts within the value chain.

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

A flagship effort is the publicly run Agro-Entrepreneurship for Inclusive Value Chains (AEIVC) Training Program which JGF conducts with Xavier University – Ateneo de Cagayan. Building on the 2024 launch of the Fundamentals of the Agro-Enterprise Clustering Approach (AECA) and the Facilitators Skills Training, the program scaled further in 2025. 1,438 participants enrolled in the self-paced Agro-enterprise course, while 49 participants completed the Facilitators Skills Training. Together with graduates of the introductory course, AEIVC-trained agro-enterprise facilitators have reached 743 new farmers in 2025, reinforcing local capacity to support inclusive and sustainable agro-enterprise development.

JGF's AECA has trained a wide range of organizations that work with farmers, which primarily include local government units, farmer cooperatives, and national agencies such as the Department of Agriculture (DA). Since 2022, JGF and the DA have been embedding AECA into government programs, particularly the Farm and Fisheries Clustering and Consolidation Program (F2C2) and the Philippine Rural Development Project (PRDP), expanding reach nationwide and engaging over 200 DA personnel in 2024. In parallel, JGF's six-year collaboration with PUM Netherlands Senior Experts (2019–2024) introduced practical agri-innovations through advise-on-location missions and remote coaching that benefited over 500 farmers, including techniques on soil health regeneration and integrated pest and disease management.

In May 2025, JGF furthered this momentum by hosting the first AECA Learning Forum. The two-day convening of community leaders and agro-enterprise champions highlighted stories of transformation, leadership, and collective action in building inclusive and resilient agricultural value chains. Complementing the Forum, JGF launched the AECA Fellows Certification Program and certified its first 13 AECA Fellows. The program ensures consistent, high-quality, and scalable delivery of AEIVC training and strengthens local capacity to support farmer groups and agro-enterprise development across communities.

Through the FEP, a total of 1,625 farmers from 18 farmer groups delivered directly to Jollibee Group. From 2024-2025, these smallholder farmers gained access to PHP80 million worth of services for business development such as coaching for agro-enterprise business planning, agri-technologies like soil health regeneration, SMS-based weather information, and capacity-building trainings. Through joint efforts with partners, farmers also benefit from cold storage facilities for onions and low-interest financing, helping them improve product quality, reduce losses, and sustain their enterprises.

As of 2025, a total of 2,739 MT of assorted vegetables, primarily onions, were supplied, with 1,625 farmers actively delivering directly to the Company.

FEP Impacts	2022	2023	2024	2025
Number of smallholder farmer groups delivering for the year	17	17	18	18
Number of smallholder farmers who delivered directly to Jollibee Group	700	1,037	1,237	1,625
Metric tons of vegetables delivered to Jollibee Group for the year	752	1,367	2,744	2,739
Percentage of Jollibee Group's vegetable requirements supplied by smallholder farmers	-	-	-	31%
Percentage of Jollibee Group's white onions supplied by smallholder farmers	-	-	-	42%

Total sales generated for FEP Farmers, in PHP cumulative from 2008 to 2025	PHP 915,025,000
Number of small-holder farmers engaged ¹ , cumulative since the start of the program in 2008	5,763
Number of smallholder farmers who have been trained since start of the course on Agro-Entrepreneurship for Inclusive Value Chains in 2021	3,606

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

In 2025, JGF commissioned a research team from the University of the Philippines Center for Integrative Development Studies (UP CIDS) through UP Strategic Research and Management Foundation (UPSTREAM), to do an impact assessment of the FEP. The team interviewed more than 600 onion farmers.

The preliminary results revealed that long-tenured FEP farmers earned 50% higher income, reduced costs by 25%, and achieved 60% more productivity compared to non-FEP farmers in the same sites. FEP farmers benefited from strong marketing and logistics support as well as better access to formal credit. They also adopted market-oriented behaviors such as financial planning and leadership engagement, with empowerment levels rising the longer they stayed in the program.

In addition, the preliminary findings point to improved resilience, though gaps remain in risk management and crop insurance utilization. In the coming years, JGF will act on the study's recommendations by expanding crop insurance solutions, consolidating data systems, investing in long-term monitoring, and providing targeted training.

Agri-Tech Facilitators (ATF) Program

In 2024, JGF launched the ATF Program to enhance the skills of small holder farmers, enabling them to identify new technologies and guide their fellow farmers to update their farming methods. This is implemented in partnership with Xavier University – Ateneo de Cagayan. Through the program, farmers are trained to become agri-tech facilitators who identify, test, and promote innovations and technologies that improve the productivity, profitability, and sustainability of their agro-enterprises.

The ATF program has trained 18 farmer facilitators, each of whom established a demo farm to field-test and showcase practical technologies that address common production challenges. The solutions demonstrated include greenhouses and rain shelters to shield crops from heavy rains and pests, vermicomposting facilities to reduce fertilizer costs and reliance on chemical inputs, as well as drip irrigation systems to improve water-use efficiency. These demo farms also serve as learning hubs for their clusters and neighboring farms.

Agri-innovations: Soil Health Regeneration

JGF embarked on agricultural sustainability and innovation through a soil health regeneration initiative, piloting regenerative practices for onion production in partnership with Central Luzon State University. The trials applied an integrated nutrient management approach that combines synthetic and biofertilizers, producing strong results across three sites: higher yields, improved soil health, and lower fertilizer costs. With these promising outcomes, JGF is preparing to expand the initiative and validate its effectiveness at a wider scale, aiming to support more farmers in adopting sustainable practices for long-term productivity.

From Farmer to Agro-Entrepreneur: Stories of Resilience and Growth from Kalasag, Nueva Ecija

In San Jose, Nueva Ecija, smallholder farmers from the Kalasag Multipurpose Cooperative are transforming their lives through the JGF's Farmer Entrepreneurship Program (FEP). What started in 2008 with just 30 members has grown into a thriving agro-enterprise that supplies onions to major Jollibee Group brands. With support from JGF, local government, and partners, farmers like

Arnold Dizon and Wencilito Gomez learned how to run their farms as businesses — gaining skills in planning, certification, and market access.

Thanks to FEP, these farmers now enjoy stable incomes and stronger communities. The program has empowered farmers to mentor others, support their families, and prove that agriculture can be a dignified and sustainable path forward.

Jollibee Group Foundation Brings Partners Together to Support Farmers' Growth

JGF brought together its local implementing partners (LIPs) for a three-day “Journey to Growth” workshop aimed at strengthening support for farmers under the Farmer Entrepreneurship Program (FEP). Held from August 19 to 21, 2025, the event focused on equipping partners with tools and strategies to help farmer groups become more sustainable and competitive in the value chain.

Participants included representatives from local governments, cooperatives, microfinance institutions, academe, and Jollibee Group business units. Through expert-led sessions and peer learning, they developed action plans to improve farmer enterprises. The workshop emphasized collaboration, practical learning, and shared commitment to building thriving farming communities, ensuring that as the FEP grows, its partners grow with it.

Beyond the Farm: How AECA builds leadership and livelihoods among Filipino farmers

JGF's Agro-Enterprise Clustering Approach (AECA) helps Filipino farmers grow stronger together by building leadership and improving livelihoods. Instead of working alone, smallholder farmers are encouraged to form clusters, pool their harvests, share resources, and make collective business decisions. This structured process allows them to supply bigger institutional markets more reliably and competitively, moving beyond the traditional focus of simply bringing crops to market.

AECA has become a key driver of empowerment and sustainability. By organizing into clusters, farmers gain confidence, learn leadership skills, and strengthen their bargaining power. This approach also helps them secure better income opportunities and long-term partnerships with buyers. With support from JGF, AECA is reshaping farming communities across the Philippines, showing that collaboration and shared decision-making can lead to lasting progress.

Jollibee Group Honored for Sustainable Supply Chain at Asia ESG Positive Impact Awards

The Jollibee Group was honored with the Silver Award at the inaugural Asia ESG Positive Impact Awards for its sustainable supply chain practices and commitment to responsible business operations. Presented on November 6 in Kuala Lumpur, Malaysia, the recognition underscores the success of the Farmer Entrepreneurship Program (FEP) of the Jollibee Group Foundation (JGF), which enables smallholder farmers in the Philippines to actively participate in the Company's supply chain.

The Asia ESG Positive Impact Awards, organized by A-EPIC Asia, is the region's first platform celebrating ESG leaders and their exemplary practices.

COMMUNITY ENGAGEMENT AND SUPPORT

Food AID

Jollibee Group Food AID is a program in the Philippines that brings together the efforts of the Jollibee Group to provide relief and aid during times of disaster. Since 2013, this program has been actively responding to calls for help and ensuring that communities affected by disasters have immediate access to food. By utilizing our expertise in producing and distributing food items that are easy to prepare and store, the program has been able to support communities in provinces and regions that have been hit by calamities. From 2020 to 2025, in collaboration with franchisees and various local partners, JGF distributed more than 18 million meals and other food products to communities in need.

In 2025, JGF deepened its collaboration with partner organizations to deliver hot meals and preposition ready-to-cook food packs in disaster-prone locations, especially in Geographically Isolated and Disadvantaged Areas (GIDA). In response to the impact of the Southwest monsoon rains, Typhoons Paolo, Tino, and Uwan, as well as the magnitude 6.9 earthquake in Cebu, JGF and its partners swiftly mobilized to provide immediate meals. Prepositioned congee mix, strategically stored with partners ahead of calamities, enabled rapid distribution and swift meal provision in affected areas during emergencies.

In 2025, 3.39 million meals were served to communities impacted by calamities.

Additionally, JGF has strengthened its commitment to food security by collaborating with Kawa Pilipinas Foundation Inc. (Kawa Pilipinas). With 33% of the Philippine population facing moderate or severe food insecurity, JGF has actively addressed this crisis by providing essential food items, including congee mixes, since August 2020. Kawa Pilipinas has produced over 570,000 meals for its beneficiaries, known as “beloveds,” emphasizing the transformative power of food not just for recipients, but also for volunteers who build camaraderie and self-confidence through their service.

Over 18,901,272 meals have been donated through FoodAID program since 2020.

FoodAID Impacts	2022	2023	2024	2025
Number of meals donated for the year	1,660,000	3,120,000	2,689,000	3,392,272
Value of food assistance for the year	PHP 21,000,000	PHP 56,000,000	PHP 34,249,000	PHP 27,165,559

Jollibee Group Extends Food Assistance to Communities Hit by Recent Calamities

Jollibee Group mobilized its stores, employees, and partner networks through the Jollibee Group FoodAID program to support communities heavily affected by the earthquake and Typhoons Tino and Uwan. Through this initiative, they distributed over 36,000 hot meals to earthquake victims in Visayas and Mindanao, and more than 16,000 meals to families impacted by the typhoons.

To provide more people with the opportunity to contribute meaningfully, the Jollibee Group has installed in-store coin banks across its brands nationwide in the Philippines, enabling customers to directly support its initiatives. Through this effort, the Company reaffirmed its commitment to providing timely food relief and comfort to communities as they recover and rebuild after these calamities.

BUSOG, LUSOG, TALINO (BLT) CENTRAL KITCHEN PROGRAM

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

In 2024, DepEd announced its plan to have one central kitchen per division for its school-based feeding program (SBFP), adopting JGF's BLT Central Kitchen as the model for expansion.

Under a partnership initiated in 2023, JGF coached regional DepEd personnel on stakeholder engagement, elevated 15 BLT kitchens as training centers and operational models, and co-produced training and promotional materials. While kitchen construction may be funded by JGF or local partners such as LGUs, daily operations are financed by DepEd for the SBFP.

On December 11, 2024, JGF and DepEd signed a Memorandum of Agreement to adopt this model, improving efficiency in food preparation for clusters of schools.

In 2025, the partnership focused on scaling efforts. JGF developed BLT learning materials, including BLT Kitchen videos and a training guidebook, to enable BLT Kitchen Training Centers to guide interested organizations in establishing and managing central kitchens. A new BLT Kitchen was also established in Basilan, and JGF commissioned at least 10 Muslim-friendly recipes to ensure culturally appropriate, inclusive meal options.

A total of 4 new BLT Kitchens were constructed this year, bringing the overall number of operational BLT Kitchens to 40, all actively serving hot meals to schools and communities. In addition, 16 BLT Kitchen Training Centers are now fully operational and supporting benchmarking initiatives, enabling partners and organizations to learn from and replicate the BLT Kitchen model.

With ongoing collaboration among DepEd, local government units, and other organizations, BLT continues to combat hunger and promote better educational outcomes.

Over 314,000 undernourished school children reached since 2017

43,382 NO. OF SCHOOL CHILDREN REACHED FOR THE YEAR

40 NUMBER OF ACTIVE BLT KITCHENS IN 2025

313 NO. OF SCHOOLS SERVED

Jollibee Group Wins Big with Purpose at the 2025 Asia Pacific Tambuli Awards

The Jollibee Group earned multiple honors at the 2025 Asia Pacific Tambuli Awards, celebrating its purpose-driven approach to brand building and community impact. The Jollibee Group Foundation's Busog, Lusog, Talino (BLT) Central Kitchen Program won the Grand Prix in the Leaders for Corporate Purpose category. Recognized as the largest network of centralized school feeding kitchens in the Philippines, the program has served over 270,000 undernourished children and supported 24,844 pupils across 250 schools in 2024 alone. It also signed a national agreement with the Department of Education to scale its reach. The Jollibee Group was also a

finalist for Company of the Year, and its “Joy for Tomorrow” sustainability agenda was shortlisted for its corporate purpose impact.

Jollibee Group Foundation and Partners Inaugurate First BLT Central Kitchen in BARMM

JGF, in partnership with the Provincial Government of Basilan, Zuellig Family Foundation, and the League of Corporate Foundations, has inaugurated the first Busog, Lusog, Talino (BLT) Central Kitchen in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). Located in Isabela City, the kitchen will serve children up to five years old, as well as pregnant and lactating women in Isabela and Lantawan.

This milestone initiative is part of JGF’s broader Joy of Learning program and aims to address malnutrition and food insecurity through community-based solutions. The launch will be followed by capacity-building training and Muslim-friendly recipe simulations. As of 2025, 40 BLT kitchens have been established nationwide, with 16 serving as training centers, showing the impact of strong partnerships in creating inclusive and sustainable nutrition programs.

Jollibee Group, DepEd Partner to Empower Future Food Service Professionals and Build Classrooms for Filipino Learners

The Jollibee Group has partnered with the Department of Education (DepEd) to co-develop a Quick Service Restaurant (QSR) curriculum for Senior High School (SHS) students under the Tech-Voc track. The program will combine classroom instruction with on-the-job training across Jollibee Group brands, equipping students with skills in food preparation, customer service, sanitation, and business communication. The pilot will launch in the upcoming school year, with plans to expand based on its success.

As part of its 50th anniversary in 2028, the Jollibee Group also committed to building 50 classrooms nationwide to help address the country’s classroom shortage. Construction will begin in Mindoro, Cebu, and Sarangani, and is part of the broader Joy of Learning program, which includes initiatives like the Busog, Lusog, Talino (BLT) Central Kitchen. These efforts aim to create inclusive, sustainable learning environments that empower Filipino students and communities

ACCESS, CURRICULUM, AND EMPLOYABILITY (ACE) SCHOLARSHIP PROGRAM

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

Additionally, JGF supports the training of youth scholars for the Quick Service Restaurant Operations (QSRO) program, which provides relevant training for the food service industry. In 2024, the Jollibee Group and JGF worked with Primary Structures Educational Foundation, Inc. and Philippine Business for Education to implement a customized food service training program for the QSRO track, which is designed to fill the gap for professional training in the food service industry. The inaugural batch of 18 youth trainees, previously categorized as “Not in Education, Employment, or Training” (NEET), completed 10 weeks of JGF-funded classroom lessons and on-the-job training (OJT) at selected Jollibee, Chowking, and Greenwich stores in Cebu. Guided

by store managers and crew, they gained practical skills in customer service, food handling, and operational procedures.

In 2025, JGF, together with Zenith Foods Corporation in Danao, Cebu, introduced an Electrical Installation and Maintenance program with Mechatronics Servicing units. The program was designed to equip youth trainees with the technical and administrative skills needed to become Manufacturing Associates in commissary operations, aligning skills development with industry needs and ensuring trainees are job-ready upon certification.

The ACE Program also expanded through Don Bosco (DB) One TVET, launching new educational tracks in DB Calauan for Agro-entrepreneurship, DB Tondo for QSRO, and DB Balamban for Mechatronics. This year, a total of 19 Don Bosco scholars from Calauan, Laguna and Legazpi, Bicol successfully completed their OJT on-the-job training placements with our local training implementing partners — Ahon Sa Hiras, Inc. (ASHI) in Pililla, Rizal and Lourdes Multipurpose Cooperative in San Jose, Occidental Mindoro.

By expanding its reach, the program gives more youth access to in-demand, industry-aligned training. It helps them gain practical experience, build their readiness for the workforce, and create clearer pathways to lasting employment opportunities.

In 2025, a total of 430 youth scholars were supported across three tracks: 370 in Agro-entrepreneurship, 50 in QSRO, and 10 in Mechatronics.

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

Over 3,637 youth provided scholarships since the program started in 2005.

ACE	2024	2025
Number of youths provided with scholarship for the year	401	482
Scholarships granted for the year for priority courses ¹ for the year	375	420
Agri-Tech Voc Scholars who received Certification ² on AE for the year	60	230

¹Combination 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.

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

How a Teacher is Cultivating the Future of Agriculture, One Batch of Scholars at a Time

Jerome Mabaso, once a scholar under the Jollibee Group Foundation’s ACE (Access, Curriculum, and Employability) Program, is now helping shape the future of Philippine agriculture. After realizing the potential of farming as a sustainable livelihood, he shifted his mindset from seeing agriculture as labor to viewing it as a business. Through the ACE program, he learned agro-entrepreneurship and applied it to his own farm, using tools like record keeping and business planning.

Now at just 25 years old, Jerome is the youngest agro-enterprise facilitator at the Lamac Multi-Purpose Cooperative in Cebu. He trains the next generation of ACE scholars, teaching both technical skills and values to inspire young farmers. His journey from student to mentor reflects

the program’s goal of empowering youth to see agriculture not as a fallback, but as a viable and fulfilling career path.

Jollibee Group’s Food Service Training Prepares the Youth for Employment

The Jollibee Group Foundation, through its Access, Curriculum, and Employability (ACE) Scholarship Program, has successfully trained and endorsed 18 out-of-school youth in Cebu for employment at Jollibee, Chowking, and Greenwich. In partnership with PBE and PSEFI-SKILLS, the program provided six months of hands-on training in food service operations, including customer service, food handling, and inventory management.

This initiative aims to address youth unemployment by equipping participants with nationally certified skills and real-world experience. Jollibee Group leaders emphasized their commitment to creating meaningful employment opportunities and empowering the next generation of Filipino workers.

Offering Jobs for Underprivileged Youth through a Special Program to Employ Students

In 2024, Jollibee Group strengthened its partnership with the Philippine Department of Labor and Employment (DOLE) through the Special Program for Employment of Students (SPES), providing short-term job opportunities to underprivileged students, out-of-school youth (OSY), and dependents of displaced workers nationwide. Under this collaboration, DOLE oversees the overall implementation of SPES, while Jollibee Group evaluates and engages qualified applicants endorsed by the Public Employment Service Offices (PESOs). Aligned with the Group’s employer value proposition, Choose Joy!, the program supports inclusive employment and meaningful work experiences for Filipino youth. In 2025, Jollibee Group employed 367 students and out-of-school youth through SPES, building on a nationwide pilot in 2024. The successful implementation of the program earned recognition from various local government units (LGUs) and the DOLE National Capital Region (NCR), reinforcing the Group’s contribution to youth employment and workforce readiness.

OTHER COMMUNITY ENGAGEMENT ACTIVITIES

Jollibee Group, JGF, and Philippines’ DTI Ink Agreement to Help Upskill MSMEs

The Jollibee Group, through the Jollibee Group Foundation (JGF), has renewed its partnership with the Department of Trade and Industry (DTI) to help upskill micro, small, and medium enterprises (MSMEs) through a program called “Joy in Learning: MSMEs Meet and Learn.” The initiative aims to strengthen MSMEs’ business fundamentals and improve their access to markets and supply chains.

Formalized through a Memorandum of Understanding, the partnership includes a half-day learning session for DTI-assisted MSMEs, with Jollibee and JGF providing program design and logistical arrangements. DTI will handle participant selection and post-session monitoring.

Jollibee Group and Department of Trade and Industry Gather Over 100 MSMEs for 2nd Mentorship Session

The Jollibee Group, in partnership with the Department of Trade and Industry (DTI), welcomed over 100 micro, small, and medium enterprises (MSMEs) to the second run of the “Joy in Learning: MSME Meet and Learn” session held on July 2, 2025. The event aimed to empower MSMEs with practical insights and mentorship to help them grow and integrate into larger value chains.

Key speakers included DTI Secretary, Cristina Roque, Undersecretary, Blesila Lantayona, and Jollibee Group leaders such as Bryan Tividad, Jia Du, and Joanna La'O, who shared expertise on procurement, customer focus, and inclusive supply chains. The session highlighted the Jollibee Group's ongoing commitment to inclusive growth by supporting MSMEs through knowledge sharing and capacity building.

EMPLOYEE VOLUNTEERISM

Mangrove Reforestation Activities

Launched in 2023 under JGF's leadership, the mangrove reforestation program supports coastal resilience and advances climate action. It began with the active participation of more than 200 employee volunteers from Jollibee, Greenwich, Red Ribbon, Zenith Foods Corporation, and Jollibee Worldwide Services Logistics. Today, JGF remains steadfast in sustaining and scaling these efforts as part of the Jollibee Group's commitment to environmental stewardship.

Mangroves protect communities from storm surges, support marine biodiversity, and absorb carbon to help mitigate climate change. Given their importance, JGF collaborates with national agencies and local communities to plant mangroves properly by matching species to site conditions, choosing suitable locations, and timing plantings to the right season to maximize survival and growth.

In 2025, the program expanded through a partnership with the Philippine Tropical Forest Conservation Foundation, Inc. (PTFCF) and two community organizations in its network. Planting activities were initiated at two new sites in Negros Occidental: Barangay Nauhang in Sipalay City and the Bulanon Lapus Lapus Macapagao Local Conservation Area in Sagay City.

The initiative continues to attract strong participation from Jollibee Group employees and business units, who view it as a meaningful way to volunteer. By participating, employees take on a more direct role in strengthening coastal protection, restoring critical habitats, and supporting fisheries that underpin local food security.

A total of **5,100 mangrove propagules** were planted in Iligan, Pangasinan, and Negros Occidental in 2025, totaling to **26,600 propagules since our initiative started in 2024**.

Other Employee Volunteerism Activities

Jollibee Group team members also supported a wide range of community initiatives in the Philippines, which included the following:

- Participation in **Brigada Eskwela**, a nationwide annual program by DepEd that mobilizes community members, parents, teachers, and other stakeholders to prepare public schools for the opening of classes
- A **volunteer activity at the BLT Kitchen** in Juan Sumulong Elementary School in Antipolo City, conducted in partnership with the Jollibee Group Global Data Technology team

- Engagement in an **MSME Meet and Learn with the Department of Trade and Industry**, which involved volunteers from the Marketing, Sustainability, Public Affairs, and Procurement teams
- Involvement in **tree planting activities with Red Ribbon in Davao City** and with the Ponce Group in Sagay, Negros Occidental
- Support for a **community kitchen and outreach initiative at Kawa Pilipinas** in Malate, Manila
- Active participation in the **International Coastal Clean-up 2025**, alongside colleagues from various Jollibee Group brands and functions
- In China, contribution to **blood donation drives**, the “**Girls Are Not Simple**” public welfare project, and the “Meals of Love for Sanitation Workers” initiative in partnership with Tencent Public Welfare
- In the United States, volunteer work at **American food banks**, mobilizing U.S. Support Center teams from Smashburger and The Coffee Bean & Tea Leaf

Through these initiatives, employees have contributed over **8,431 volunteer hours**.

Volunteer Spirit in Action: Jollibee Group Employees Unite for Environmental Action

Jollibee Group further demonstrates its commitment to sustainability and community engagement, which participated in two major environmental initiatives, International Coastal Cleanup Day on September 20, 2025, and Laguna Lake Development Authority’s (LLDA) Tree-Planting Activity on September 30, 2025.

During International Coastal Cleanup Day, 108 Jollibee Group volunteers contributed 540 volunteer hours to help clean up coastal and community areas at SM by the Bay. Representatives from multiple brands ended up collecting a total of 546 kilograms of waste, helping reduce pollution and protect marine ecosystems.

As part of another initiative, the Tree-Planting Activity in Sto. Tomas, Batangas brought together 112 Jollibee Group representatives who contributed a total of 560 volunteer hours. Notably, 27% of participants came from franchisee store teams, demonstrating the collective commitment of employees and franchisees in championing environmental responsibility.

These environmental initiatives are part of our broader Joy For Tomorrow agenda, which, under the Planet pillar, emphasizes responsible stewardship of natural resources and active community involvement. Through organized volunteer-driven initiatives, we uphold our commitment to building a more sustainable future while inspiring others to take part in meaningful change.

Jollibee Philippines Launches First Education-focused Employee Volunteerism Program ‘Jolliskwela’

On October 14, 2025, Jollibee officially introduced Jolliskwela, the company’s first education-focused employee volunteerism program, in partnership with the Jollibee Group Foundation and the Department of Education (DepEd).

Jolliskwela embodies Jollibee Group's commitment to nation-building by aligning with DepEd's MATATAG curriculum and advancing UN SDG 4: Quality Education. Following the 2022 World Bank report that highlighted the learning poverty among Filipino children, Jollibee aims to help address this challenge by leveraging its network and employees. The program focuses on four key areas of educational development: Character and Values Formation, Literacy and Language Proficiency, Teacher and Parent Empowerment, and Joyful Learning Spaces. Notably, its literacy component aligns with DepEd's Bawat Bata Makababasa Program, which envisions a Philippines where every child learns to read.

Jollibee Philippines President, Ferns Yu, Jr., explained that the company would further advance its advocacy through volunteerism by nurturing children's foundations in literacy and values, creating joyful learning spaces, and equipping teachers, parents, and volunteers with the tools and support needed to deliver meaningful and lasting educational experiences.

Over the next five years, Jolliskwela aims to reach more than 91,000 children, log nearly 46,000 volunteer hours, and achieve a 50% participation rate among employees and partners. Through the program, Jollibee hopes to build a nation where every Filipino child experiences the joy of learning.

GOOD GOVERNANCE

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

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 at the end of 2025 is composed of nine members, with Dr. Tony Tan Caktiong (Executive Chairman) serving as the Board Chairperson. Members of our board have extensive experience in protecting stakeholder interests and maintaining transparency and accountability in all 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 department, as well as appointed a Chief Sustainability Officer to evaluate and continuously improve the environmental and societal impact of our operations.

The ESG Council oversees and guides our efforts in environmental sustainability, social responsibility, and good governance.

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

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

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

Jollibee Group Global Sustainability Organization Governance Framework

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

In 2024, we formally launched and cascaded our Jollibee Group Global Sustainability Organization Governance Framework to drive a unified approach to sustainability. This was reinforced in 2025 through global webinars, with over 270 Sustainability Champions appointed to collectively advance our Joy For Tomorrow agenda. We held regular meetings and integrated OKR (Objectives and Key Results) to ensure continuous progress, accountability, and recognition.

The Jollibee Group Global Sustainability Organization Governance Framework comprises of the following champions:



We maintained a routine series of meetings to reinforce alignment with our sustainability efforts: the ESG Council meets quarterly, Advisory Champions semiannually, Global Champions four to eight times a year depending on function, and Country/Brand/Site Champions two to eight times a year depending on function.

Jollibee Group Received Two Golden Arrows for Excellence in Corporate Governance

Jollibee Group earned recognition at the 2025 Golden Arrow Awards, achieving its first distinction in the higher category (90–99) after scoring 90.03 in the ASEAN Corporate Governance Scorecard (ACGS) by the Institute of Corporate Directors. The two Golden Arrows highlight the Group's steady progress in governance excellence, guided by integrity and stewardship, and affirm its place among leading publicly listed firms in the country.

Global President and CEO, Ernesto Tanmantiong, noted that Jollibee Group continually works to strengthen governance practices, and these recognitions affirm that the Group's efforts are moving in the right direction. He emphasized that as the Group expands worldwide, sound governance remains vital to creating long-term value for stakeholders, communities, and customers.

The Golden Arrow Awards honor Philippine-listed companies that excel in governance based on the ACGS, a regional benchmark adopted across Southeast Asia. The ACGS reviews governance practices across key areas such as shareholder rights, stakeholder equity, and board leadership, aiming to raise standards and attract long-term investment by recognizing companies that foster trust and accountability. Companies scoring 80 or above earn the distinction, signifying alignment with both the Revised Code of Corporate Governance and global best practices.

Jollibee Group Wins Bronze at 11th Asia Sustainability Reporting Awards

Jollibee Group received the Bronze award in the Community Impact Reporting category at the 11th Asia Sustainability Reporting Awards (ASRA). This recognition highlights the Group's commitment to showing that business success and social responsibility go hand in hand, strengthening trust across stakeholders while advancing its long-term sustainability objectives.

Rajesh Chhabara, founder of the ASRA and Managing Director of CSRWorks, the organizing body of ASRA, stated, "We commend the Jollibee Group for demonstrating excellence in sustainability reporting and for embracing transparency as a cornerstone of responsible business. Their report reflects a deep understanding of how sustainability performance connects to long-term value creation and stakeholder trust."

ASRA is Asia's leading platform recognizing excellence in sustainability reporting. The awards apply a thorough evaluation process that includes assessments, peer reviews, and reputation checks. For 2025, companies from 17 countries were reviewed for clarity, credibility, and consistency with international standards like GRI and ISSB.

Jollibee Group Received Sustainability Reporting Excellence Distinction at 10th Global Good Governance Awards

The Jollibee Group was honored with the 3G Excellence in Sustainability Reporting Award at the 10th Global Good Governance (3G) Awards in Brunei. The distinction underscores the Group's

dedication to transparent, accountable communication of sustainability progress and impactful reporting under the Joy For Tomorrow agenda.

Chief Sustainability Officer Jose “Pepot” Miñana expressed the Group’s honor to accept the award and added, “This recognition is a tribute to the collective effort of our teams across the globe who bring our Joy for Tomorrow agenda to life and report our progress with transparency and accountability. It inspires us to keep spreading joy to everyone not only today but also for generations to come.”

Elise Veloso, Assistant Vice President for Sustainability, remarked that receiving the award was a meaningful milestone as it reflects the dedication, passion, and collaboration behind sharing the Group’s sustainability story with honesty and heart.

The 3G Awards is presented by Cambridge IFA and celebrates outstanding contributions to governance and sustainability across the government, business, and social sectors, recognizing organizations and leaders who make these priorities central to their mission.

Jollibee Group Evolves its Corporate Brand to Help Power Global Growth

In July 2025, we officially launched our evolved corporate brand, marking a major milestone in aligning the Company’s global growth strategy with its long-standing values and vision.

More than a visual update, the new corporate brand embodies the Company’s purpose of spreading joy through superior taste and underscores its evolution into a modern, purpose-driven global enterprise. The updated identity brings greater consistency across the Company’s diverse portfolio of 19 brands.

At our core, we are here for one reason—spreading joy through superior taste. This purpose drives our innovation, defines our customer promise, and fuels our momentum,” said Jollibee Group Global President and CEO Ernesto Tanmantiong. “Superior taste is not just what we serve—it’s the reason our brands resonate across cultures and markets.”

This initiative is designed to support the Company’s business, attract new franchise partners and investors, enhance connections with talents, and reinforce the Jollibee Group’s credibility as a trusted, value-driven partner.

Cross-board Membership

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

Existence of Controlling Shareholder

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

Related Party Disclosure

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

Board Remuneration

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

Jollibee Group Management Stock Option Program (MSOP)

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

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

Jollibee Group Executive Long-term Incentive Program (ELTIP)

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

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

Jollibee Group Restricted Stock Unit Program (RSUP)

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

executives based on key performance indicators. The RSUP is available to members of the leadership team, key talents and designated consultants.

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

RISK MANAGEMENT

Enterprise Risk Management

Our Enterprise Risk Management framework is governed by a robust structure that ensures accountability, oversight, and alignment with strategic objectives. Comprised of individuals overseeing functional risk management, enterprise risk management, and independent assurance, the framework operates cohesively to identify, assess, and mitigate material risks across our organization. This structured approach fosters informed decision-making, enhances organizational resilience, and ensures that sustainability and climate-related risk considerations are embedded in our strategic planning and execution.

For more information, please visit the IFRS S1 and S2 section in the Appendix and the Jollibee Group's [Enterprise Risk Management Statement](#).

Ethics and Compliance Program

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

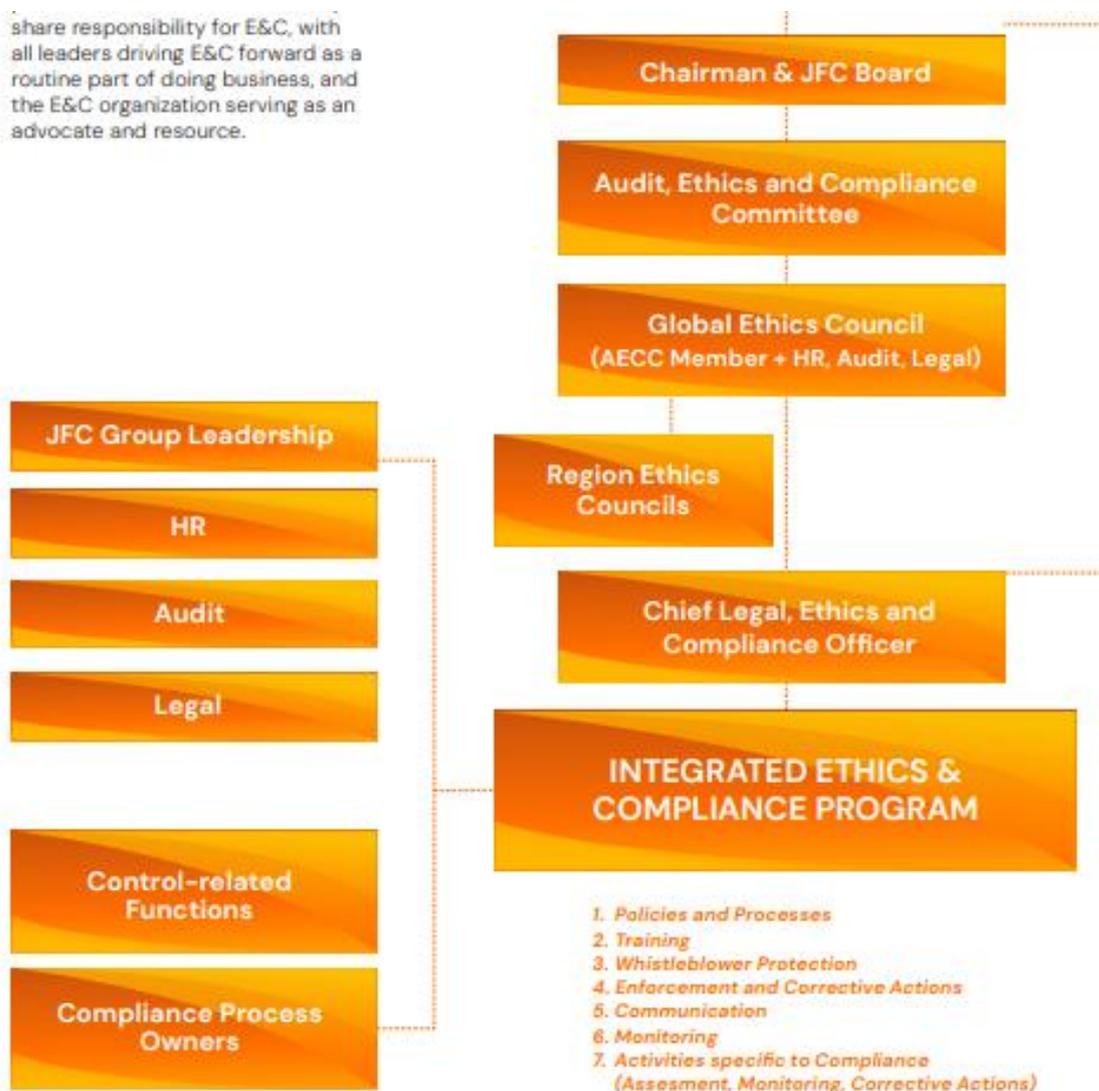
For more information on the Jollibee Group's Ethics and Compliance Program, please refer to the framework which provides an overview of the Integrated Ethics and Compliance Program ("E&C Program").

Ethics and Compliance Organization

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

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

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



The Jollibee Group Ethics and Compliance Organization may be found at the Group corporate website under “Ethics and Compliance”.

Code of Business Ethics and Other Policies

The Code of Business Ethics (“CoBE”) of the Jollibee Group was approved by the Board of Directors on February 9, 2016. It is a statement of shared ethical standards within the group in the conduct of business worldwide. The purpose of the CoBE is to provide a framework to guide actions and decisions of the Jollibee Group and its directors, officers and employees as they exercise their judgment in the course of carrying out their day-to-day responsibilities, so that they consistently reflect the Company’s values in the course of doing business.

The CoBE emphasizes conducting business with integrity, treating everyone with respect, committing to lawful business practices, and safeguarding the Company’s resources and interests. Employees must submit annual disclosure forms and declarations of compliance as part of the reinforcement process, which serves as a refresher on the policies.

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

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

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

For more details on our CoBE, please visit: [Code of Business Ethics](#)

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.
Inclusivity	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, please visit: Diversity & Inclusion Vision and Commitments
Bribery and anti corruption Policy	Anti-Bribery and Corruption Policy	We are committed to lawful business practices. Our Anti-Bribery and Corruption Policy issued on Sept. 1, 2021 provides that we conduct business with integrity, and are committed to doing business lawfully. Bribery and corruption are not only contrary to the Jollibee Group values but will also expose both the employee and Jollibee Group to fines, penalties, and/or imprisonment to the extent that these are prohibited by applicable laws, as well as reputational damage. We require our vendors to comply with all applicable laws.

		For more information, please visit: Anti-Bribery and Corruption Policy
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POLICIES		COMPANY PHILOSOPHY / OVERARCHING STATEMENT
Evidence of child labor provision in the internal policy	Code of Business Ethics	<p>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.</p> <p>We require our vendors to comply with all applicable laws.</p>
Evidence of forced labor provision in the internal policy	Code of Business Ethics	<p>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.</p> <p>We require our vendors to comply with all applicable laws.</p>
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 Jollibee Group's policy on compliance with laws on anti-bribery and corruption. The Code of Business Ethics provides that the Jollibee Group conducts business with integrity and is committed to doing business lawfully. Bribery and corruption are not only contrary to the Jollibee Group's values but will also expose both the employee and the Jollibee Group to fines, penalties, and/or imprisonment to the extent that these are prohibited by applicable laws, as well as reputational damage. This policy supports the implementation of the Jollibee Group's COBE and the Company's compliance with anti-bribery and corruption laws.

For more information, please visit: [Anti-Bribery and Corruption Policy](#)

Policy on Gifts

The Jollibee Group is committed to conducting business with integrity. We build relationships and make decisions based on merit, and we avoid any situation, actual or perceived, that could place an employee's integrity or objectivity in question. Accordingly, employees shall refrain from giving to or receiving gifts from third parties except as expressly allowed under the revised Policy on Gifts. The 2025 revisions were introduced to ensure uniform application and consistent enforcement across the organization, emphasizing clarity and ease of reference, streamlining decision-making, and fostering a cohesive environment that reflects our commitment to fairness and operational efficiency.

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

Conflict of Interest

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

For more information, please visit: [Policy on Conflict of Interest](#)

Supplier Code of Conduct

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

For more information, please visit: [Supplier Code of Conduct](#)

Whistleblowing Policy

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

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

Website: <https://www.integritycounts.ca/org/jollibee-group>

Email: jollibee-group@integritycounts.ca

Toll Free Numbers:

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

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

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

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

Phone:

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

Spanish speaking North America: 800-216-1288

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

Employee Training on Ethics

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

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

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

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

For more information, please visit: [Ethics & Compliance Training Program](#)

Audit of Ethics and Policy Procedures

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

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

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

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

For more information, please visit: [Ethics Policies & Procedures Review Guide](#)

FINANCE

Transparency in Financial Performance

The Jollibee Group is dedicated to upholding the highest standards of financial transparency and accountability. By strictly adhering to established financial reporting policies, the Jollibee Group ensures responsible management of its resources. This commitment not only supports effective risk management but also emphasizes the importance of transparency in every financial transaction and reinforces leadership accountability throughout the organization.

Compliance with Regulatory Requirements

As a publicly listed company, JFC complies with reportorial requirements of the Philippine Securities and Exchange Commission (PSEC) and the Philippine Stock Exchange (PSE). The Jollibee Group discloses its quarterly (unaudited) and annual (audited) financial statements within the prescribed time frames set by the Philippine regulators. These disclosures include the SEC Form 17-Q (Quarterly Report), SEC Form 17-A (Annual Report) and SEC Form 17-C, each of

which contains a comprehensive Management Discussion Analysis. This narrative section provides valuable insights into the Company's financial statements, assisting investors and analysts in better understanding the Jollibee Group's financial condition, how it has changed, operating results, and quarterly performance. These reports are made publicly accessible through the PSE Edge portal and the Jollibee Group's corporate website.

Engagements with Investors and Analysts

Beyond formal financial disclosures, the Jollibee Group maintains active engagement with investors and analysts through multiple channels. These include one-on-one meetings, teleconferences, quarterly investors and analyst briefings, broker-hosted conferences, and the annual shareholders' meeting. To ensure transparency and accessibility, presentation materials and recordings of quarterly investors and analyst briefings are regularly uploaded to the Jollibee Group's corporate website. Additionally, the Jollibee Group Chief Financial and Risk Officer also conducts media briefings to communicate the Group's quarterly results. These efforts foster open communication, enabling stakeholders to develop a deeper understanding of the Company's financial performance.

Internal Communication and Employee Engagement

The Jollibee Group recognizes the importance of keeping internal stakeholders informed. Quarterly financial results and press releases are posted on the internal online employee communication portal and the corporate website, as well as disseminated via email channels. Additionally, during 'CEO's Hour', employees receive brief updates on financial results to ensure they remain well informed about the Company's performance.

Building Trust Through Transparency

Through comprehensive communication efforts, the Jollibee Group ensures transparency, accountability, and active engagement with all stakeholders. These measures not only fulfill regulatory requirements, but also build trust, attract investment, and empower stakeholders to make informed decisions. Ultimately, this commitment contributes to the long-term success and sustainability of the business.

Mitigating Financial Risks

With centralized cash flow management, the Jollibee Group maintains visibility over the cash positions of all business units and proactively identifies funding requirements. The Group maintains robust banking relationships and a diversified funding platform across bank credit facilities and capital markets, ensuring timely, flexible access to liquidity. Cash buffers are also maintained to safeguard financial flexibility, particularly in volatile and uncertain environments. Leverage metrics are actively monitored, and capital is allocated through a disciplined framework prioritizing investments with high expected returns and strategic alignment. Moreover, the financial resources are managed through fund allocation based on periodic business unit reviews. The Jollibee Group continuously monitors group-wide liquidity, debt maturity profile, cash flow projections, and incremental cash flows generated by investments funded through financing proceeds. This integrated approach ensures the Group's adherence to its agreed repayment commitments of its financial obligations and supports its long-term financial resilience.

The Jollibee Group is committed to strengthening its overall risk position through the adoption of a more defined and integrated Enterprise Risk Management (ERM) Policy aligned with internationally recognized standards, including ISO 31000. The ERM process includes a

systematic and structured approach to risk identification, assessment, evaluation, treatment, and ongoing monitoring to support sound corporate governance, regulatory compliance, and long-term financial resilience. In line with the Group's prior disclosure on Financial and Macroeconomic Risk, the Group's key financial risks include Credit Risks, Liquidity Risks, Foreign currency risks, and Interest rate risks. These risks are assessed not in isolation but in relation to prevailing macroeconomic conditions, market dynamics, and the Group's growth and expansion strategy.

While the Group continues to exercise financial prudence through revenue diversification, disciplined capital allocation, and operational efficiency initiatives, the ERM framework ensures that emerging financial and macroeconomic risks are continuously monitored and escalated with mitigation strategies.

To support organizational resilience, the Jollibee Group maintains business continuity arrangement at the functional and operational level, alongside an established crisis communication framework designed to enable timely leadership response and stakeholder communication during disruptive events.

Recognizing the need for a more cohesive and enterprise-wide approach, the Group is in the process of developing an integrated Business Continuity Management System (BCMS). The integrated BCMS is intended to harmonize existing continuity plans, crisis response protocols, and communication mechanisms under a single governance framework. This enables consistent risk prioritization, clearer escalation triggers, and coordinated response across the organization.

The integrated BCMS will complement the ERM framework by strengthening organizational resilience, improving preparedness for disruptive events, and ensuring that critical services can be sustained or restored in a timely manner. This initiative represents a key step in enhancing the Group's ability to respond effectively to both financial stress events and operational disruptions, while supporting long-term stability and stakeholders' confidence.

Finance and Tax

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

The Parent Company and certain Philippine-based subsidiaries do not have a formal asset-liability matching strategy. The overall investment policy and strategy of the retirement plans is based on the client's 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.

100% TAX COMPLIANCE

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 obligations to the employees upon retirement. To effectively manage liquidity risk, the trustee banks maintain assets in cash and short-term deposits. Price risk pertains mainly to fluctuation in market prices of the retirement funds' marketable securities. In order to effectively manage price risk, the trustee banks continuously assess these risks by closely monitoring the market value of the securities and implementing prudent investment strategies.

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

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

Jollibee Group Climbs 7 Spots in the 2025 Fortune Southeast Asia 500 List

The Jollibee Group moves up to 79th place in the 2025 Fortune Southeast Asia 500 list, advancing from 86th the previous year and marking an achievement as the 9th largest Philippine-headquartered company in the list. This rise reflects the Group's strong performance in its 2024 fiscal year, during which it recorded a revenue of USD4.712.1 million and a profit of USD180.1 million. Global President and CEO Ernesto Tanmantiong attributes this success to the strength of the Group's global strategy, the dedication of its teams, and the loyal support of its customers.

The Fortune Southeast Asia 500 ranks leading businesses from seven countries in the region and highlights the largest companies by revenue.

Jollibee Group Brands Shine in Brand Finance Philippines 2025 Ranking

The Jollibee Group reaffirmed its brand leadership in the Philippines as Jollibee, Mang Inasal, and Chowking earned top recognitions in the Brand Finance Philippines Top 50 2025 rankings. Jollibee maintained its recognition as the 2nd Most Valuable Filipino Brand for two consecutive years and ranked among the Top 10 Strongest Brands. Mang Inasal followed at 25th, also listed in the Top 10 Strongest Brands, while Chowking came in at 32nd.

Jollibee Group Global President and CEO, Ernesto Tanmantiong, shared that these recognitions reflect the trust and loyalty of consumers, the hard work of franchisees in elevating the brands, and the continued dedication of teams to building brands that resonate deeply with customers.

Brand Finance's rankings, which are based on marketing investment, stakeholder equity, and business performance, affirm the Group's strategic focus on brand equity, customer experience, and innovation. The strong results also demonstrate how deeply Jollibee Group's brands are woven into the everyday lives of Filipino consumers. At the heart of this success is a commitment to delivering joyful, meaningful experiences that strengthen emotional connections and loyalty.

Jollibee Group Brands Top ASEAN Restaurant Rankings for 2025

Jollibee Group Brands Jollibee, Mang Inasal, and Chowking ranked as the top three most valuable restaurant brands out of the 5,000 regional brands assessed in the Brand Finance ASEAN 500 2025 list.

Jollibee ranked first with a brand value of USD2.5 billion, marking an 8% increase from 2024 and gaining recognition as the second-fastest growing restaurant brand globally. Mang Inasal placed second (up 1% to USD377 million) and Chowking came in third (up 4% to USD262 million), cementing their status as Southeast Asia's leading quick-service restaurant (QSR) brands.

Global President and CEO, Ernesto Tanmantiong, said that the Group's continuous lead in the Brand Finance ASEAN 500 rankings reflects the strength of its brand portfolio, the passion of its teams across the Group, and the trust and love of its customers. He shared, "It affirms our leadership not only on scale, but in the hearts of the people we serve. As we continue to grow globally, we remain focused on innovation, quality, and an enduring purpose—to spread joy through superior taste."

Alex Haigh, Managing Director of Brand Finance, Asia Pacific, noted that the Jollibee Group's dominance in the restaurant sector and its ability to build brands that resonate emotionally while sustaining growth is a remarkable achievement. He added that the group's continued leadership across multiple markets reflects a clear brand strategy and a deep connection with consumers.

Brand Finance, the world's leading brand valuation consultancy, conducts annual assessments of more than 6,000 brands across 41 countries and 31 industry sectors. It determines a brand's strength and value through a methodology that blends marketing investment, stakeholder equity, and business performance to establish each brand's financial worth and overall influence.

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.

We hold quarterly global and regional council assemblies to review risks and align strategies. Our Board of Directors and the independent Jollibee Group Audit Committee also receive periodic briefings on objectives, strategies, and priorities related to data protection and security. Between these briefings, the council engages the functions under the Group's Chief Risk Officer, Chief Financial Officer, and Chief Technology Officer to keep executive leadership informed of annual plans, material issues, and resolutions.

As part of our data protection and information security policies, we process, store, and access data securely, restrict access and encrypt data appropriately, and perform security and risk assessments regularly. As part of Jollibee Group's holistic commitment to data privacy and security, we also conduct periodic Cyber Maturity Assessments, which likewise includes periodic phishing tests with follow-up, and have established a Global Breach and Incident Management Framework that serves as the foundation for a playbook tailored to local contexts.

Our goal is to maintain the trust and confidence of our customers, business associates, and employees by protecting company and personal information and ensuring data privacy. To further support this commitment, we recently introduced a privacy management platform integrated with

our customer channels to help manage data subject rights requests and privacy-related concerns, the conduct of privacy assessments, and related privacy management activities.

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

In addition, we provide comprehensive training, information drives, and periodic reminders to our employees to foster a culture of privacy and security. The training covers topics which span from theoretical concepts, down to practical application, activities, and solutions that touch on the fundamentals of People, Process, Technology, and Governance. This includes helping employees stay alert to emerging cybersecurity threats within the evolving risk landscape, such as social engineering exploits.

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

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

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

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

Our GISP and supporting standards are aligned with internationally recognized frameworks, such as but not limited to ISO 27001, NIST Cybersecurity Framework, Payment Card Industry Data Security Standard (PCI DSS), the Philippines' Data Privacy Act (DPA), and General Data Protection Regulation (GDPR), as well as other applicable regulatory and statutory requirements across various territories. This alignment guides our controls, risk management practices, and ongoing policy improvements.

17,047 EMPLOYEES RECEIVED DATA PRIVACY MANAGEMENT TRAINING IN 2025

18,745 EMPLOYEES RECEIVED CYBERSECURITY TRAINING IN 2025

OUR PEOPLE GOALS

PILLAR	FOCUS AREAS	JOLLIBEE GROUP	
		GOALS	2025 STATUS
<p>PEOPLE We Help Make People's Lives Better</p>	<p>Employee Welfare</p>	<p>Provide all employees with learning and development that empowers them to achieve career milestones</p>	<ul style="list-style-type: none"> We provided an average of 26.4 training hours per employee. Our employees follow an Individual Development Plan, in which each employee undergoes development interventions in Exposure, Experience, Environment, or Education
		<p>Maintain workplace safety & health and fair labor practices</p>	<ul style="list-style-type: none"> Jollibee Group maintained strong workplace safety, health, and fair labor practices in 2025 through full compliance with local labor and OSH regulations, zero major violations in key markets, continuous safety training and audits, and strengthened protections for employee rights, well-being, and inclusive employment
		<p>Achieve high employee engagement measured through Gallup's Q12 framework, targeting to significantly surpass the industry benchmark yearly</p>	<ul style="list-style-type: none"> 73% of employees were classified as engaged, surpassing the worldwide average of 23%. This places Jollibee Group at the 78th percentile of Gallup's Q12 Percentile Ranking global database in 2025 placing JFC at World Class levels (75th percentile or more). We also received the prestigious Gallup Exceptional Workplace Award for the fourth time (2020, 2023, 2024, 2025) Jollibee Group earned a spot on TIME Magazine's "World's Best Companies" list for three consecutive years (2023, 2024, 2025)
		<p>Advance our Joy For All Inclusivity Strategy by fostering mutual respect and belonging, recognizing each person's uniqueness, ensuring equitable opportunities to create joyful experiences, and upholding zero tolerance for discrimination</p>	<ul style="list-style-type: none"> Women represent 56% of senior management positions, and 54% of our global workforce We employed approximately 1,000 senior citizens and persons with disabilities (PWDs) through our Inclusive Employment Program since 2023

PILLAR	FOCUS AREAS	JOLLIBEE GROUP	
		GOALS	2025 STATUS
<p>PEOPLE We Help Make People's Lives Better</p>	<p>Customer Welfare and Satisfaction</p>	<p>Ensure 100% of tickets received in our Feedback Management System reach resolution owners within 24 hours</p>	<ul style="list-style-type: none"> We continue to ensure that 100% of captured complaints reach the appropriate resolution owner within 24 hours
		<p>Target high customer satisfaction through Net Promoter Scores that significantly exceed industry benchmark</p>	<ul style="list-style-type: none"> In 2025, Jollibee Group reported a Net Promoter Score of 76, well above the industry benchmark of 50
		<p>Target minimum 90% Customer Recovery annually in complaints management</p>	<ul style="list-style-type: none"> Our Customer Recovery process successfully retained 84.9% of customers who lodged complaints. The remaining 15.1% reflects cases where customers did not respond to follow-up efforts
	<p>Farmers Livelihood & Communities</p>	<p>Bring joy to more than 5 million people by 2030, through community uplift and support</p>	<ul style="list-style-type: none"> 5,763 small holder farmers engaged through our Farmer Entrepreneurship Program (FEP) since 2008
			<ul style="list-style-type: none"> 3,637 underprivileged youth provided with educational scholarships through our ACE program since 2005
			<ul style="list-style-type: none"> 314,000 undernourished school children reached through our BLT Central Kitchen Program since 2017
			<ul style="list-style-type: none"> 1,000 senior citizens and persons with disabilities hired through our Inclusive Employment Program since 2023
		<p>Provide employment opportunities for 6,000 underprivileged youth by 2030</p>	<ul style="list-style-type: none"> Over 3,637 underprivileged youth provided with educational scholarships since ACE program started in 2005, enabling them to pursue employment within or outside the Company
	<p>At least 10,000 volunteer hours annually</p>	<ul style="list-style-type: none"> In 2025, Jollibee Group Philippines and all PH-Based Units' employees contributed an estimated 8,431 volunteer hours through initiatives such as mangrove tree planting, coastal bay clean-ups, Kawa community kitchen, and other local initiatives 	
	<p>Implement community relations activities across our stores to support local communities globally</p>	<ul style="list-style-type: none"> In 2025, the CBTL Support Center volunteered twice at the Los Angeles Food Bank, contributing 16 service hours and helping assemble 48,000 pounds of produce to support the local community 	

			<ul style="list-style-type: none"> Smashburger’s Support Center team volunteered 40 hours at a local food bank through a community team-building activity and supported marketing programs that included collecting letters for troops in partnership with a local radio station In partnership with Tencent Public Welfare, Jollibee Group China supported the “Meals of Love for Sanitation Workers” initiative in 2025, providing meals to sanitation workers and reinforcing the Group’s commitment to community care and social responsibility
		<p>Provide at least PHP680 million in support of smallholder farmers by the end of 2030 through direct sourcing, market access, and training programs</p>	<ul style="list-style-type: none"> PHP 107 million pesos provided in support of smallholder farmers through the Farmer Entrepreneurship Program (FEP) from 2023-2025
	<p>Good Governance</p>	<p>Uphold good governance, respect human rights, and exercise ethical practices across the organization</p>	<ul style="list-style-type: none"> The JFC Code of Business Ethics (CoBE) is cascaded to all new employees during onboarding, with annual reinforcement provided to existing employees to ensure consistent awareness and adherence Received two Golden Arrows at the 2025 Golden Arrow Awards Received the 3G Excellence in Sustainability Reporting Award at the 10th Global Good Governance (3G) Awards Received Bronze award in the Community Impact Reporting category at the 11th Asia Sustainability Reporting Awards (ASRA)

		<p>100% of employees trained annually on data privacy and security protocols & maintain robust customer data protection measures</p>	<p>>99% employees trained in 2025. Mandatory Global Information Security Policy e-learning is required of all existing and new employees globally, and annual Mandatory Renewal Training is being required for all employees</p>
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PLANET

WE TREAT THE PLANET RESPONSIBLY

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

PACKAGING & RECYCLING

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

PACKAGING INITIATIVES AT OUR RESTAURANTS

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

SINGLE-USE PACKAGING MATERIAL REDUCTION INITIATIVE	BRANDS
Shifting from polystyrene (PS) to polypropylene (PP) in packaging applications, weight from 1.6g reduce to 1.3g	<ul style="list-style-type: none"> Jollibee Group worldwide
Utilize reusable wares to minimize waste for dine-in service	<ul style="list-style-type: none"> Jollibee Group worldwide
Re-use of empty packaging containers of raw materials as waste storage bins	<ul style="list-style-type: none"> Jollibee Philippines, Singapore, Malaysia, Hong Kong Mang Inasal Chowking Greenwich Panda Express
Adopting biodegradable packaging	<ul style="list-style-type: none"> Jollibee Philippines Red Ribbon US Tim Ho Wan China Hong Zhuang Yuan Chowking
Utilizing lighter-weight packaging materials based on robustness and durability for delivery and take-away	<ul style="list-style-type: none"> Hong Zhuang Yuan China Mang Inasal
Streamlined the packaging structure and remove unnecessary layers and components to reduce weight and waste	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Tim Ho Wan

Utilizing bagasse as the raw material for family tray from 2023	<ul style="list-style-type: none"> • Panda Express
Implementing systemwide roll- out of paper straws and wooden stirrer from 2023	<ul style="list-style-type: none"> • Burger King
Started replacing plastic pizza sleeves with paper pizza sleeves in kiosks in 2023	<ul style="list-style-type: none"> • Greenwich
Substituting plastic condiment bags with paper-based alternative from 2023	<ul style="list-style-type: none"> • Greenwich • Red Ribbon Philippines
Removal of rice wrapper for dine-in meals from 2023	<ul style="list-style-type: none"> • Greenwich
Shifting party pan material from plastic to paper	<ul style="list-style-type: none"> • Mang Inasal
Reducing material weight of packaging such as Chao Fan Cups, chicken boxes and Wonton Mami Soup packaging, starting in 2024	<ul style="list-style-type: none"> • Chowking
“Skip the Straw” campaign which includes the display of marketing materials at cashier tables to encourage customers to reduce their plastic usage	<ul style="list-style-type: none"> • Jollibee Group Philippine brands
Widespread use of bamboo stirrers for coffee and hot drinks	
Introducing reusable tumblers	<ul style="list-style-type: none"> • Jollibee Philippines



Sustainable Material Replacement

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

SUSTAINABLE MATERIAL REPLACEMENT INITIATIVE	BRANDS
Adopted “Project Wash” which is to utilize reusable wares for dine-in as an alternative to single-use items	<ul style="list-style-type: none"> • Jollibee Group selected brands worldwide
Shifting paper menus to digital menu boards	<ul style="list-style-type: none"> • Jollibee Group selected brands worldwide
Bio-degradable packaging for takeaways	<ul style="list-style-type: none"> • Jollibee • Red Ribbon US • Chowking
Use of environmentally safe inks and printing techniques on single-use packaging to minimize the chemical impact on the environment	<ul style="list-style-type: none"> • Hong Zhuang Yuan China
Choosing recyclable materials to make it easier for customers to recover and recycle packaging	

Replacing plastic packaging with paper packaging	<ul style="list-style-type: none"> • Greenwich • Burger King
Use of cup sealing instead of plastic lids	<ul style="list-style-type: none"> • Burger King
Exploring transition from polystyrene (PS) to paper/non-PS material for sauce cups and lids, and smaller-size rice and Siopao wrappers	<ul style="list-style-type: none"> • Chowking Philippines
Systemwide implementation of bamboo stirrers for coffee	<ul style="list-style-type: none"> • Jollibee Group Philippine brands
All packaging used in China complies with national standards and regulations	<ul style="list-style-type: none"> • Hong Zhuang Yuan China • Yonghe King • Tim Ho Wan
Closed-loop recovery of food scraps and compatible compostable packaging into farm inputs (under review)	<ul style="list-style-type: none"> • Jollibee Singapore

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

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

In 2025, strengthened partnerships with key government agencies were important in expanding our EPR efforts. We continued our collaboration with the Laguna Lake Development Authority (LLDA) through the Abot Kamay para sa Laguna de Bay program which mobilizes employee volunteers, empowers lakeshore communities, and ensures the responsible recovery and recycling of plastic waste collected along the country’s largest freshwater lake. Since joining the program in 2024, we have helped recover over 13,794 kg of plastic. All recovered materials are upcycled or repurposed through our accredited recycler, Greencycle. This partnership successfully integrates environmental education, community stewardship, and circular economy practices, demonstrating how EPR compliance can translate into long-term, ecosystem-wide benefits.

At the same time, we also partnered with the Metropolitan Manila Development Authority (MMDA) which reinforces our commitment to reducing plastic leakage in urban waterways by supporting waste recovery efforts in flood-prone creeks leading to Metro Manila’s pumping stations. Community members are encouraged to segregate and collect plastic waste, supported by an incentive-based rewards system. The collected plastics are then upcycled and repurposed into usable materials through our accredited recycling partner. In 2025, this initiative prevented a total of 2,429 kg of plastics from entering waterways while also contributing to flood mitigation and community empowerment.

By integrating government partnerships, community engagement, and third-party recycling systems, we aspire to go beyond legal compliance and demonstrate responsible plastic stewardship. In January 2026 we earned a Special Citation for Obligated Enterprises during the Zero Waste to Nature (ZWTN) Awards of the Department of Environment and Natural Resources

(DENR), where our sustained and measurable efforts in EPR compliance were recognized for delivering tangible environmental and social impact.

Lastly, packaging is one of the six key categories identified in our Responsible Sourcing Program. Under the program, we set a target to source 100% of our consumer-facing packaging, including both fiber and plastic, from renewable, recycled, or certified sources by 2035. We set a goal to eliminate expanded polystyrene (EPS) packaging by 2025. Most Jollibee Group markets are now EPS-free for guest packaging. Jollibee Vietnam has reached 97% EPS-free packaging as of end-2025 and is on track to complete full transition by September 2026, as supplier capacity and capability continues to scale.

50% PLASTIC RECOVERY TARGET ACHIEVED IN 2025

Year	Plastic recovery target	Progress
2023	20%	Achieved
2024	40%	Achieved
2025	50%	Achieved ¹
2026	60%	In progress
2027	70%	In progress
2028	80%	In progress

¹ Undergoing third-party audit

PACKAGING INITIATIVES AT OUR MANUFACTURING SITES

We are committed to reducing our reliance on single-use plastics by implementing initiatives focused on reducing, recovering, and recycling plastics used in raw material packaging and primary packaging for premixes and finished products. As a result of these efforts, by 2025, we have further reduced single-use packaging materials and overall waste across our manufacturing sites in the Philippines.

- Upsized containers for raw materials and returnable containers for selected raw materials packaging for reuse, to reduce the use of single-use packaging materials
- Downsizing of LDPE film (Low-Density Polyethylene film) and pre-packs PE film (Polyethylene film for pre-packaged goods)
- Yield and quality improvement initiatives to reduce waste generation
- Use of empty packaging containers of raw materials as waste storage bins
- Use of empty raw material sacks as waste bags
- Selling selected scrap items for recycling, such as plastic gallons and corrugated cartons from raw material packaging
- Recycling LDPE & LLDPE stretch film waste by converting it into trash bags
- Adopt washable containers as an alternative to single-use plastic items

Recovering and Recycling Plastic and Paper Waste

In 2025, Jollibee Group continued its partnership with Gamilla Trading to recover and recycle outdated cartons, residual plastics, and gallon plastics. Gamilla Trading manages collection, segregation, washing, drying, and sorting, then works with specialized processors to convert materials into new inputs. For example, recovered plastics are transformed into recycled pellets used to produce tubs, basins, and other products. The initiative, launched in 2019 at C3 Zen3, Canlubang Baking Facility, and Chowking Sucat commissaries. With the success of this initiative, implementation in other commissary facilities is underway.

Transforming Mixed Solid Waste as Alternative Fuel For Cement Production Through Co-Processing

In 2025, Jollibee Group commissaries in the Philippines continued their collaboration with Geocycle Philippines, a subsidiary of the Holcim Group's global waste management division. Certified under ISO 14001, ISO 45001, and ISO 9001, Geocycle Philippines adheres to international standards for quality and safety. This partnership focuses on repurposing mixed solid waste into alternative fuel and raw materials for cement production, reducing dependence on fossil fuels and natural resources. 50.2 metric tons of solid waste is used for alternative fuel and incorporated into cement co-processing procedure for 2025. The initiative has played a key role in cutting greenhouse gas emissions, underscoring our dedication to climate action.

50.2 METRIC TONS OF SOLID WASTES USED FOR ALTERNATIVE FUEL AND INCORPORATED INTO CEMENT CO-PROCESSING PROCEDURE FOR 2025

EMISSIONS & WATER MANAGEMENT

Jollibee Group prioritizes emissions and water management through policies and programs that enhance business resilience, support long-term growth, and safeguard the environment. Key actions focus on identifying climate opportunities and transition risks, measuring and reducing GHG emissions, improving energy efficiency, and water efficiency management.

CLIMATE RISKS AND OPPORTUNITIES

As part of our continued efforts to strengthen the management of climate-related physical risks and enhance business resilience, we conducted a comprehensive physical risk assessment and climate scenario analysis in 2025. This assessment focused on material physical risks, tropical cyclones, flooding, extreme heat, and sea level rise, that pose significant threats across our value chain, potentially affecting our business strategy, operations, and financial performance.

For more information, please see IFRS S1 and S2 Disclosure section in the Appendix

Additionally, we continue to work on understanding our Greenhouse Gas footprint covering Scope 1, 2, and 3 emissions. In 2025, Scope 2 emissions had the highest impact mainly from the utilization of electricity from the grid by our stores and facilities.

For information on our current Scope 1 and 2 emissions, please see the Planet section in the Appendix.

ENERGY EFFICIENCY

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

Energy Efficiency in our Manufacturing Sites

Optimizing Manufacturing Process

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

Focus Areas on Corporate Manufacturing & Logistics Sustainability Program

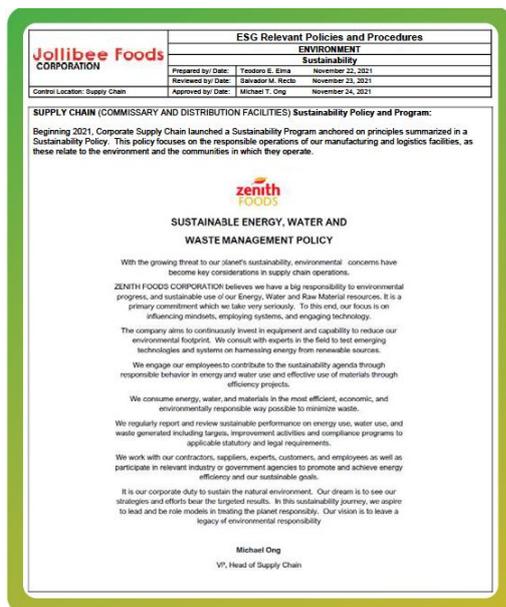
Culture	Process Optimizations	Maintenance	Technology
<ul style="list-style-type: none"> Introduced educational campaigns to increase employees' environmental awareness and behavior Daily Direction Setting, PDCA meetings, Leak Hunting, leaders' walkthroughs, and training Reward & Recognition for Sustainability 	<ul style="list-style-type: none"> Improve Overall Equipment Effectiveness (OEE) in our manufacturing processes Refrigeration System optimization Boiler System optimization Lighting optimization 	<ul style="list-style-type: none"> Implementing Defect Handling & Preventive Maintenance through SAP systems in order to ensure timely and properly maintain the base condition equipment 	<ul style="list-style-type: none"> Roof top Solar Panels Variable frequency drives Process automation Cold Storage Jamison doors Machine interlocks Boiler Economizers Cosmotor Energy Saving Devices Motion sensors Automated controller Control Panel timers

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

Aligned with the Energy Efficiency and Conservation Act (Republic Act No. 11285) and renewable energy policies, we remain committed to decarbonizing our value chain. The Corporate Supply Chain issued a Sustainability in Energy, Water, and Waste Management Policy, which emphasizes improving systems, programs, and processes for more efficient resource use. To encourage

participation, we recognize and reward outstanding sites and individuals contributing to energy, water, and food loss reductions through programs like the 2024 Sustainability Champions for Energy, Water, and Food Loss Reduction. These initiatives inspire our teams to continue advancing sustainability efforts and reducing environmental impact.

In our China manufacturing sites, we achieved measurable reductions in energy consumption per ton of product through technological advancements. By implementing pre-cooling technology, we reduce electricity usage in quick-freezing processes. Additionally, the replacement of high energy-consuming power frequency air compression equipment with energy-efficient frequency conversion alternatives further decreased energy consumption in refrigeration. Energy usage under refrigeration is monitored daily, allowing us to analyze reductions compared to previous years.



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

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

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

As part of our strategy to decarbonize the supply chain, we collaborated with First Gen Corporation through Pi Energy Inc., for Jollibee Group commissaries and logistics facilities in the Philippines, to install a total of 16,800 solar panels completed in phases from November 2023 to May 2024, these installations collectively delivered 9.1 megawatts of renewable energy capacity. From 2024 to 2025, the program reduced electricity expenses by PHP5 million, demonstrating both environmental and financial benefits. Furthermore, on January 8, 2026, together with the new Danao Commissary in Cebu, we switched on its 2.78MWp and 3,977 Roof Solar Panel

system. This brings a total of over 20,777 solar panels and nearly 12MWp of solar powered electricity.

The initiative offsets up to 25% of monthly grid electricity consumption at specific sites and is projected to avoid 90,000 metric tons of greenhouse gas emissions over 25 years—equivalent to planting nearly 370,000 trees. This milestone supports the Company’s global sustainability agenda, reinforcing its commitment to integrating renewable energy into operations and reducing environmental impact.

At the end of 2025, our manufacturing facilities in the Philippines delivered a 37% reduction in energy use ratio versus a 2020 baseline. We consume energy in the most efficient, economic, and environmentally responsible way to minimize waste. To reduce our footprint, we invest in equipment and capability and consult experts to pilot emerging technologies, including waste-to-energy systems, rooftop solar, and other renewables.

Jollibee Group Powers Philippine Commissaries with 99% Renewable Energy

In 2025 the Jollibee Group transitioned 99% of the electricity used in its Philippine commissaries to renewable energy, primarily through geothermal power supplied by First Gen Corporation, reinforcing its renewable energy adoption and operational resilience. With 11 MW of geothermal electricity sourced from First Gen’s power plants, we expect to reduce greenhouse gas emissions by over 70% across covered sites. This milestone builds on earlier initiatives including the 2023 installation of 17,000 solar panels with over 9 MW of capacity across our Parañaque and Laguna facilities, along with a Remote Energy Monitoring System to optimize energy use at our logistics hub, all completed in 2024.

Energy Efficiency in our Restaurants

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

Energy Efficiency Measures adopted by our Restaurants

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

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

We offer various training programs and initiatives, including Energy Management, Project Greenovation, the Sustainability Survey, and the Pollution Control Officer Training program, among others. These sessions are held throughout the year to equip our personnel with the

necessary knowledge and skills to effectively conserve energy and integrate sustainability into their daily operations. Additionally, our in-house technicians receive regular and timely training to maintain high standards of efficiency.

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

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

In China, kitchen equipment accounts for a significant portion of energy usage. To address this, energy consumption during peak periods has been reduced by combining equipment and incorporating microwave ovens. Yonghe King has successfully lowered energy use from its production equipment as part of these efforts.

In 2025, Jollibee brand Philippines released store-level best practices:

- Continued rollouts of Project Redux (kitchen equipment) and Project 24 (dine-in air conditioning), targeting the top energy drivers such as ventilation (exhaust and fresh air), air-conditioning, walk-in cold storage, and lighting
- Deploying the 3G Kitchen model with electric and automated equipment in new and renovated company-owned and franchise stores. This includes electric and automated noodles and induction cookers. For existing sites, we are standardizing inverter air conditioning replacements and IE3 high-efficiency motors
- Starting 2026, Level-Up Joy Store 3.0 technologies will be adopted by new, renovated, and relocated company-owned Free-Standing and Free-Standing with Drive-Thru stores, which include as a standard:
 - Solar PV System
 - Inverter air conditioning
 - IE3 High-Efficiency motors
 - Upblast fans
 - Motion-sensor lighting
 - We also plan a 2026 proof of concept for Energy Management IoT and variable frequency drives to further optimize performance

In Jollibee restaurants across EMEAA, we introduced various initiatives to lower energy consumption in stores. These include scheduling equipment usage, conducting preventive maintenance with accredited service providers, and equipping in-house technicians with training to handle basic equipment upkeep.

In countries such as Vietnam, the UK, Italy, and Spain, energy efficiency has been further improved by carefully timing the activation of equipment during store opening routines. Together, these efforts have led to a significant reduction in energy usage across the region.

As of 2025, a total of 141 stores in the Philippines were equipped with solar panels, including 115 Jollibee, 20 Chowking, 5 Mang Inasal, and 1 Red Ribbon.

Earth Hour 2025

More than 4,500 Jollibee Group stores and facilities across 16 markets switched off non-essential lights for Earth Hour on March 22, 2025. This was our third year participating in Earth Hour, reflecting our ongoing commitment to energy conservation and community action. Participating brands included Jollibee, The Coffee Bean & Tea Leaf, Smashburger, Tim Ho Wan, Chowking, Red Ribbon, Mang Inasal, Yonghe King, Hong Zhuang Yuan, and Highlands Coffee Vietnam, as well as the Jollibee Group's franchised brands in the Philippines, including Burger King, Panda Express, Yoshinoya, Common Man Coffee Roasters, and Tiong Bahru Bakery.



Energy Efficiency in our Main Offices

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

In the Philippines, we recalibrated operations, maintenance, and audits to align with a hybrid work schedule and improve efficiency. Motion-triggered lighting is now installed in comfort rooms across all floors in the Jollibee Center Building and on select floors in Jollibee Plaza, where foot traffic is intermittent. Main offices have fully transitioned from CFL to LED lighting, and newly installed air-conditioning systems are inverter type. We continue proactive maintenance and scheduled AC lights-out to manage consumption. Measured impact for the new lighting installations is being captured; reductions are tracked monthly.

To further conserve energy, we are evaluating solar lamp posts and rooftop solar for Jollibee Plaza and JJACCIS, and exploring Smart Building solutions that leverage automation, sensors, and the Internet of Things (IoT) to optimize building performance. Energy mapping is used to establish

baselines, analyze usage patterns, and identify opportunities for additional savings, with monthly monitoring to assess effectiveness.

Since 2016, the Jollibee Plaza Building has sourced its electricity from renewable energy, including solar and hydropower. In 2025, the building renewed its partnership with SN Aboitiz as its Retail Electricity Supplier (RES) to continue meeting its power requirements through clean energy. Leveraging the proven benefits and successful implementation at Jollibee Plaza, additional sites are now positioned to transition to renewable energy as well, beginning with the Jollibee Center Building in 2026.

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

WATER EFFICIENCY

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

Water Stewardship in the Manufacturing Process

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

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

As part of our commitment to water stewardship, manufacturing and logistics implemented water reduction projects such as:

- Installation of nozzles to all rinse hoses
- Recovery and reuse of reverse osmosis reject water for lower quality use
- Use of recovered final rinse water for pre-rinse application or pre-washing for crate washing
- Recovery and collection of rainwater for cleaning purposes

- Water treatment processes have been optimized such as the filter and membrane backwash/cleaning process, which are based on measurements versus set schedules/times
- Utility of water chemistry for monitoring to prevent scaling and reduce water blowdown in boilers
- Use of low flow high-efficiency faucet fixtures and toilet water saving device such as use dual flush toilet converters
- Condensate recovery, blowdown optimization of evaporative condenser (EVAPCO)
- Crate Washing Optimization Initiatives
- Rainwater collector system in our new Danao commissary

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 for 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 of chemicals to coagulate and flocculate.

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

At the end of 2025, our manufacturing sites in the Philippines achieved a cumulative 40% reduction in water use ratio versus the 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 Restaurants

In the Philippines, our stores are equipped with advanced water filtration systems and undergo regular quality monitoring to ensure the provision of safe drinking water. Our stores adhere to Cleaner Production and Pollution Prevention procedures, with a focus on removing fats, oils, and grease from wastewater to reduce its organic strength. We remain committed to our Information, Education, and Communication Campaign on water conservation, sanitation practices, and water management, which aims to foster an environmentally conscious workforce and promote improved water conservation outcomes. A comprehensive Maintenance Program is in place covering the assessment of water supply tanks and plumbing lines on a regular basis to ensure any leakage can be repaired on a timely basis. We also monitor water consumption through water billing monthly. We conduct investigations into irregularities of water consumption such as sudden spikes that are not attributable to potential surge of sales. We successfully launched pilot projects that expanded our range of cost-effective solutions, including implementation of the rainwater harvesting system, water recycling system, touchless faucet, and vacuum assisted toilets. Starting in 2026, all new, renovated, and relocated free standing and free standing with drive thru Jollibee stores will adopt touchless faucets and vacuum assisted toilets as standard.

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

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

We also prioritize food safety by conducting regular water analyses. In Vietnam, Jollibee Group established a master cleaning schedule and an in-depth cleaning procedure that minimizes water consumption. Water analysis standards are 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 Main Offices

To aid in water conservation, select Jollibee Group offices in the Philippines utilize motion- sensor and pressure-controlled fixtures to regulate consumption, as well as low-flow fixtures.

To create baseline data and outline water consumption for improvement or reduction, we perform Water Usage Mapping System using water metering devices in strategic locations.

As part of our commitment to water efficiency and the well-being of our people and communities, we developed an ecosystem that includes evaluating the effectiveness of our initiatives. The Voice of the Customers (VOC) is leveraged to ensure that we are responsive to their needs and compliant with the mandates and legislation issued by national and local authorities. Through

these measures, Jollibee Group strives to continuously improve and keep pace with evolving regulations and requirements.

A drinking water analysis was implemented in our offices in the Philippines. As part of the Water System Maintenance Program, regular inspections are conducted on water systems and equipment to ensure optimal performance. To measure the effectiveness of the program, we regularly review processes through Compliance and Feedback Management and Facility Inspection. Similarly, in China and the U.S., we employ various measures such as the use of barreled 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.

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

WASTE REDUCTION

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

REDUCTION OF FOOD LOSS AND WASTE IN OUR MANUFACTURING SITES

We continually and effectively reduced waste by improving Overall Equipment Effectiveness (OEE) through implementation of Total Productive Maintenance (TPM) & LEAN tools across our manufacturing facilities in the Philippines. Out of our 14 manufacturing sites, 10 is located in the Philippines, comprising the majority and representing our largest and most significant operations.

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

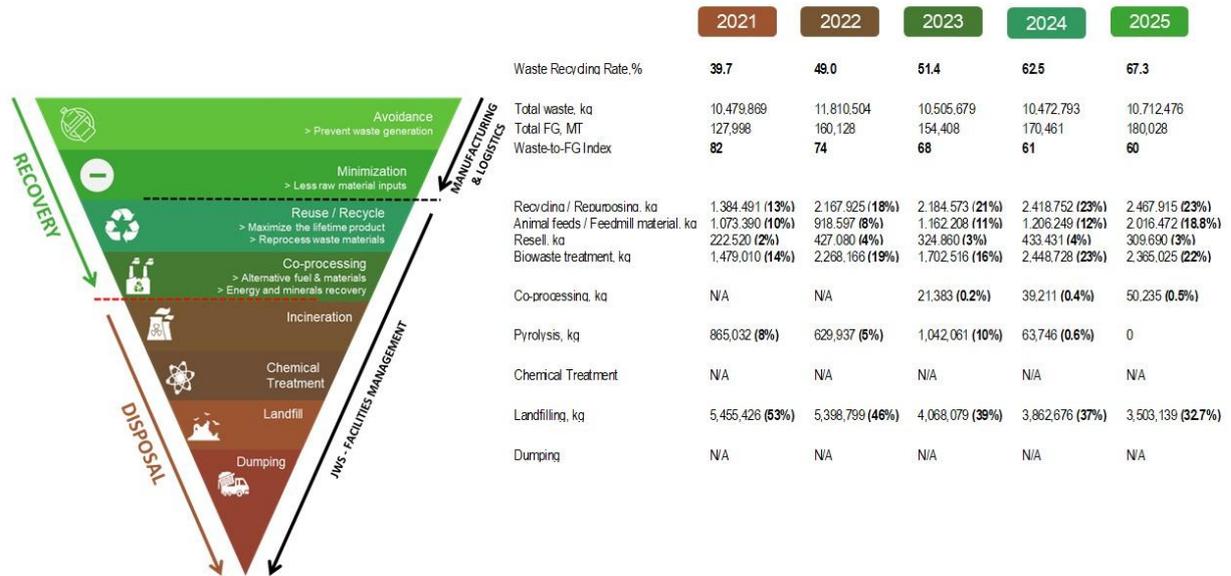
- Improving usage variance by reducing the number of manufacturing rejects
- Optimizing our Sales and Operations Planning (S&OP) and Production Planning processes for yield management and lapsing risks reduction
- Implementing the practice of using washable containers for work-in- process (WIP) materials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

- For factories in China, waste recycling agreements are signed every 3 months, and waste is removed at least 3 times a week

The Philippine sites achieved a 50% reduction in waste-generated ratio (waste per metric tons of products produced) versus the 2020 baseline.



Waste Management Approach



In line with our commitment to reducing landfill waste, we have introduced programs within our Philippine manufacturing operations focused on recovery, reuse, and recycling. By 2025, we have achieved notable advancements in our sustainable waste management efforts.

The proportion of waste disposed of through sustainable means has seen an increase rising from 39% in 2021 to 67% in 2025.

Recycling efforts have been instrumental, with materials such as cartons, plastics, tin cans, and gallons being repurposed, contributing to 32% of total waste recovery in 2025. The introduction of co-processing in 2023 further enabled the use of waste as alternative fuel and raw materials, supporting energy recovery and reducing dependence on fossil fuels. Total waste volume directed to landfill decreased by approximately 45% over the five-year period, reflecting effective waste diversion efforts.

As of 2025, 67% of waste is disposed of through sustainable means, diverted away from landfill:

	2023		2024		2025	
	Metric tons	%	Metric tons	%	Metric tons	%
Waste disposed through sustainable means (recycling, bioremediation, recycling, reselling, etc.)	5,395,539	51%	6,546,371	62.5%	7,209,326	67.3%
Waste to landfill	5,732,671	49%	3,926,423	37.5%	3,503,139	32.7%

**Covers all Philippine manufacturing sites*

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



- Repurposing of inherent meat trimmings by filleting, reselling bone scrap and composting the remaining meat waste accounted for 1,496.49 MT in 2025.
- Repurposing cake trimmings as animal foods to animal shelters and dog rescue centers accounted for 1,051.91 MT in 2025.
- Selling of selected scrap items such as plastic gallons and corrugated cartons from raw material packaging for recycling accounted for 2,342.07 MT of waste disposed through sustainable means in 2025.
- Conducting sustainable biological treatment processes such as “Bioremediation” and “Black Soldier Fly Technology”, specifically targeting meat wastes and mixed food wastes for material circularity. This accounted for 2,213.78 MT in 2025.
- Processing of selected inorganic wastes such as plastics, contaminated cartons, and other non-organic wastes from landfilling to “co-processing”. These wastes are utilized as alternative fuels in the cement production process. This sustainable disposal practice accounted for 50.24 MT of waste disposed.

Mang Inasal’s Marilao Commissary Maintains Zero-Waste to Landfill Status

In 2025, the Marilao Commissary successfully maintained its achievement of 100% sustainable waste disposal, a milestone first reached in June 2023.

This accomplishment resulted from years of dedicated efforts, including repurposing and recycling scrap waste, converting organic waste into compost, and co-processing residual waste as alternative fuel for cement production.

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

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

Waste Donation to Animal Welfare Organizations

Through our commitment to responsible resource management, the Jollibee Group has broadened our donation initiatives by redirecting safe and quality meat scraps from commissary operations to support shelters and partner organizations in meeting their feeding needs. These partners play an important role in caring for rescued, abandoned, and rehabilitated animals.

Since 2022, the Jollibee Group has partnered with the Island Rescue Organization (IRO), an NGO dedicated to caring for stray and abused animals. Through this initiative, we repurpose meat waste from our productions such as spillage, rejects, and machine waste—that is safe but no longer recommended for human consumption. This waste is properly packaged and delivered to IRO's shelter feeding programs. This effort resulted in 45.7MT of food waste donated in 2025, reducing landfill contributions and associated emissions.

In 2025, the Jollibee Group expanded meat donation initiatives to new partner organizations. The Chowking Sucat Commissary established partnerships with Animal Kingdom Foundation (AKF), APA Wildlife and Conservation Park, Pawssion Project Foundation, and Biyaya Animal Care. In its first year, there was a combined volume of 33.7 MT of meat scraps donated. In addition, the C3/Zen3 Commissaries partnered with Zoobic Safari for the same repurposing of meat scraps as feeds for their tigers and other carnivorous animals. This led to an additional 7.4 MT of meat donated.

Transforming Waste into Sustainable Livestock Feed

At the Canlubang Baking Facility (CBF) and Red Ribbon Davao Commissary, the Jollibee Group continued its partnership with Wesscon to convert food waste, such as cake trimmings and other by-products, into feed for livestock. These items, previously sent to landfills, are now sustainably processed into animal feed mill material. The process involves on-site destruction and blending of waste, followed by treatment with corn dust before delivery to Wesscon for final processing. This initiative not only reduces landfill dependency but also creates value by contributing to the agricultural sector.

The partnership has significantly improved waste recycling rates at both sites, rising from 19% to 60% at CBF and from 26% to 62% at the Red Ribbon Davao Commissary in 2025.

Advancing Organic Waste Management Through Biological Treatment Processes

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

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

Building on this success, the Jollibee Group has partnered with Nutricycle Inc. in 2025 to convert organic by-products from our commissaries and production facilities into nutrient-rich fertilizer using BSF technology. This initiative reduces landfill disposal and associated greenhouse gas emissions while advancing our circular economy approach, diverting an estimated 1,572 metric tons of waste from landfill. The program is projected to yield 480–960 bags of fertilizer annually, half donated to smallholder farmers via the Jollibee Group Foundation’s FEP and half endorsed to DENR Calabarzon’s National Greening Program. while complementing in-plant waste prevention and contributing to our progress in sustainably disposed waste. This initiative reduces landfill disposal and associated greenhouse gas emissions while advancing our circular economy approach.

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

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

At the end of 2025, our manufacturing sites in the Philippines achieved a cumulative 50% reduction in waste-generated ratio vs. 2020 baseline.

REDUCTION OF FOOD LOSS AND WASTE IN OUR RESTAURANTS

Our restaurants are dedicated to reducing food waste by adopting effective production and waste management strategies. In the Philippines, we continue to implement the Hazardous Waste Management Plan, which includes expanding cluster hauling programs to ensure efficient and cost-effective disposal of potentially hazardous waste from our stores. Additionally, we repurpose

used cooking oil by partnering with a Department of Environment and Natural Resources-accredited treater for upcycling.

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

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

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

Too Good To Go Initiative by CBTL US

Driven by its commitment to minimize food waste across café operations, The Coffee Bean & Tea Leaf (CBTL) partnered with Too Good To Go following the platform's U.S. launch in Los Angeles in 2022. Recognizing food waste as a critical industry challenge, CBTL adopted the initiative in August 2022 across all company-owned cafés to divert unsold baked goods and ready-to-eat items from landfill. Through the Too Good To Go app, customers can purchase discounted "surprise bags" of end-of-day food prepared and handled under the same strict food safety standards as regular offerings. To date, approximately 168,000 meals have been saved from disposal with customer response being highly positive, averaging 4.5 out of 5 from over 74,000 reviews. The program remains active with plans for expansion into franchise markets.

WASTE MANAGEMENT IN OUR LOGISTICS

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

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

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

WASTE MANAGEMENT IN OUR MAIN OFFICES

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

In the Philippines, waste is sorted and disposed of through accredited haulers, with recyclable materials sent to recycling facilities for proper processing. Additionally, the offices implement a Return-to-Vendor (RTV) program for specific items, including office supplies like printer cartridges, allowing vendors to reuse these resources responsibly. We are also exploring the use of compact composter machines for organic waste generated in our R&D facilities. Pending successful validation and regulatory compliance, we aim to scale this solution to store operations as a sustainable, cost-efficient disposal option that diverts waste from landfills, reduces hauling needs, and supports circular resource use.

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

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

OUR PLANET GOALS

PILLAR	FOCUS AREAS	JOLLIBEE GROUP	
		GOALS	2025 STATUS
PLANET We Treat the Planet Responsibly	Packaging & Recycling	100% of consumer-facing, fiber-based packaging are Chain of Custody certified by 2035	<ul style="list-style-type: none"> 43% of our consumer-facing, fiber-based packaging suppliers are chain of custody-certified (COC). In the Philippines, work is set to commence to transition (CoC) certified packaging
		100% of consumer-facing resin-based packaging are recyclable by 2035	<ul style="list-style-type: none"> We continue to leverage our Packaging Technical Roundtable to assess and prioritize sustainable packaging alternatives through a structured matrix that considers material performance, commercial viability, and the availability of supporting infrastructure—particularly end-of-life collection, recycling, and disposal pathways 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 recognition of our Zero Waste to Nature initiatives in the Philippines, the Department of Environment and Natural Resources (DENR) awarded Jollibee Foods Corporation a Special Citation for Obligated Enterprises in January 2026
		Fully eliminate the use of expanded polystyrene (EPS) packaging by 2025	<ul style="list-style-type: none"> Most Jollibee Group markets are now EPS-free for guest packaging. Jollibee Vietnam has reached 97% EPS-free packaging as of end-2025 and is on track to complete full transition by September 2026, as supplier capacity and capability continues to scale
	Emissions & Water Management	Conduct GHG inventory for Scopes 1, 2, and 3	<ul style="list-style-type: none"> We reported Scope 1 and 2 emissions for select business segments in 2025 and continue to expand coverage annually
		Reduce energy consumption in the manufacturing process	<ul style="list-style-type: none"> We achieved a 37% reduction in energy use ratio versus the 2020 baseline in our Philippines manufacturing plants Installed 20,777 solar panels across our manufacturing sites in the Philippines, generating 12 megawatts of clean energy
		Execute energy-saving initiatives to reduce energy consumption in our stores	<ul style="list-style-type: none"> By the end of 2025, we installed solar panels in 141 stores across 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	<ul style="list-style-type: none"> We achieved a reduction of 40% in water use ratio versus the 2020 baseline in our Philippines manufacturing plants

		Establish a deforestation free supply chain for Palm Oil and fiber-based consumer facing packaging by 2035	<ul style="list-style-type: none"> • 100% of directly sourced* palm oil globally comes from RSPO-certified companies • Two main commissaries in the Philippines have been RSPO certified in 2024 and passed RSPO surveillance audit conducted in 2025** • We continue to use 100% RSPO-certified palm oil in Burger King Philippines. We have also commenced product testing in our other brands that account for more than 90% of our global palm oil usage, as we work towards our glidepath to 100% sustainable palm by 2035
	Waste Reduction	Reduce food loss and waste to landfill in the manufacturing process	<ul style="list-style-type: none"> • We achieved a 50% total reduction in waste-generated ratio at the end of 2025 versus the 2020 baseline in our Philippine manufacturing plants • 67% of waste is disposed through sustainable means and diverted away from landfill in Philippines manufacturing plants
		Reduce food waste and other waste to landfill in the stores	<ul style="list-style-type: none"> • Across all our stores globally, we follow waste disposal protocols in compliance with local government regulations

*Palm Oil Scope. Includes PH and all IO markets that use Palm Oil in their operations. Other Markets (OMs) include VN, SG, BN, MAL, HK & MACAO, KSA, KW, QA, BA, OM, and UAE. Four markets source palm oil indirectly through distributors, representing only approximately 4% of total palm oil volume, and will require a separate certification.

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

APPENDICES

Scope of data

The coverage of our 2025 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 Group has a diverse portfolio of 19 brands, operating a total of over 10,000 restaurants spread across 33 countries. 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 restaurant network, we have focused on 13 brands and 1,434 company-owned stores covering Scope 1 and 2 emissions. Excluded from this reporting cycle are Scope 3 emissions, from franchised and joint venture locations, which we aim to include in the coming years.

Restaurants (company-owned and excl. 3Ps)	2025	
Number of restaurants	1,434 company-owned restaurants	
Number of brands	13	
Brands	Jollibee (JB), Philippines, Vietnam, United Kingdom, United States	445 restaurants
	Chowking (CK), Philippines, United States	149 restaurants
	Red Ribbon (RR), Philippines, United States	184 restaurants
	Mang Inasal (MI), Philippines	13 restaurants
	Greenwich (GW), Philippines	111 restaurants
	Burger King (BK), Philippines	131 restaurants
	Panda Express (PX), Philippines	29 restaurants
	Yoshinoya (YSH), Philippines	9 restaurants
	Hong Zhuang Yuan (HZY), China	26 restaurants
	Yonghe King (YHK), China	215 restaurants
	Tim Ho Wan (THW), China	16 restaurants
	Coffee Bean & Tea Leaf (CBTL), United States	106 restaurants

Across our supply chain and main offices, we included 14 out of our 14 company-owned manufacturing facilities, 4 out of our 4 company-owned logistics sites, and 21 out of our 21 Main Offices, covering our scope 1 and 2 emissions. Excluded are Scope 3 emissions from our supply chain, which we aim to include in the coming years.

Supply Chain and Main Office Coverage	2025	
	Country	Number of sites
Manufacturing (Company owned and exclude 3Ps)	Philippines (PH)	10/10
	China (CN)	1/1
	Vietnam (VN)	1/1
	United States (US)	2/2
Logistics (Company owned and exclude 3Ps)	Philippines (PH)	1/1
	China (CH)	3/3
Main Offices (Company owned and exclude 3Ps)	Philippines (PH)	11/11
	China (CN)	6/6
	Vietnam (VN)	1/1
	United States (US)	3/3

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

Division Coverage	2025	
	Coverage	Countries
Human Resources (HR), Data Privacy and Security (DP&S), Research & Development (R&D), Marketing, Procurement, Quality Management	Jollibee (JB)	Philippines, Singapore (except HR), Brunei (except HR), Vietnam, United Arab Emirates (except HR), United Kingdom, United States
	Chowking (CK)	Philippines, United States
	Red Ribbon (RR)	Philippines, United States
	Mang Inasal (MI)	Philippines
	Greenwich (GW)	Philippines
	Burger King (BK)	Philippines
	Panda Express (PX)	Philippines
	Yoshinoya (YSH)	Philippines
	Hong Zhuang Yuan (HZY)	China
	Yonghe King (YHK)	China
	Tim Ho Wan (THW)	China
	Coffee Bean & Tea Leaf (CBTL)	United States
	Smashburger (SB)	United States
	Data Privacy & Security, Procurement, Quality Management	Global coverage
Community Engagement	Jollibee Group Foundation	Philippines

	Non-JGF	China, Singapore, Brunei, Vietnam, United Arab Emirates, United Kingdom, United States
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FOOD

Marketing and labelling

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

Metric	Unit	2025
Percentage of significant product and service categories covered and assessed for compliance with Jollibee Group's procedures and requirements for product and service information and labeling	<i>Percentage</i>	96 ^{1, 2}
<i>No. of significant product and service categories covered and assessed</i>	<i>Number of categories</i>	2,200 ¹
<i>Total no. of product and service categories</i>	<i>Number of categories</i>	2,300 ¹
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling, by:	<i>Number of incidents</i>	3 ¹
<i>i. incidents of non-compliance with regulations resulting in a fine or penalty</i>	<i>Number of incidents</i>	0 ¹
<i>ii. incidents of non-compliance with regulations resulting in a warning</i>	<i>Number of incidents</i>	0 ¹
<i>iii. incidents of non-compliance with voluntary codes</i>	<i>Number of incidents</i>	3 ^{1,3}
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion and sponsorship, by:	<i>Number of incidents</i>	0 ⁴
<i>i. incidents of non-compliance with regulations resulting in a fine or penalty</i>	<i>Number of incidents</i>	0 ⁴
<i>ii. incidents of non-compliance with regulations resulting in a warning</i>	<i>Number of incidents</i>	0 ⁴
<i>iii. incidents of non-compliance with voluntary codes</i>	<i>Number of incidents</i>	0 ⁴
If the answer to the above question is 0, kindly write a statement confirming there were no identified non-compliance with regulations and/or voluntary codes for this FY. However, if there is an incident/s of non-compliance for this FYf briefly explain what this is/ these are.	<i>Answer Required</i>	No identified incidences of non-compliance with regulations

¹ Data covers R&D scope except US CBTL, SB

² Significant product and service categories refer to the stores or facilities that have been audited

³ Incidents of non-compliance refer to achievement of our internal FSC Certifications

⁴ Data covers Marketing scope except PH PX, YSH; US JB, CK, RR, SB

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 Jollibee Group brands in succeeding years.

Metric	Unit	2025 ¹
Total number of marketing employees	Number of employees	227
Total number of marketing employees who have received training on Responsible Marketing or have reviewed the policy in the past 3 years	<i>Number of employees</i>	123

¹ Data covers Marketing scope except PH PX, YSH; US JB, CK, RR, SB

Nutritional content (Marketing)

Metric	Unit	2025 ¹
Number of advertising impressions made on children	<i>Number of employees</i>	0

¹ Data covers Marketing scope except PH PX, YSH; US JB, CK, RR, SB

Customer health and safety

To guarantee the safety of the food we provide to each and every customer, Jollibee Group conducts thorough quality and safety inspections across all aspects of our restaurants globally. In 2025, over 25,059 Food, Service, Cleanliness and Condition (FSC) Audits were conducted worldwide. The data below covers only the inspections by external Government or Local Government Unit, which varies in nature and frequency based on different local regulations.

Metric	Unit	2025 ¹
Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	<i>Percentage</i>	100 ²
No. of significant product and service categories for which health and safety impacts are assessed for improvement	<i>Number of categories</i>	4,755
Total no. of product and service categories	<i>Number of categories</i>	4,755
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by:	<i>Number of incidents</i>	9 ³
i. incidents of non-compliance with regulations resulting in a fine or penalty	<i>Number of incidents</i>	2
ii. incidents of non-compliance with regulations resulting in a warning	<i>Number of incidents</i>	7
iii. incidents of non-compliance with voluntary codes	<i>Number of incidents</i>	0

¹ Data covers Quality Management country-defined scope

² Significant product and service categories refer to the stores or facilities that have been audited

³ Non-compliance refers to incidents resulting in consequences such as fines, penalties or warnings, which have been addressed

Food safety

Metric	Unit	2025¹
Percentage of restaurants inspected by a food safety oversight body	<i>Percentage</i>	26.3 ²
No. of restaurants inspected	<i>Number of restaurants</i>	1,242
Total no. of restaurants	<i>Number of restaurants</i>	4,718
Percentage receiving critical violations	<i>Percentage</i>	0.3
No. of restaurants inspected	<i>Number of restaurants</i>	12
Total no. of restaurants	<i>Number of restaurants</i>	4,575
Number of food safety-related recalls issued	<i>Number of recalls</i>	1 ⁵
Total amount of food product recalled	<i>Metric tons (t)</i>	430
Number of confirmed foodborne illness outbreaks	<i>Number of outbreaks</i>	0
Percentage resulting in investigation by the applicable jurisdictional legal or regulatory public health authorities (e.g. CDC, FDA)	<i>Percentage</i>	0
No. of confirmed foodborne illness outbreaks resulting in investigation by the applicable jurisdictional legal or regulatory public health authorities (e.g. CDC, FDA)	<i>Number of outbreaks</i>	0
No. of confirmed foodborne illness outbreaks	<i>Number of outbreaks</i>	0
Health, Safety & Security	-	
No. of stores with Health, Safety & Security self-assessment	<i>Number of stores</i>	4,321 ³
Store base	<i>Number of stores</i>	4,471 ³
% submission per business unit	<i>Percentage</i>	96.6 ³
ESG ⁴	--	
No. of stores with ESG self-assessment	<i>Number of stores</i>	3,864 ³
Store base	<i>Number of stores</i>	4,426 ³
% submission per business unit	<i>Percentage</i>	87.3 ³
FSC	-	
No. of stores with official FSC audit	<i>Number of stores</i>	4,686
No. of stores passed the official FSC audit	<i>Number of stores</i>	4,625
% FSC Passing Rate	<i>Percentage</i>	98.7

¹ Data covers Quality Management country-defined scope

² The figure represents inspection by external Government or Local Government Unit, which varies in nature and frequency based on different local regulations. Internal Jollibee Group Food, Service, Cleanliness and Condition (FSC) audits are conducted for our restaurants yearly.

³ Additional declarations on Health, Safety & Security and ESG cover Quality Management scope except CN THW

⁴ 2025 was the first year of roll-out

⁵ This have been addressed

Customer management

The Net Promoter Score reflects customers' likelihood to recommend our brands, products, and services. In 2025, Jollibee Group achieved an NPS of **76%**, well above the industry benchmark of **50%**, demonstrating strong customer satisfaction and loyalty.

Our Feedback Management System captures insights across multiple channels—including in store and in app surveys, delivery platforms, email, and social media—allowing us to continuously improve customer experience and ensure complaints reach resolution owners within 24 hours.

The 2025 NPS is not directly comparable to previous years due to the transition to a new VOC system and the expansion of scope from 11 to 14 brands; however, performance remains significantly above industry standards.

Metric	Unit	2025 ¹
Net Promoter Score	<i>Percentage</i>	76.1 ²
Total respondents		3,856,125
Promoters		3,246,122
Passives		298,488
Detractors		311,515
Percentage of promoters	<i>Percentage</i>	84
Percentage of passives	<i>Percentage</i>	8
Percentage of detractors	<i>Percentage</i>	8
Total no. of customers complaints captured	<i>Number of complaints</i>	286,501
Total no. of invalid complaints	<i>Number of complaints</i>	4,784 ³
Total no. of valid complaints	<i>Number of complaints</i>	280,313
Food	<i>Number of complaints</i>	60,456
Customer service	<i>Number of complaints</i>	79,919
Safety	<i>Number of complaints</i>	754 ⁴
Store cleanliness	<i>Number of complaints</i>	24,929 ⁴
Others	<i>Number of complaints</i>	114,255 ⁴
Total number of complaints addressed	<i>Number of complaints</i>	279,390
Complaints per million transactions	<i>CPMT</i>	3 ⁵
Percentage complaints over number of transactions	<i>Percentage</i>	0.03
No. of complaints	<i>Number of complaints</i>	286,501
Total no. of transactions	<i>Number of transactions</i>	941,700,051
Feedback closure rates	<i>Percentage</i>	96
No. of feedback closed	<i>Number of feedback</i>	381,472
Total no. of feedback received	<i>Number of feedback</i>	397,281

¹ Data covers Quality Management country-defined scope

² Net Promoter Score indicates the likelihood of customers recommending our brand, products, and services to others. Data includes Common Man Coffee Roasters, Tiong Bahru Bakery, Milksha, excludes Burger King and THW.

³ Total no. of invalid complaints covers Quality Management scope except CN THW

⁴ Total no. of valid complaints on safety, store cleanliness, and others cover Quality Management scope except CN THW

⁵ Data on complaints was changed to reflect the number of complaints per 10,000 transactions starting in 2024, instead of the previous measurement of per million transactions.

Supply Chain Management & Food Sourcing

Metric	Unit	2025 ¹
Percentage of food purchased that meets environmental and social sourcing standards	<i>Percentage</i>	85
Cost of food (and food products) purchased that meets environmental and social standards	<i>Currency in PHP</i>	88,595,757,327
Total cost of food (and food products) purchased	<i>Currency in PHP</i>	104,230,302,738
Percentage of food purchased that is certified to third-party environmental and/or social standards	<i>Percentage</i>	83
Cost of food (and food products) purchased that has been certified to a third-party environmental or social standard	<i>Currency in PHP</i>	18,094,661,519
Total cost of food (and food products) purchased	<i>Currency in PHP</i>	21,690,905,703
Percentage of eggs that originated from a cage-free environment	<i>Percentage</i>	99.6 ²
Number of eggs purchased that originated from a cage-free environment	<i>Weight in kilogram</i>	2,764,886 ²
Total number of eggs purchased	<i>Weight in kilogram</i>	2,775,716 ²

¹ Data covers Global Suppliers centrally managed by Global Procurement team

² Data covers US, Canada, PH Tiong Bahru Bakery, PH Common Man Coffee Roasters

Raw material sourcing

Metric	Unit	2025 ^{1,2}
Percentage of products externally certified by agencies with the most stringent standards	<i>Percentage</i>	61.8
No. of products externally certified by agencies with the most stringent standards	<i>Number of products</i>	1,985
Total no. of products	<i>Number of products</i>	3,214
Percentage of products with traceable origin of raw materials	<i>Percentage</i>	72.1
No. of products with traceable origin of raw materials	<i>Number of products</i>	2,322
Total no. of products	<i>Number of products</i>	3,221

¹ Data covers Procurement country-defined scope

² Key Categories include Poultry & Eggs, Palm Oil, Beef, Packaging, Dairy, and Coffee. For local suppliers – defined as not managed by global procurement

Procurement practices

Metric	Unit	2025^{1, 2}
Percentage of the procurement budget (spend) used for significant locations of operation that is spent on suppliers local to that operation	<i>Percentage</i>	50
<i>Amount used to purchase products and services locally (NOT imported) in significant locations of operations</i>	<i>Currency in PHP</i>	180,372,252,409
<i>Total procurement budget (spend) for significant locations of operations</i>	<i>Currency in PHP</i>	363,561,133,745

¹ Data covers Procurement country-defined scope

² Local suppliers – defined as not imported

Accreditation

Metric	Unit	2025¹
Percentage of accreditation of vendors for PH and Global categories that were successfully conducted through online Ivalua platform	<i>Percentage</i>	100

¹ Data covers Global Suppliers centrally managed by Global Procurement team

PEOPLE

Employee Welfare

Metric	Unit	2025 ¹				
		Total	Male	Female	Others	Not disclosed
Total employee count	<i>Number of employees</i>	28,946	13,423	15,523	0	0
Total number of employees by category:						
Executive (AVP and Up)	<i>Number of employees</i>	214	111	103	0	0
Director	<i>Number of employees</i>	253	120	133	0	0
Senior Manager	<i>Number of employees</i>	354	134	220	0	0
Manager	<i>Number of employees</i>	1,486	592	894	0	0
Officer	<i>Number of employees</i>	2,169	899	1,270	0	0
Specialist/Supervisor	<i>Number of employees</i>	6,943	2,919	4,024	0	0
Associate/Rank & File	<i>Number of employees</i>	17,527	8,648	8,879	0	0
Total number of employees at senior management level	<i>Number of employees</i>	821	365	456	0	0
Total number of employees by work type:						
Number of permanent employees	<i>Number of employees</i>	26,587	12,802	13,785	0	0
Number of temporary employees	<i>Number of employees</i>	2,359	621	1,738	0	0
Number of non-guaranteed hours employees	<i>Number of employees</i>	454	239	215	0	0
Number of full-time employees	<i>Number of employees</i>	19,724	9,451	10,273	0	0
Number of part-time employees	<i>Number of employees</i>	9,222	3,962	5,260	0	0

¹ Data covers HR scope

Metric	Unit	2025 ¹				
		Total	Male	Female	Others	Not disclosed
Diversity and Equal Opportunity:						
Age group of employees:						
<30 years old	<i>Number of employees</i>	12,807				
30 - 50 years old	<i>Number of employees</i>	13,205				
>50 years old	<i>Number of employees</i>	2,934				
Number of employees in minority groups	<i>Number of employees</i>	7,642 ²				
Number of employees in vulnerable groups	<i>Number of employees</i>	7,898 ²				
Number of employees employed within the reporting country	<i>Number of employees</i>	28,946				
Number of employees within the local community	<i>Number of employees</i>	24,583 ³				
Number of senior management level employees employed within the local community	<i>Number of employees</i>	759				
Rates:						
Percentage of employees per employee category in each of the following diversity categories by gender:						
Age group:						
<30 years old	%	44	46	54		
30 - 50 years old	%	46				
>50 years old	%	10				
Employees in minority groups	%	26 ²				
Employees in vulnerable groups	%	27 ²				
Employees employed within the reporting country	%	100				
Employees within the local community	%	85 ³				
Percentage of senior management at significant locations of operation that are hired from the local community	%	92				

¹ Data covers HR scope

² Data excludes UK - JB

³ Local community defined as: **Philippines (PH):** Employees who live and work within the same **REGION** (Region 1-17). **China (CN):** Employees who live and work within the same **PROVINCE** (34 provinces). **United States (US):** Employees who live and work within the same **STATE** (50 states). **Vietnam:** Employees who live and work within the same **REGION** (Northwest, Northeast, Red River Delta, North Central Coast, South Central Coast, Central Highlands, Southeast, and Mekong River Delta) **UK:** Employees who live and work within the same **NATION** (England, Scotland, Wales, or Northern Ireland).

Remuneration

Metric	Unit	2025 ¹
Number of workers covered by collective bargaining agreements	<i>Number of employees</i>	3,687
Entry level wage in the reporting country	<i>PHP</i>	
Ratio of the entry level wage in the reporting country (by gender)	<i>Ratio</i>	1:1 ²
Percentage of workers covered by collective bargaining agreements	<i>%</i>	13

¹ Data covers HR scope

² Data covers HR - PH only

New employee hires

Metric	Unit	2025 ¹				
		Total	Male	Female	Others	Not disclosed
Total number of new employees during the reporting period:	<i>Number of employees</i>	8,608	4,192	4,416	0	0
By age group:						
<30 years old	<i>Number of employees</i>	5,292				
30 - 50 years old	<i>Number of employees</i>	2,418				
>50 years old	<i>Number of employees</i>	898				
Total voluntary employee turnovers:	<i>Number of employees</i>	9,439	4,705	4,734	0	0
By age group:						
<30 years old	<i>Number of employees</i>	5,938				
30 - 50 years old	<i>Number of employees</i>	2,603				
>50 years old	<i>Number of employees</i>	898				
Total involuntary employee turnovers:	<i>Number of employees</i>	1,059	642	417	0	0

¹ Data covers HR scope

Metric	Unit	2025 ¹				
		Total	Male	Female	Others	Not disclosed
By age group:						
<30 years old	<i>Number of employees</i>	600				
30 - 50 years old	<i>Number of employees</i>	407				
>50 years old	<i>Number of employees</i>	52				
Total voluntary and involuntary employee turnovers:	<i>Number of employees</i>	10,496	5,345	5,151	0	0
By age group:						
<30 years old	<i>Number of employees</i>	6,536				
30 - 50 years old	<i>Number of employees</i>	3,010				
>50 years old	<i>Number of employees</i>	950				
Rate of new employee hire as total and gender	%	30	31	28	0	0
Rate of new employees hired during the reporting period:						
By age group:						
<30 years old	%	18				
30 - 50 years old	%	8				
>50 years old	%	3				
Rate of voluntary and involuntary employee turnover as total and gender	%	36	40	33	0	0
Rate of voluntary and involuntary employee turnovers:						
By age group:						
<30 years old	%	23				
30 - 50 years old	%	10				
>50 years old	%	3				

¹ Data covers HR scope

Parental leave

Metric	Unit	2025				
		Total	Male	Female	Others	Not disclosed
Number of employees entitled to parental leave	<i>Number of employees</i>	9,154	2,514	6,640	0	0
Number of employees that took parental leave	<i>Number of employees</i>	1,002	260	742	0	0
Number of employees that returned to work in the reporting period after parental leave ended	<i>Number of employees</i>	956	246	710	0	0
Number of employees that returned to work after parental leave ended that were still employed 12 months after return to work	<i>Number of employees</i>	202 ²	63 ²	139 ²	0 ²	0 ²
Number of employees returning from parental leave in the prior reporting period	<i>Number of employees</i>	230 ³	47 ³	183 ³	0	0
Return to work rate of employees that took parental leave, by gender	%		94.6	95.7	0	0

¹ Data covers HR scope

² Data excludes US - CBTL, JB, CK, RR, SB, and Jollibee Group North America Support Group

³ Data excludes UK - JB

Average hours of training per year per employee

Metric	Unit	2025¹
Total training hours provided to employees	<i>Number of hours</i>	765,509
Training hours by gender		
Male	<i>Number of hours</i>	371,279
Female	<i>Number of hours</i>	394,230
Others	<i>Number of hours</i>	0
Not disclosed	<i>Number of hours</i>	0
Training hours by employee category		
Executive (AVP and Up)	<i>Number of hours</i>	2,082
Director	<i>Number of hours</i>	3,003
Senior Manager	<i>Number of hours</i>	6,553
Manager	<i>Number of hours</i>	65,808
Officer	<i>Number of hours</i>	37,229
Specialist/Supervisor	<i>Number of hours</i>	280,685
Associate/Rank & File	<i>Number of hours</i>	370,149
Average hours of training by gender		
	<i>Average hours</i>	26.4
Male	<i>Average hours</i>	27.7
Female	<i>Average hours</i>	25.4
Others	<i>Average hours</i>	0
Not disclosed	<i>Average hours</i>	0
Average training hours by employee category		
	<i>Average hours</i>	9.7
Executive (AVP and Up)	<i>Average hours</i>	11.9
Director	<i>Average hours</i>	18.5
Senior Manager	<i>Average hours</i>	44.3
Manager	<i>Average hours</i>	17.2
Officer	<i>Average hours</i>	40.4
Specialist/Supervisor	<i>Average hours</i>	21.1
Associate/Rank & File	<i>Average hours</i>	

¹ Data covers HR scope

Percentage of employees receiving regular performance and career development reviews

Metric	Unit	2025 ¹
Total employees who received a regular performance and career development review during the reporting period	<i>Number of employees</i>	28,946
Total employees who received a regular performance and career development review during the reporting period by gender		
Male	<i>Number of employees</i>	13,423
Female	<i>Number of employees</i>	15,523
Others	<i>Number of employees</i>	0
Not disclosed	<i>Number of employees</i>	0
Number of employees receiving performance and career development review by employee category:		
Executive (AVP and Up)	<i>Number of employees</i>	214
Director	<i>Number of employees</i>	253
Senior Manager	<i>Number of employees</i>	354
Manager	<i>Number of employees</i>	1,486
Officer	<i>Number of employees</i>	2,169
Specialist/Supervisor	<i>Number of employees</i>	6,943
Associate/Rank & File	<i>Number of employees</i>	17,527
Percentage of employees who received a regular performance and career development review during the reporting period by gender	%	100
Male	%	100
Female	%	100
Others	%	0
Not disclosed	%	0
Percentage of employees receiving performance and career development review by employee category:		
Executive (AVP and Up)	%	100
Director	%	100
Senior Manager	%	100
Manager	%	100
Officer	%	100
Specialist/Supervisor	%	100
Associate/Rank & File	%	100

¹ Data covers HR scope

Incidents of discrimination and corrective actions taken

Metric	Unit	2025 ¹
Total number of incidents of discrimination during the reporting period	<i>Number of incidents</i>	0

¹Data covers HR scope

Work-related injuries

Metric	Unit	2025
For employees: ¹		
Number fatalities as a result of work-related injury	<i>Number of fatalities</i>	0
Number of high-consequence work-related injuries (excluding fatalities)	<i>Number of injuries</i>	11 ²
Number of cases of recordable work-related injuries	<i>Number of injuries</i>	387 ²
Number of hours worked	<i>Number of hours</i>	50,206,845.9 ²
Rates:		
Rate of fatalities as a result of work-related injury	%	0.00
Rate of high-consequence work-related injuries (excluding fatalities)	%	0.04 ²
Rate of recordable work-related injuries	%	1.54 ²
For workers who are not employees, but whose work and/or workplace is controlled by Jollibee Group: ³		
Number fatalities as a result of work-related injury	<i>Number of fatalities</i>	0
Number of high-consequence work-related injuries (excluding fatalities)	<i>Number of injuries</i>	0
Number of recordable work-related injuries	<i>Number of injuries</i>	0
Number of hours worked	<i>Number of hours</i>	27,776
Rates:		
Rate of fatalities as a result of work-related injury	%	0.00
Rate of high-consequence work-related injuries (excluding fatalities)	%	0.00
Rate of recordable work-related injuries	%	0.00

¹ Data covers HR, Logistics, and Manufacturing scope

² Health and safety protocols were fully implemented in all cases, ensuring affected individuals received immediate medical attention and hospital care. To prevent future incidents, health and safety systems were enhanced by mandatory safety briefings and expanded safety education. Additional employee training was also rolled out to reinforce awareness and promote a safer work environment

³ Data covers Logistics scope

Work-related ill health

Metric	Unit	2025¹
For employees: ¹		
Number fatalities as a result of work-related ill health	<i>Number of fatalities</i>	0
Number of cases of recordable work-related ill health	<i>Number of cases</i>	0
Rates:		
Rate of fatalities as a result of work-related ill health	%	0.00
Rate of cases of recordable work-related ill health	%	0.00
For workers who are not employees, but whose work and/or workplace is controlled by Jollibee Group: ²		
Number fatalities as a result of work-related ill health	<i>Number of fatalities</i>	0
Number of cases of recordable work-related ill health	<i>Number of cases</i>	0
Rates:		
Rate of fatalities as a result of work-related ill health	%	0.00
Rate of cases of recordable work-related ill health	%	0.00

¹Data covers HR, Logistics, and Manufacturing scope

²Data covers Logistics scope

Community engagement

Metric	Unit	2025 ¹
Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of:	%; per year	100
Total number of operations	Countries of operation	1

¹ Data covers PH only

Jollibee Group Foundation¹

Metric	Unit	2025	2024	2023
Jollibee Group Foundation	-			
i. Percentage of Jollibee Group's net income allocated to JGF	%; per year	1.5	1.5	1.5
ii. Total number of JGF's Program Partners ²	Count, cumulative since 2008	92	84	69
Farmer Entrepreneurship Program (FEP)	-			
i. Total sales generated for FEP farmers	PHP, cumulative since 2008	915,025,000	703,000,000	518,000,000
ii. Number of smallholder farmers engaged (delivered + trained) ³	Count, cumulative since 2008	5,763	4,954	4,766
a. of which number of smallholder farmers who delivered directly to Jollibee Group for the year	Count; per year	1,625	1,237	1,037
b. of which number of smallholder farmers who have been trained by the AE facilitators for the year	Count; per year	743	458	1,017
iii. Number of smallholder farmers who have been trained, since start of the course on Agro-entrepreneurship for Inclusive Value Chains in 2021	Count, cumulative since 2021	3,606	2,863	2,405
iv. Number of farmer groups delivering for the year	Count; per year	18	18	17
v. Vegetables delivered to Jollibee Group for the year	Metric Ton; per year	2,739	2,744	1,367
vi. Number of agro-enterprise facilitators trained for the year	Count; per year	120	108	67
vii. Percentage of Jollibee Group's vegetable requirements supplied by smallholder farmers	%; per year	31	-	-
viii. Percentage of Jollibee Group's white onions supplied by smallholder farmers	%; per year	42	-	-

Metric	Unit	2025	2024	2023
Access, Curriculum and Employability Program (ACE)	-			
i. Total Number of Youth Provided with Scholarships since the start of the program	Count, cumulative since 2005	3,637	3,155	2,754
ii. Scholarships Granted for the year for priority courses for the year ⁴	Count; per year	420	375	218
a. of which are Agri-Tech Voc Scholars for the year	Count; per year	370	350	218
b. of which are QSRO Scholars for the year	Count; per year	50	25	5
iii. Agri-Tech Voc Scholars who received Certification on AE for the year ⁵	Count; per year	230	60	77
FoodAID	-			
i. No. of Meals Provided for the year	Count; per year	3,392,272	2,689,000	3,120,000
ii. No. of Meals provided since 2020	Count, cumulative since 2020	18,901,272	15,509,000	12,820,000
iii. Total value of Food Assistance	PHP; per year	27,165,559	34,249,000	56,000,000
Busog, Lusog, Talino (BLT)	-			
i. No. of Active BLT Central Kitchens	Count; per year	40	33	-
ii. No. of Schoolchildren reached	Count; per year	43,382	24,844	-
iii. No. of Schools served	Count; per year	313	250	-
Mangrove Reforestation Project	-			
i. No. of Mangrove propagules/seedlings planted	Count; per year	5,100	21,500	-
ii. No. of Jollibee Group Employees engaged	Count; per year	1,260	315	-
iii. Locations of Mangrove initiatives	Count; per year	5	7	-

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 types of scholarships, which have also been granted, and are counted under the cumulative total number of youth provided with scholarships

⁵ These are Agri-Tech Voc Scholars who graduated and proceeded to take an AE Certification afterwards

Economic

Economic performance

Metric	Unit	2025
Specify the amount of economic value distributed, broken down by:	Currency in Billion PHP	308.42
Operating costs	Currency in Billion PHP	236.29
Employee wages and benefits	Currency in Billion PHP	48.76
Payments to providers of capital	Currency in Billion PHP	8.16
Payments to government	Currency in Billion PHP	8.28
Community investments	Currency in Billion PHP	6.94
Economic value retained (direct economic value generated less economic value distributed)	Currency in Billion PHP	6.35
Estimated value of defined benefit plan liabilities	Currency in Billion PHP	2.88
Total amount of revenues (direct economic value generated)	Currency in Billion PHP	314.77

Governance

Public policy

Metric	Unit	2025¹
Total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary	Currency in PHP	0

¹ Data has group-wide coverage

Anti-corruption

Metric	Unit	2025
Total number of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region ¹	-	<i>Number of employees</i>
i. Total number of employees that have received communication of anti-corruption policies and procedures		12,040
Executive (AVP and Up)		148
Director		154
Senior Manager		222
Manager		745
Officer		1,741
Specialist/Supervisor		4,522
Associate/Rank & File		4,508
Total number and nature of confirmed incidents of corruption ²	<i>No. of incidents</i>	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption ²	<i>No. of incidents</i>	0

¹ Data covers PH employees only

² Data has group-wide coverage

Supplier social assessment

Metric	Unit	2025¹
Number of suppliers assessed for social impacts	<i>Number of suppliers</i>	580
Number of suppliers identified as having significant actual and potential negative social impacts	<i>Number of suppliers</i>	0
Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment	<i>Percentage</i>	0
Number of suppliers with significant actual and potential negative social impacts where improvements were agreed upon as a result of assessment	<i>Number of suppliers</i>	0
Number of suppliers identified as having significant actual and potential negative social impacts	<i>Number of suppliers</i>	0
Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment	<i>Percentage</i>	0
Number of suppliers with significant actual and potential negative social impacts where relationships were terminated as a result of the assessment	<i>Number of suppliers</i>	0
Number of suppliers identified as having significant actual and potential negative social impacts	<i>Number of suppliers</i>	0

¹ Data covers Quality Management scope except CN - THW and EMEAA - JB, CK

Anti-corruption (supply chain)

Metric	Unit	2025¹
Total number of business partners broken down by type of business partner and region	<i>Number of partners</i>	10,633
Food	<i>Number of partners</i>	1,287
Packaging	<i>Number of partners</i>	219
Transporters	<i>Number of partners</i>	1,638
Other service providers	<i>Number of partners</i>	7,489
Total number of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region	<i>Number of partners</i>	1,638
Food	<i>Number of partners</i>	1,241
Packaging	<i>Number of partners</i>	185
Transporters	<i>Number of partners</i>	212
Other service providers	<i>Number of partners</i>	0
Percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region	<i>Percentage</i>	15.4
Food	<i>Percentage</i>	96.4
Packaging	<i>Percentage</i>	84.5
Transporters	<i>Percentage</i>	12.9
Other service providers	<i>Percentage</i>	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	<i>Number of incidents</i>	0

¹ Data covers Procurement global scope

Anti-competitive behavior

Metric	Unit	2025¹
Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant	<i>No. of cases</i>	0
i. Pending Cases	<i>No. of cases</i>	0
ii. Completed Cases	<i>No. of cases</i>	0

¹ Data has group-wide coverage

Data privacy program

Metric	Unit	2025¹
Number of employees receiving data privacy management training	<i>No. of employees</i>	17,047

¹ Data covers Privacy & Security scope

Cybersecurity program

Metric	Unit	2025¹
Number of employees receiving cybersecurity training	<i>No. of employees</i>	18,745

¹ Data covers Privacy & Security scope

PLANET

ENERGY

Energy consumption within the organization

Metric	Unit	2025 ¹
Total fuel consumption within the organization from non-renewable sources and fuel types used:	GJ	1,267,530.4
Diesel	GJ	450,502.2
Gasoline	GJ	38,379.7
Liquefied petroleum gas (LPG)	GJ	638,113.0
Liquefied natural gas (LNG)	GJ	140,535.5

¹ Data covers Logistics PH; Main Offices scope except PH - Mindanao Corps Offices, PH - RBU Visayas, PH - Cebu Corp Office, and US; Manufacturing scope; and Stores CN - HZY, VN, US - CBTL, and PH except PH - RR

Metric	Unit	2025 ¹
Total fuel consumption within the organization from renewable sources and fuel types used:	GJ	121,364.3
Biomass	GJ	8,054.5
Geothermal	GJ	66,206.5
Hydro	GJ	212.4
Solar	GJ	46,891.0
Wind	GJ	0

¹ Data covers Logistics scope except PH - Logistics Transportation Bicutan (FSC); Main Offices PH and CN; Manufacturing scope except PH - RR All SMOs, VN and US; and Stores PH scope

Metric	Unit	2025 ¹
Energy consumption, broken down by:	GJ	1,900,424.0
Total electricity consumption	GJ	1,847,251.1
Total heating consumption	GJ	5,941.5
Total cooling consumption	GJ	13,833.8
Total steam consumption	GJ	33,397.7

¹ Data covers Logistics scope except PH - Logistics Transportation Bicutan (FSC); Main Offices scope except US - JB/CK/RR and US - SB; Manufacturing scope; and Stores except US - JB, US - CK, US - RR, US - SB

Metric	Unit	2025 ¹
Energy sold, broken down by:	GJ	212.4
Total electricity sold	GJ	212.4
Total heating sold	GJ	0
Total cooling sold	GJ	0
Total steam sold	GJ	0

¹ Data covers Logistics CN; Main Offices scope except VN and US; and Manufacturing CN

Metric	Unit	2025 ¹
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Self-generated electricity, heating, cooling, and steam, which are not consumed¹	<i>GJ</i>	0
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¹ Data covers Main Offices scope except US; and Manufacturing CN

Metric	Unit	2025¹
Total energy consumption from all sources within the organization¹	<i>GJ</i>	3,289,106.3
Non-renewable fuel consumed	<i>GJ</i>	1,267,530.4
Renewable fuel consumed	<i>GJ</i>	121,364.3
Electricity, heating, cooling, and steam consumed	<i>GJ</i>	1,900,424.0
Self-generated electricity, heating, cooling, and steam, which are not consumed	<i>GJ</i>	0
Electricity, heating, cooling, and steam sold	<i>GJ</i>	212.4

¹ Data covers Logistics scope; Main Offices scope; Manufacturing scope; and Stores PH, CN, EMEAA, and US - CBTL

Electricity from the grid

Metric	Unit	2025¹
Percentage grid electricity	%	93.9
Total electricity consumption purchased from the grid	<i>kWh</i>	495,498,478.1
Total energy consumption	<i>kWh</i>	527,895,544.9

¹ Data covers Logistics scope except PH - Logistics Transportation Bicutan (FSC); Main Offices scope except US; Manufacturing scope except PH - MI; and Stores PH, CN, EMEAA, and US - CBTL

Renewable energy consumption

Metric	Unit	2025¹
Percentage of energy Jollibee Group consumed that is renewable energy	%	6.3
Total energy consumption from renewable sources	<i>kWh</i>	32,996,961.2
Total energy consumption	<i>kWh</i>	527,895,544.9

¹ Data covers Logistics PH - Logistics DC Bicutan (FSC); Main Offices scope except US; Manufacturing scope except PH - RR All SMOs and US; and Stores PH

WATER

Water withdrawal by source from all areas

Metric	Unit	2025 ¹
Total water withdrawal from all areas and a breakdown by	ML	4,992.1
Surface water	ML	498.4
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	ML	498.4
Other water ($> 1,000$ mg/L total dissolved solids)	ML	0
Groundwater	ML	0
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	ML	0
Other water ($> 1,000$ mg/L total dissolved solids)	ML	0
Seawater	ML	0
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	ML	0
Other water ($> 1,000$ mg/L total dissolved solids)	ML	0
Produced water	ML	0
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	ML	0
Other water ($> 1,000$ mg/L total dissolved solids)	ML	0
Third-party water	ML	4,493.7
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	ML	4,322.3
Other water ($> 1,000$ mg/L total dissolved solids)	ML	171.4
Total third-party water withdrawal by withdrawal source	ML	172.3
Surface water	ML	18.7
Groundwater	ML	79.9
Seawater	ML	0
Produced water	ML	73.6

¹ Data covers Logistics PH - Logistics DC Bicutan (FSC); Main Offices scope except US - JB/CK/RR and US - SB; Manufacturing scope; and Stores PH, CN, and US - CBTL

Water withdrawal by source from areas with water stress

Metric	Unit	2025 ¹
Total water withdrawal from all areas and a breakdown by	ML	23.4
Surface water	ML	0
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	ML	0
Other water ($> 1,000$ mg/L total dissolved solids)	ML	0
Groundwater	ML	0
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	ML	0
Other water ($> 1,000$ mg/L total dissolved solids)	ML	0
Seawater	ML	0
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	ML	0
Other water ($> 1,000$ mg/L total dissolved solids)	ML	0
Produced water	ML	0
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	ML	0
Other water ($> 1,000$ mg/L total dissolved solids)	ML	0
Third-party water	ML	23.4
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	ML	23.4
Other water ($> 1,000$ mg/L total dissolved solids)	ML	0
Total third-party water withdrawal by withdrawal source:	ML	23.4
Surface water	ML	18.7
Groundwater	ML	4.7
Seawater	ML	0
Produced water	ML	0

¹ Data covers Main Offices PH and CN scope; and Manufacturing CN and US - RR CA

Water discharge from all areas

Metric	Unit	2025 ¹
Total water discharged from all areas	ML	3,319.2
Total water discharged by freshwater and other water:	ML	3,319.2
Freshwater ($\leq 1,000$ mg/L total dissolved solids)	ML	3,203.2
Other water ($> 1,000$ mg/L total dissolved solids)	ML	116.0
Water discharged by destination:	ML	142.9
Surface water	ML	5.3
Groundwater	ML	58.8
Seawater	ML	0
Third-party water (total)	ML	78.8
Third-party water sent for use to other organizations	ML	0

¹ Data covers Logistics PH - Logistics DC Bicutan (FSC); Main Offices scope except US; Manufacturing scope except PH - C2; and Stores PH scope

Water discharge from areas with water stress

Metric	Unit	2025 ¹
Total water discharged from areas with water stress	<i>ML</i>	20.3
Total water discharged by freshwater and other water:	<i>ML</i>	20.3
Freshwater (≤1,000 mg/L total dissolved solids)	<i>ML</i>	20.3
Other water (>1,000 mg/L total dissolved solids)	<i>ML</i>	0

¹ Data covers Main Offices scope except US; and Manufacturing CN and US - RR CA scope

MATERIALS AND WASTE

Materials used by weight or volume

Metric	Unit	2025 ¹
Total weight or volume of materials that are used to produce and package your primary products and services during the reporting period:	<i>Metric ton</i>	267,905.0 ²
i. non-renewable materials used	<i>Metric ton</i>	58,703.5 ²
ii. renewable materials used	<i>Metric ton</i>	29,173.7 ²

¹ Data covers Procurement scope except global suppliers; and Manufacturing scope except VN and US - RR CA

² The total weight covers both the Procurement scope and Manufacturing (except VN and US - RR CA) while breakdown only includes Procurement scope

Recycled input materials used

Metric	Unit	2025 ¹
Percentage of recycled input materials used to manufacture your primary products and services	%	14.6
i. total recycled input materials used	<i>Metric ton</i>	15,734.1
ii. total input materials used	<i>Metric ton</i>	108,119.7

¹ Data covers Procurement scope except global suppliers; and Manufacturing CN, VN and US - RAD CBTL

Waste generated

Metric	Unit	2025 ¹
Total waste generated by composition:	Metric ton	27,114.2²
Recyclables (Cartons, Plastics, Tin Cans, Gallons)	Metric ton	6,242.2
Meat Trimmings, Raw & Processed: Food Loss, Lapsed, Expired & Damaged	Metric ton	1,221.0
Food & Liquid Waste	Metric ton	3,274.7
Garbage	Metric ton	14,850.8
Reselling (Meat Trimmings, Raw & Processed)	Metric ton	389.1
Cake/Bread/Pastries Trimmings (Use as Feedmill)	Metric ton	1,136.4

¹ Data covers Logistics PH - Logistics DC Bicutan (FSC); Main Offices PH, CN - Shenzhen, VN, US - CBTL; Manufacturing except US - RR CA; and Stores PH, CN - HZY, and UK – JB

² The significant increase in waste generation compared to 2024 data is attributed to better reporting practices

Waste diverted from disposal

Metric	Unit	2025 ¹
Total waste diverted from disposal by composition:	Metric ton	12,596.3
Recyclables (Cartons, Plastics, Tin Cans, Gallons)	Metric ton	7,154.1
Meat Trimmings, Raw & Processed: Food Loss, Lapsed, Expired & Damaged	Metric ton	1,339.0
Food & Liquid Waste	Metric ton	2,408.7
Garbage	Metric ton	253.4
Reselling (Meat Trimmings, Raw & Processed)	Metric ton	389.1
Cake/Bread/Pastries Trimmings (Use as Feedmill)	Metric ton	1,051.9

¹ Data covers Logistics PH - Logistics DC Bicutan (FSC); Main Offices scope except US; Manufacturing except US - RR CA; and Stores CN - THW, UK - JB, and US - CBTL

Waste diverted to disposal

Metric	Unit	2025 ¹
Total waste diverted to disposal by composition:	Metric ton	22,874.7
Recyclables (Cartons, Plastics, Tin Cans, Gallons)	Metric ton	8,212.1
Meat Trimmings, Raw & Processed: Food Loss, Lapsed, Expired & Damaged	Metric ton	113.7
Food & Liquid Waste	Metric ton	267.8
Garbage	Metric ton	14,196.7
Reselling (Meat Trimmings, Raw & Processed)	Metric ton	0
Cake/Bread/Pastries Trimmings (Use as feed mill)	Metric ton	84.5

¹ Data covers Logistics PH - Logistics DC Bicutan (FSC); Main Offices scope except US; Manufacturing except VN and US - RR CA and Stores PH, CN - THW, and UK - JB

Waste recovery (onsite)

Metric	Unit	2025 ¹
Total onsite waste diverted from disposal by recovery operation:	Metric ton	3,305.9
Hazardous waste:	Metric ton	3,298.1
Preparation for reuse	Metric ton	0
Recycling	Metric ton	0
Other recovery options	Metric ton	3,298.1
Non-hazardous waste:	Metric ton	7.8
Preparation for reuse	Metric ton	0
Recycling	Metric ton	3.2
Other recovery options	Metric ton	4.6

¹ Data covers Logistics PH - Logistics DC Bicutan (FSC); Main Offices scope except US; Manufacturing CN; and Stores PH

Waste disposal (onsite)

Metric	Unit	2025 ¹
Total onsite waste directed to disposal-by-disposal operation:	Metric ton	2,958.9
Hazardous waste:	Metric ton	2,605.1
Incineration (with energy recovery)	Metric ton	0
Incineration (without energy recovery)	Metric ton	0.0
Landfilling	Metric ton	3.0
Other recovery options	Metric ton	2,602.1
Non-hazardous waste:	Metric ton	353.8
Incineration (with energy recovery)	Metric ton	250.7
Incineration (without energy recovery)	Metric ton	0
Landfilling	Metric ton	103.1
Other recovery options	Metric ton	0

¹ Data covers Logistics PH - Logistics DC Bicutan (FSC); Main Offices scope except US; Manufacturing CN; and Stores PH and UK - JB

Food & Packaging Waste Management

Metric	Unit	2025 ¹
Percentage of food waste	%	12.1¹
Percentage made from recycled or renewable materials	%	10.9²

¹ Data covers Logistics PH - Logistics DC Bicutan (FSC); Main Offices PH, VN, US - CBTL; Manufacturing except VN and US - RR CA; and Stores CN - HZY and UK - JB

² Data covers Procurement scope except global suppliers; and Manufacturing scope except US - RR CA

EMISSIONS

Direct (Scope 1) GHG emissions

Metric	Unit	2025 ¹
Total Scope 1 emissions	tCO2e	82,526.4

¹ Data covers Logistics PH; Main Offices scope except PH - Mindanao Corps Offices, PH - RBU Visayas, PH - Cebu Corp Office, and US; Manufacturing scope; and Stores CN - HZY, EMEAA, US - CBTL, and PH except PH - RR

Energy indirect (Scope 2) GHG emissions

Metric	Unit	2025 ¹
Total Scope 2 emissions	tCO2e	350,107.7

¹ Data covers Logistics scope except PH - Logistics Transportation Bicutan (FSC); Main Offices scope except US - JB/CK/RR and US - SB; Manufacturing scope; and Stores except US - JB, US - CK, US - RR, US - SB

Emissions reduction

Metric	Unit	2025 ¹
Scope 1 GHG emissions reductions	tCO2e	2,654.0 ²
Scope 2 Reductions:	Unit	
Total Electricity consumption reduced as a direct result of any initiatives taken during the reporting year	kWh	724,843.3
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	303,396.1
Total Steam consumption reduced as a direct result of any initiatives taken during the reporting year	kWh	0
Scope 2 GHG emissions reductions	tCO2e	515.2 ³

¹ Data covers Logistics scope except PH Logistics Transportation Bicutan (FSC); Main Offices scope except US; Manufacturing scope; and Stores UK – JB

² Data covers Logistics PH; Main Offices except PH - Mindanao Corp Offices, PH - RBU Visayas Office, PH - Cebu Corp Office and US; Manufacturing PH and US; and Stores EMEAA and US - CBTL

³ Data covers Logistics scope except PH - Logistics Transportation Bicutan (FSC); Main Offices scope except US, CN - HZY Store, and CN - YHK Store; Manufacturing scope; and Stores UK - JB

ODS

Emissions of ozone-depleting substances (ODS)

Metric	Unit	2025 ¹
Ozone-depleting substances (ODS) produced in metric tons of CFC-11 (trichlorofluoromethane) equivalent (if any):	t	0
Ozone-depleting substances (ODS) produced	t	0
ODS destroyed by approved technologies	t	0
ODS entirely used as feedstock in the manufacture of other chemical	t	0

¹ Data covers Main Offices CN; and Manufacturing CN

Significant air emissions

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

Metric	Unit	2025 ¹
Significant air emissions, for each of the following:		
NOx	kg	1,876.6
SOx	kg	34.5
Persistent organic pollutants (POP)	kg	0
Volatile organic compounds (VOC)	kg	0
Hazardous air pollutants (HAP)	kg	0
Particulate matter (PM)	kg	296.1
Other air emissions	kg	0
For all other air emissions, please specify what air emissions they were here	Answers Required	PH - Logistics DC Bicutan (FSC): Carbon Monoxide (CO)

¹ Data covers Logistics PH - Logistics DC Bicutan (FSC); Main Offices CN; and Manufacturing CN, VN, and US - RAD CBTL

SUSTAINABILITY

Supplier environmental assessment

Metric	Unit	2025 ¹
Percentage of new suppliers that were screened using environmental criteria	%	0
No. of new suppliers screened using environmental criteria	<i>Number of suppliers</i>	0
Total no. of new suppliers	<i>Number of suppliers</i>	0
Number of suppliers assessed for environmental impacts	<i>Number of suppliers</i>	580.0
Number of suppliers identified as having significant actual and potential negative environmental impacts	<i>Number of suppliers</i>	0
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment.	%	0
Number of suppliers with significant actual and potential negative environmental impacts where improvements were agreed upon as a result of assessment	<i>Number of suppliers</i>	0
Number of suppliers identified as having significant actual and potential negative environmental impacts	<i>Number of suppliers</i>	0
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment	%	0
Number of suppliers with significant actual and potential negative environmental impacts where relationships were terminated as a result of the assessment	<i>Number of suppliers</i>	0
Number of suppliers identified as having significant actual and potential negative impacts	<i>Number of suppliers</i>	0

¹ Data covers Quality management scope except CN – THW and EMEAA

Percentage of waste disposed through sustainable means

Metric ¹	2025		2024		2023		2022	
	Metric ton	%						
Waste disposed through sustainable means (bioremediation, recycling, reselling, etc.)	7,209.3	67.3	6,546.4	62.5	5,396.0	51.0	5,782.0	49.0
Waste to landfill	3,503.1	32.7	3,926.4	37.5	5,733.0	49.0	6,029.0	51.0

¹ Data covers 10 manufacturing sites in PH only

Energy, water, and waste performance vs. 2020 baseline

Metrics¹	Unit	2025	2024	2023
Total reduction in energy use ratio (waste per metric tons of products produced) vs. 2020 baseline	%	36.9	31.9	28.2
Total reduction in water use ratio (waste per metric tons of products produced) vs. 2020 baseline	%	39.8	32.5	29.0
Total reduction in waste-generated ratio (waste per metric tons of products produced) vs. 2020 baseline	%	49.7	44.0	42.8

¹ Data covers 10 manufacturing sites in PH only

SDG Target-level Integration

Joy For Tomorrow Focus Area	Key Performance Indicators	Target	2025 Performance	Link to Priority SDG	SDG Target-Level Indicator
Customer Welfare & Satisfaction	<ol style="list-style-type: none"> 1) % resolution of tickets within 24 hours 2) Net Promoter Scores that significantly exceed industry benchmark 3) % Customer Recovery 	<ol style="list-style-type: none"> 1) 100% annually 2) Significantly exceed industry benchmarks annually 3) Minimum 90% annually 	<ol style="list-style-type: none"> 1) 100% 2) 76 3) 84.9% 	12	12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
Responsible Sourcing	<ol style="list-style-type: none"> 1) % of our key category suppliers compliant to our environment and social standards 2) % of ESG training conducted for strategic suppliers 3) Full traceability of strategic suppliers for beef, dairy, poultry, palm oil, and packaging 	<ol style="list-style-type: none"> 1) 100% by 2035 2) 100% by 2025 3) 100% by 2030 	<ol style="list-style-type: none"> 1) 85% 2) 100% 3) We continue working with our strategic suppliers on their plans and identifying risks in achieving full traceability by 2030 for these categories 	12	12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities
Employee Welfare	<ol style="list-style-type: none"> 1) Score in the Gallup Q12 framework for employee engagement 	<ol style="list-style-type: none"> 1) Above industry benchmark annually 	<ol style="list-style-type: none"> 1) 78th percentile 	8	8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
Farmers Livelihood and Communities	<ol style="list-style-type: none"> 1) Number of people supported through community uplift and support 2) Number of underprivileged youth provided with employment opportunities 3) Amount spent in support of smallholder farmers 	<ol style="list-style-type: none"> 1) 5 million by 2030 2) 6,000 by 2030 3) PHP 680 million by 2030 	<ol style="list-style-type: none"> 1) Since 2008, 5,763 small holder farmers who are part of the Farmer Entrepreneurship Program (FEP) supplied a total of 2,739 MT of assorted vegetables (primarily onions), with 1,625 farmers actively delivering 	2	2.2: By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for

			<p>directly to the Jollibee Group in 2025.</p> <p>18,901,272 meals have been donated through the FoodAID program since 2020 and the BLT Central Kitchen Program has served 313 schools and reached 43,382 schoolchildren</p> <p>2) 3,637 underprivileged youth</p> <p>3) PHP 107 million pesos provided in support of smallholder farmers through Farmer Entrepreneurship Program (FEP), from 2023-2025</p>		<p>adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p> <p>2.3: By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p>
Emissions & Water Management	<p>1) Conduct GHG inventory for Scopes 1, 2, and 3</p> <p>2) Palm oil to be RSPO-certified in the PH by 2030, and globally by 2035</p> <p>3) Source consumer-facing packaging, both fiber and plastic, from renewable, recycled, or certified sources</p>	<p>1) FY 2028</p> <p>2) PH: 100% by 2030 Global: 100% by 2035</p> <p>3) 100% by 2035</p>	<p>1) Scope 1 and 2 reported</p> <p>2) 100% of directly sourced palm oil globally comes from RSPO-certified companies. We continue to use 100% RSPO-certified palm oil in Burger King Philippines. We have also commenced product testing in our other brands that account for more than 90% of our global palm oil usage, as we work towards our glidepath to 100% sustainable palm by 2035</p>	7, 12	<p>7.3: By 2030, double the global rate of improvement in energy efficiency</p> <p>12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p> <p>12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p>

			<p>3) We continue to leverage our Packaging Technical Roundtable to assess and prioritize sustainable packaging alternatives through a structured matrix that considers material performance, commercial viability, and the availability of supporting infrastructure—particularly end-of-life collection, recycling, and disposal pathways</p>		
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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, 2025 to December 31, 2025.		
GRI 1 used		GRI 1: Foundation 2021		
Applicable GRI Sector Standard(s)		None		
DISCLOSURE	TOPIC	PAGE NUMBER	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, P8		
	2-3 Reporting period, frequency and contact point	Message from the CSO, P4-5		
	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, P8-9		
	2-7 Employees	Appendices - People - Employee Welfare, P134-135		
	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, P80-82		
	2-10 Nomination and selection of the highest governance body	Good Governance - Sustainability Ingrained in our Governance, P80-82		
	2-11 Chair of the highest governance body	Good Governance - Sustainability Ingrained in our Governance, P80-82		
	2-12 Role of the highest governance body in overseeing the management of impacts	Good Governance - Sustainability Ingrained in our Governance, P80-82		

	2-13 Delegation of responsibility for managing impacts	Good Governance - Governance Structure, P80-82		
	2-14 Role of the highest governance body in sustainability reporting	Good Governance - Governance Structure, P80-82		
	2-15 Conflicts of interest	Good Governance - Conflict of Interest, P90		
	2-16 Communication of critical concerns	Good Governance - Whistleblowing Policy, P90-91		
	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, P80-82		
	2-19 Remuneration policies	Good Governance - Board Remuneration, P84-85		
	2-20 Process to determine remuneration	Good Governance - Board Remuneration, P84-85		
	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, P23		
	2-23 Policy commitments	Our Commitment to the U.N. Sustainable Development Goals, P23		
	2-24 Embedding policy commitments	Good Governance - Code of Business Ethics and Other Policies, P87-89		
	2-25 Processes to remediate negative impacts	Good Governance - Code of Business Ethics and Other Policies, P87-89		
	2-26 Mechanisms for seeking advice and raising concerns	Good Governance - Whistleblowing Policy, P90-91		
	2-27 Compliance with laws and regulations	Good Governance - Code of Business Ethics and Other Policies, P87-89		
	2-28 Membership associations	People - Freedom of Association and Collective Bargaining, P64		

	2-29 Approach to stakeholder engagement	Materiality and Stakeholder Engagement, P16-19		
	2-30 Collective bargaining agreements	People - Freedom of Association and Collective Bargaining, P64		
MATERIAL TOPICS				
	3-1 Process to determine material topics	Our Approach, P15		
	3-2 List of material topics	Materiality Issues, P18-19		
Economic Performance				
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance - Finance, P92		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Appendices - People - Economic, P145		
	201-2 Financial implications and other risks and opportunities due to climate change	Appendices - IFRS S1 and S2 Disclosures - Sustainability-related Risks and Opportunities, P183		
	201-3 Defined benefit plan obligations and other retirement plans	Good Governance - Finance - Finance and Tax, P94		
	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, P15		
GRI 202: Market Presence 2016	Disclosure 202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Appendices - People - Remuneration, P136		
	Disclosure 202-2 Proportion of senior management hired from the local community	Appendices - People - Employee Welfare, P134		
Indirect economic impacts				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Farmer Entrepreneurship Program, P69		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	People - Farmer Entrepreneurship Program, P69-72 Appendices - People - Jollibee Group Foundation, P143		
	203-2 Significant indirect economic impacts	People - Farmer Entrepreneurship Program, P69-71 Appendices - People - Jollibee Group Foundation, P143		

Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance - Code of Business Ethics and Other Policies, P87		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Good Governance - Code of Business Ethics and Other Policies, P87-89		
	205-2 Communication and training about anti-corruption policies and procedures	Appendices - People - Anti-corruption, P146		
	205-3 Confirmed incidents of corruption and actions taken	Appendices - People - Anti-corruption, P146		
Tax				
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance - Finance, P92		
GRI 207: Tax 2019	207-1 Approach to tax	Good Governance - Finance - Finance and Tax, P94-95		
	207-2 Tax governance, control, and risk management	Good Governance - Finance - Finance and Tax, P94-95		
	207-3 Stakeholder engagement and management of concerns related to tax		Unreported	May be reported in succeeding reports
	207-4 Country-by-country reporting		Unreported	May be reported in succeeding reports
Materials				
GRI 3: Material Topics 2021	3-3 Management of material topics	Planet - Packaging & Recycling, P102		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Appendices - Planet - Materials and waste, P153-155		
	301-2 Recycled input materials used	Appendices - Planet - Materials and waste, P153-155		
	301-3 Reclaimed products and their packaging materials		Unreported	May be reported in succeeding reports

Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	Planet - Energy Efficiency, P107		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Planet - Energy Efficiency, P107 Appendices - Planet - Energy, P149-150		
	302-2 Energy consumption outside of the organization	Appendices - Planet - Energy, P149-150		
	302-3 Energy intensity	Appendices - Planet - Energy, P149-150		
	302-4 Reduction of energy consumption		Unreported	May be reported in succeeding reports
	302-5 Reductions in energy requirements of products and services		Unreported	May be reported in succeeding reports
Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	Planet - Water Efficiency, P112		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Planet - Water Efficiency, P112-115		
	303-2 Management of water discharge-related impacts	Planet - Water Efficiency, P112-115		
	303-3 Water withdrawal	Appendices - Planet - Water, P151-153		
	303-4 Water discharge	Appendices - Planet - Water, P151-153		
	303-5 Water consumption	Planet - Water Efficiency, P112-115 Appendices - Planet - Water, P151-153		
Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	Planet – Energy Efficiency, P107		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Appendices - Planet - Emissions, P156		
	305-2 Energy indirect (Scope 2) GHG emissions	Appendices - Planet - Emissions, P156		
	305-3 Other indirect (Scope 3) GHG emissions		Unreported	We are working on collecting and measuring the Scope 3 data

	305-4 GHG emissions intensity	Appendices - Planet - Emissions, P156		
	305-5 Reduction of GHG emissions	Appendices - Planet - Emissions, P156		
	305-6 Emissions of ozone-depleting substances (ODS)	Appendices - Planet - Emissions, P156		
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Appendices - Planet - Significant Air Emissions, P157		
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	Planet - Waste Reduction, P115		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Planet - Waste Reduction, P115		
	306-2 Management of significant waste-related impacts	Planet - Waste Reduction, P115		
	306-3 Waste generated	Planet - Waste Reduction, P115 Appendices - Planet - Materials and waste, P154		
	306-4 Waste diverted from disposal	Appendices - Planet - Materials and waste, P154		
	306-5 Waste directed to disposal	Appendices - Planet - Materials and waste, P154		
Supplier Environmental Assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	Food - Supplier Accreditation, P32		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Food - Supplier Accreditation, P32 Appendices - Planet - Sustainability, P158		
	Disclosure 308-2 Negative environmental impacts in the supply chain and actions taken	Food - Supplier Accreditation, P32 Appendices - Planet - Sustainability, P158		

Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Employee Welfare P50		
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	People - Compensation and benefits, P62		
	401-3 Parental leave	Appendices - People - Parental Leave, P138		
Labor/Management Relations				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Occupational Health and Safety, P60		
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	People - Occupational Health and Safety, P60		
Occupational Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Occupational Health and Safety, P60		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	People - Occupational Health and Safety, P60		
	403-2 Hazard identification, risk assessment, and incident investigation	People - Occupational Health and Safety, P60		
	403-3 Occupational health services	People - Occupational Health and Safety, P60		
	403-4 Worker participation, consultation, and communication on occupational health and safety	People - Occupational Health and Safety, P60		
	403-5 Worker training on occupational health and safety	People - Occupational Health and Safety, P60		
	403-6 Promotion of worker health	People - Occupational Health and Safety, P60		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	People - Occupational Health and Safety, P60		
	403-8 Workers covered by an occupational health and safety management system	People - Occupational Health and Safety, P60		

	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, P50		
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, P50		
	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 - Inclusivity Through Joy For All, P55		
GRI 405: Diversity and Equal Opportunity	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		Unreported	Data is not reported
Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Zero Discrimination, P59		
GRI 406: Nondiscrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Appendices - People - Incidents of discrimination and corrective actions taken, P141		
Freedom of Association and Collective Bargaining				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Freedom of Association and Collective Bargaining, P64		
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, P64		

Child Labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance - Code of Business Ethics and Other Policies, P87		
GRI 408: Child Labor 2016	408-1 Operations and supplier at significant risk for incidents of child labor	Good Governance - Code of Business Ethics and Other Policies, P87		
Child Forced or Compulsory Labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance - Code of Business Ethics and Other Policies, P87		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and supplier at significant risk for incidents of forced or compulsory labor	Good Governance - Code of Business Ethics and Other Policies, P87		
Local Communities				
GRI 3: Material Topics 2021	3-3 Management of material topics	People - Farmer Entrepreneurship Program, P69		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	People - Community Engagement and Support, P72-78		
	413-2 Operations with significant actual and potential negative impacts on local communities		Unreported	Data is not reported
Supplier Social Assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	Food - Responsible Sourcing, P39		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Appendices - People - Community engagement, P143		
	414-2 Negative social impacts in the supply chain and actions taken	Appendices - People - Supplier social assessment, P146		

Customer Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	Food - Feedback Management System, P64		
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 noncompliance 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 noncompliance concerning product and service information and labeling	Appendices - Food - Marketing and labelling, P127		
	417-3 Incidents of noncompliance 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, P96		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		Unreported	Data is not reported

SASB Content Index

DISCLOSURE	STANDARD	TOPIC	PAGE NUMBERS
Supply Chain Management & Food Sourcing	FB-RN-430a.1	Percentage of food purchased that (1) meets environmental and social sourcing standards, and (2) is certified to third- party environmental or social standards	Food - Food Quality - Responsible Sourcing - Key Categories and Areas of Focus, P39
	FB-RN-430a.2	Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation crates	Food - Food Quality - Responsible Sourcing - Key Categories and Areas of Focus, P39
	FB-RN-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Food - Food Quality - Responsible Sourcing - Key Categories and Areas of Focus, P39
Energy Management	FB-RN-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Appendices - Planet - Energy, P149
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	Appendices - Planet - Water, P151
Food & Packaging Waste Management	FB-RN-150a.1	(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	Appendices - Planet - Materials and waste, P153
	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, P153
Labor Practices	FB-RN-310a.1	(1) Voluntary and (2) involuntary turnover rate for restaurant employees	Appendices - People - New employee hires, P136
	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

DISCLOSURE	STANDARD	TOPIC	PAGE NUMBERS
Nutritional Content	FB-RN-260a.1	(1) Percentage of meal options consistent with dietary guidelines and (2) revenue from these options	Unreported
	FB-RN-260a.2	(1) Percentage of children's meal options consistent with dietary guidelines for children and (2) revenue from these options	Unreported
	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	(1) Appendices - Food - Nutritional content (Marketing), P128 (2) Unreported
Activity Metrics	FB-RN-OOO.A	Number of (1) entity-owned and (2) franchise restaurants	Within this extensive network, 1,434 restaurants are company-owned, while the remaining 2,069 restaurants are a mix of franchised and joint venture establishments.
	FB-RN-OOO.B	Number of employees at (1) entity owned and (2) franchise locations	(1) Appendices - People - Employee Welfare, P134 (2) Unreported

IFRS S1 and S2 Disclosure

Governance

Governance Structure

We are committed to good corporate 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 corporate governance practices. The Board of Directors, as of the end of 2024 is composed of nine members, with Dr. Tony Tan Caktiong (Executive Chairman) serving as the Board Chairperson. Members of our board have extensive experience in protecting stakeholder interests and maintaining transparency and accountability in all of our financial and business dealings.

The Board of Directors holds ultimate oversight and accountability for all key risks, including climate and sustainability-related risks. Through the **Jollibee Group's Enterprise Risk Management (ERM) process**, accountability is established within the ERM governance structure.

The Board is supported by the Chief Risk Officer and the Global Insurance & Risk Management Team who are responsible for coordinating activities related to identification, analysis, evaluation, and treatment of risks in support of strategic objectives. The Sustainability Team, led by the Chief Sustainability Officer, provides updates to the Board on the company's sustainability agenda.

Sustainability Integrated in our Governance

Our Board of Directors

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

This committee also leads the strategic direction and oversight of our ERM Framework which is independently assured by our Internal Audit. The Global Chief Executive Officer and Executive Leadership Team champion the enterprise-wide ERM integration across strategy, operations, and decision-making to drive the risk owners and risk champions from different critical functions to operationalize the ERM framework through proper identification, prioritization, and management of business risks. These activities can include the regular review and monitoring of sustainability and climate-related risk exposures, as well as the formulation of the appropriate mitigation and adaptation plans to address identified risks. As part of the annual reporting to the Board, a comprehensive review of enterprise-wide risk management, including sustainability and

climate-related risks, is presented ensuring prioritization and strategic resource allocation. The identified and prioritized ESG risks are presented to the Board in 2025.

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

Our Management

Sustainability is a fundamental component of our vision to become one of the top five restaurant companies globally. We have a dedicated sustainability division and an appointed Chief Sustainability Officer to evaluate and continuously improve the environmental and societal impact of our operations.

In 2024, we formally launched and cascaded the **Jollibee Group Global Sustainability Governance Framework**, establishing a unified approach to embedding our sustainability agenda into core business operations. The framework outlines the **roles and responsibilities of designated sustainability champions** across all levels, from executives to employees, within each business unit, and provides guidance on **integrating sustainability priorities into OKRs**. It also formalized the **ESG Council**, which oversees and guides our efforts in environmental sustainability, social responsibility, and good governance. The ESG Council is responsible for the **identification, assessment, and management of sustainability and climate-related risks and opportunities**, ensuring long-term value creation and business resilience.

The Global Chief Executive Officer and President is the sponsor of the council, and among the members are the Global Chief Sustainability Officer, the Global Chief Financial and Risk Officer, the Global Chief Marketing Officer, the Global Chief Human Resources Officer, the Global Chief Procurement Officer, Global Chief Legal, Ethics, and Compliance Officer, the President Manufacturing & Logistics Jollibee Group Philippines, and the Global Head of Quality Management.

The ESG Council provides oversight of sustainability and climate strategy development ensuring alignment and integration across our organization. In addition, over 270 Employee Sustainability Champions are appointed to collaborate to drive our Joy For Tomorrow sustainability agenda, with regular meetings and OKR (Objectives and Key Results) integration ensuring continuous progress, accountability, and recognition.

The figure below presents the Jollibee Group's Sustainability Governance Framework, showing how sustainability is embedded at every level.



Sustainability Organization Governance Framework

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

In September 2024, we formally launched and cascaded the Jollibee Group Global Sustainability Organization Governance Framework, establishing a unified approach to advancing sustainability. Over 270 Sustainability Champions are appointed to collaborate to drive our Joy For Tomorrow agenda, with regular meetings and OKR (Objective and Key Results) integration ensuring continuous progress, accountability, and recognition. Jollibee Group Global Sustainability Organization Governance Framework comprise of the following champions:



Board and Senior Management Competency and Training

The Jollibee Group Board includes, among the directors elected during the Annual Stockholders' Meeting on June 27, 2025:

Members of the Jollibee Group Board of Directors	Expertise
Tony Tan Caktiong	Seasoned food industry expert who has been involved in the business in various capacities and who possess extensive industry, corporate, and operational expertise
Ernesto Tanmantiong	Seasoned food industry expert who has been involved in the business in various capacities and who possess extensive industry, corporate, and operational expertise
William Tan Untiong	Seasoned food industry expert who has been involved in the business in various capacities and who possess extensive industry, corporate, and operational expertise
Antonio Chua Poe Eng	Seasoned food industry expert who has been involved in the business in various capacities and who possess extensive industry, corporate, and operational expertise
Carl Brian Ang Tancaktiong	Seasoned food industry expert who has been involved in the business in various capacities and who possess extensive industry, corporate, and operational expertise
Ret. Chief Justice Artemio V. Panganiban	Legal expert and retired Chief Justice of the Philippines, now a highly sought-after board director, adviser, and newspaper columnist
Cesar V. Purisima	Finance, accounting, and business expert who has served as both Secretary of Finance and Secretary of Trade of the Philippines, and was formerly Managing Partner and Chairman of the country's leading professional services firm
Kevin Goh	Chief Executive Officer of a publicly listed company in Singapore with interests in real estate and hospitality
Ee Rong Chong	Singaporean business leader with nearly three decades of experience in corporate, professional services, and not-for-profit organizations, specializing in business consulting, risk and reputation management, stakeholder engagement, strategic brand management, and integrated marketing

The Board is composed of diverse directors representing various nationalities, genders, and age groups, with two non-Filipino members, one of whom is female, and directors ranging in age from 49 to 88 years old. The two Singaporean directors bring valuable regional perspectives, having held leadership roles across China, Australia, and Malaysia.

The Board attends and actively participates in orientation programs (for first time directors) and relevant continuing training programs in compliance with the requirements of the Securities and Exchange Commission. These training programs are designed to deepen the directors' understanding of our company's business, corporate governance structure, and regulatory environment. In line with our commitment to responsible governance, **the Board continues to undergo training and education, as required by the Securities and Exchange Commission (SEC)** to enhance their understanding of sustainability and climate-related impacts on our operations, financial standing, and overall business resilience. Through these programs, the Board is equipped with adequate knowledge and competencies needed to integrate

sustainability and climate considerations into enterprise-wide decision-making and long-term value creation.

Further details on our Board's nomination and election process, as well as its roles and responsibilities, are disclosed in our Annual Corporate Governance Report.

Risk Management

Jollibee Group's Enterprise Risk Management

Through the advancement of the Joy for Tomorrow agenda and the embedding of risk management at the capability level, the Group systematically reduces critical risks to manageable levels. Our Enterprise Risk Management framework is governed by a robust structure that ensures accountability, oversight, and alignment with strategic objectives. Comprised of individuals overseeing functional risk management, enterprise risk management, and independent assurance, the framework operates cohesively to identify, assess, and mitigate material risks across our organization. This structured approach fosters informed decision-making, enhances organizational resilience, and ensures that sustainability and climate-related risk considerations are embedded in our strategic planning and execution.

The Jollibee Group's risk management process is structured, standardized, and aligned with international best practices – particularly ISO 31000 for the broader risks, and IPCC, IEA, and NGFS for the climate-related risks. It is designed to be iterative, ensuring that risk assessments remain relevant and accurate in response to evolving internal and external factors.

The process consists of the following key steps:

1. Establishing Scope, Context, and Criteria:

Analysis of internal and external environments, including purpose, vision, values, governance, resources, stakeholder relationships, and regulatory factors. **A variety of tools and methodologies such as Horizon Scanning, Operational Walkthroughs, and SWOT Analysis are utilized. On sustainability and climate-related risks, evaluations consider likelihood of occurrence, severity of impact, velocity (speed of materialization), and mitigation timeframe to determine magnitude and urgency.**

2. Risk Assessment:

Risk Identification: Structured process of recognizing, defining, and documenting risks that may hinder strategic objectives. This process supports the development of the enterprise risk profile and facilitates the assignment of appropriate risk owners across the Jollibee Group.

Risk Analysis: Serves to develop detailed understanding of the risk's nature, triggers, consequences, as well as the effectiveness of existing controls. Analytical tools such as Ishikawa Diagrams and Bow-Tie Analysis are utilized to support this evaluation.

Risk Scoring: Quantification of risk by evaluating and multiplying likelihood and maximum impact, assessed both quantitatively (financial) and qualitatively (reputational, legal/compliance, operational, and people).

Risk Scoring Parameters: Risks are evaluated using a defined criteria that consider both the likelihood of occurrence and the potential impact on business operations. These parameters are developed in collaboration with subject matter experts to ensure their relevance, consistency, and comparability from an enterprise-wide perspective.

Likelihood Criteria: Assessed on a scale of 1 (Slight) to 5 (Expected), based on factors such as but not limited to historical incidents and inherent business exposures that influence the frequency and probability of risk occurrence.

- **Impact Criteria:** Measured on a scale of 1 (Incidental) to 5 (Extreme), reflecting the potential consequences of a risk to the organization. It is assessed through both qualitative and quantitative dimensions to ensure a comprehensive understanding and effective risk prioritization.
 - **Qualitative:** Reputational damage, legal and compliance challenges, operational disruptions, and effects on people.
 - **Quantitative:** Financial implications based on materiality relative to total assets, expressed in absolute value in PHP.

- **Risk Heatmap and Quadrants:**

Risks are visualized on a 5x5 heatmap and categorized into four quadrants – Critical, Manageable, Remote, and Minimal – to enhance prioritization of appropriate strategies and resource allocation.

	Incidental 1	Minor 2	Moderate 3	Major 4	Extreme 5
LIKELIHOOD					
5 Expected	5	10	15	20	25
4 Highly Likely	4	8	12	16	20
3 Likely	3	6	9	12	15
2 Less Likely	2	4	6	8	10
1 Slight	1	2	3	4	5
	IMPACT				

Risk Quadrant	Exposure	Strategy
Critical Risk	High Likelihood. High Impact	Prioritize investment and mitigate immediately.
Manageable Risk	High Likelihood. Low Impact.	Prevent escalation with cost-effective measures
Remote Risk	Low Likelihood. High Impact	Anticipate and prepare contingency plans
Minimal Risk	Low Likelihood. Low Impact	Accept and monitor regularly

- **Risk Evaluation:** Comparison of the results of the risk analysis and scoring against established criteria to determine appropriate response strategy: accept, avoid, mitigate, or transfer. Decision to mitigate can be further evaluated to determine whether it involves implementing new controls or improving existing ones.
- **Risk Treatment:** Development and implementation of comprehensive risk action plans that are proportionate to the results of the risk analysis and evaluation. These plans outline specific actions, scope, assigned owners, budget requirements, and realistic timelines to effectively address identified risks.
- **Monitoring, Review, and Reporting:** Risks and their corresponding treatment plans are tracked through a centralized enterprise risk register. Monitoring and reviewing activities are embedded within performance management systems to ensure continuous oversight. The risk assessment process is conducted iteratively to maintain relevance and accuracy, reflecting changes in the internal and external environment. Regular reporting is elevated to the Board and relevant committees to support informed decision-making and strategic alignment.
 - **Reporting Frequency:**

- Annual Executive ERM Updates presented to the Board to provide a comprehensive overview of enterprise-wide risk management progress and priorities.
- Quarterly Focus Risk Reports presented to the Board, highlighting critical risks and updates on mitigation efforts for timely oversight and decision-making.
- **Escalation:** Immediate escalation for critical or emerging threats to relevant stakeholders.

Key Risks Identified by the Organization

Given the breadth of Jollibee Group’s global operations, the organization is exposed to a wide spectrum of risks that may affect growth and the achievement of strategic objectives. These exposures are further amplified by the dynamic business, regulatory, economic, political, and environmental landscapes across the diverse markets in which the Group operates.

Through its Enterprise Risk Management (ERM) Program, the Group conducts a structured and rigorous process of risk identification and assessment. **This approach ensures that risks are assessed on an enterprise-wide perspective, capturing potential impacts on the organization’s reputation, legal and regulatory compliance, operations, people, and financial performance – any of which may affect the achievement of our strategic objectives.** These insights serve as a critical input for decision-making and guide the prioritization of resources, enabling the organization to proactively address risks and align mitigation efforts with strategic priorities.

The process also explicitly incorporates **sustainability and climate-related risks**, recognizing their potential impact on investor confidence, access to capital, regulatory compliance, and long-term business resilience.

As a result of this comprehensive approach, the following key risks, including sustainability-related exposures, have been identified. Each is actively monitored, assessed, and mitigated to safeguard organizational resilience, ensure responsible business conduct, and create sustainable long-term value for stakeholders. Sustainability and climate-related risks are evaluated alongside other enterprise risks, with prioritization determined by their materiality to operations and stakeholder value, ensuring full integration into our overall ERM framework.

- Capabilities, Culture and Talent Risks
- Product and Food Safety Risk
- Supply Chain/Procurement Risk
- Franchise Risk
- Portfolio Management, Taste, and Consumer Brand Risk

- Technology and Information Security Risk
- Financial and Macroeconomics Risk
- Other Sustainability-related and Climate-related Risks

Strategy

Sustainability-related Risks and Opportunities

Sustainability-related Risks

Jollibee Group adopts a proactive and strategic approach to identifying, managing, and mitigating key sustainability-related risks. **We integrate risk management in our corporate strategy** to enhance resilience, ensure business continuity, and uphold our commitment to safety, quality, and sustainability.

The table below outlines our group’s key sustainability-related risks and corresponding mitigation and adaptation strategies, covering product and food safety, supply chain, and occupational health and safety. Each strategy reflects our dedication to maintaining operational excellence while promoting responsible and sustainable business practices across our value chain.

Risk	Risk Mitigation or Adaptation Strategy
Product and Food Safety	<p>Jollibee Group’s flagship program is the Food Safety and Quality Management System (FSQMS) which serves as the group’s best-in-class systems and protocols to enable food safety and food quality consistency and sustainability.</p> <p>FSQMS program encompasses various components including standards, training, audits and certifications, quality assurance, risk mitigation, and engagement activities.</p> <p>Through this dedication to maintaining the highest standards of food safety, Jollibee Group has been recognized with numerous awards and accolades throughout the years.</p> <p>For more information about our Food Safety & Quality programs, see page 24-34.</p>
Supply Chain Risk	<p>In 2023, the Jollibee Group implemented a comprehensive Responsible Sourcing Program that governs the procurement of raw materials across six key categories: poultry and eggs, palm oil, beef, packaging, dairy, and coffee. This program addresses key sustainability priorities, including animal welfare, responsible antibiotic use, deforestation, and greenhouse gas emissions. The Jollibee Group ensures that its suppliers comply with all relevant regulations and legislation, both at the source and at the point of use. Suppliers must meet the import regulations of the receiving country</p>

	<p>and adhere to the Jollibee Group’s requirements and standards, whether these are global standards or those specified by its individual brands, to uphold responsible sourcing and support the well-being of the Jollibee Group’s people, the quality of its food, and the health of the planet.</p> <p>In addition, Jollibee Group in collaboration with Jollibee Group Foundation, established the Farmer Entrepreneurship Program (FEP), an effort that promotes the direct sourcing of food raw materials from smallholder farmers in the Philippines. This program strengthens supply chain reliability while providing farmers with training to improve their skills and ensure compliance with standards such as the Philippine Good Agricultural Practices.</p> <p>Through FEP, more than a thousand smallholder farmers have been empowered to supply their produce directly to the Jollibee Group, promoting entrepreneurship and advancing sustainable practices within local farming communities.</p> <p>Furthermore, risk-based standards (CODEX) and risk management systems (HACCP, ISO 22000, FSSC 22000, and BRC) are implemented to manage current and emerging risks across the supply chain.</p> <p>For more information on our Responsible Sourcing Program, please refer to pages 39-46; for Farmer Entrepreneurship Program (FEP), see pages 69–72; for Supplier Accreditation, Certification and Audits, see pages 32-33; and for Supplier Learning and Competency Programs, see pages 33-34.</p>
<p>Capabilities, Culture, and Talent Risks</p>	<p>Jollibee Group mitigates capabilities, culture, and talent risks by heavily investing in the training and development and engagement of its employees. This is reflected in the Group’s survey results, with 67% of employees in 2024 were classified as engaged and surpassing the worldwide average of 23%. Jollibee Group has also been winning multiple accolades for emphasizing the importance of employees and their well-being in the Group’s core strategies and initiatives.</p> <p>The Group’s employee welfare strategies include: a learning development program to ensure a continuous competency building across leadership and functional roles and a global annual survey to assess employees’ sentiments on their work experience. The Group is also implementing a Diversity and Inclusion strategy to provide equal opportunities regardless of their diverse backgrounds and qualities.</p> <p>In addition, Jollibee Group recognizes the importance of fair compensation and benefits in fostering job satisfaction. The Group regularly benchmarks and updates its compensation practices and salary structure against market data and mandatory wage guidelines to ensure fairness and competitiveness. Annual evaluations of benefits policies and practices are conducted and benchmarked against industry standards to motivate and engage employees, as well as to attract and retain top talents. Through competitive compensation and comprehensive benefits, the Group aims to create a positive and supportive work environment.</p> <p>The Group upholds the rights of employees to freely raise concerns, engage in collective bargaining, and exercise freedom of association. In Vietnam, 100% of Jollibee employees are covered by Collective Bargaining Agreements (CBAs). In China, CBAs cover 100% of employees at Yonghe</p>

King, Tim Ho Wan, Hong Zhuang Yuan, and the Group's main office. In the Philippines, CBAs cover 11% of employees and address wages, working hours, and terms of employment.

For more information about our Employee Welfare programs, see page 50-64.

Climate and Sustainability-related Opportunities

We recognize that addressing climate and sustainability challenges also creates opportunities for greater efficiency, innovation, and long-term value creation. By integrating sustainability into our business operations, we aim to reduce environmental impacts while enhancing resource management and operational performance.

The following section outlines the key climate and sustainability-related opportunities identified across our operations.

Decarbonization and Resource Efficiency Opportunities

Opportunities related to lower emission sources of energy	Description of opportunities
<p>Lower emission sources of energy</p>	<p>As part of our strategy to decarbonize the supply chain, we collaborated with First Gen Corporation through Pi Energy Inc., for Jollibee Group commissaries and logistics facilities in the Philippines, to install a total of 16,800 solar panels by the end of 2024. On January 8, 2026, together with the new Danao Commissary in Cebu, we switched on an additional 2.78MWp and 3,977 Roof Solar Panel system. This brings a total of over 20,000 solar panels and nearly 12MWp of solar powered electricity.</p> <p>Furthermore, in 2025 the Jollibee Group transitioned 99% of the electricity used in its Philippine commissaries to renewable energy, primarily through geothermal power supplied by First Gen Corporation, reinforcing its renewable energy adoption and operational resilience. With 11 MW of geothermal electricity sourced from First Gen’s power plants, this is expected to reduce greenhouse gas emissions by over 70% across covered sites.</p> <p>These milestones support the company’s global sustainability agenda, reinforcing its commitment to integrating renewable energy into operations and reducing environmental impact. As of 2025 a total of a total of 141 stores in the Philippines were equipped with solar panels, including 115 Jollibee, 20 Chowking, 5 Mang Inasal, and 1 Red Ribbon.</p> <p>For more information on Emissions Management, see pages 106-112</p>

Opportunities related to energy-efficient buildings	Description of opportunities
<p>Energy efficiency in our manufacturing sites</p>	<ul style="list-style-type: none"> We rolled out Enercon 2.0 to further advance energy efficiency through standardized improvements to refrigeration, steam, and lighting systems. These efforts align with the Energy Efficiency and Conservation Act (Republic Act No. 11285) and renewable energy policies, guided by the Sustainability in Energy, Water, and Waste Management Policy. In the Philippines, the Corporate Manufacturing & Logistics (M&L) Sustainability Program focuses on improving energy

and water efficiency across all sites. Each facility uses the M&L Energy Management Assessment Checklist to evaluate performance, identify gaps, and implement targeted energy reduction plans.

- In China, technological upgrades including pre-cooling systems and energy-efficient compressors reduced electricity use in quick-freezing and refrigeration processes, cutting air compressor consumption from 84,000 kWh in 2023 to 74,540 kWh in 2024. Coal-fired boilers were also replaced with advanced gas-fired alternatives, supported by additional energy conservation measures such as combining equipment use, utilizing microwave ovens, and shutting down nonessential machinery during peak hours.
- In the U.S., energy-saving initiatives included converting to LED lighting and installing temperature sensors in cooling storage areas to detect open doors and reduce energy loss. Red Ribbon US commissaries began the LED transition in 2020, followed by sensor installation in 2021, resulting in lower electricity consumption and improved efficiency.
- For more information on Energy Efficiency in our Manufacturing Sites, see pages 107-109

Energy efficiency in our restaurants

A significant portion of our energy use comes from kitchen, storage, heating, ventilation, and air conditioning systems. To mitigate this, the Jollibee Group is implementing multiple innovative energy-saving initiatives and exploring sustainable solutions to achieve its environmental goals across the countries where it operates.

In 2024, in Tuguegarao, Philippines, green technologies were reintroduced, including solar panels that reduced energy consumption by up to 30%, a solar water heater for kitchen use, solar window films that generate and regulate temperature, and high-efficiency motors installed to optimize the exhaust system. Additionally, pylon lights were converted to LED, resulting in an 80% reduction in energy use.

In China, energy consumption during peak periods has been reduced by combining equipment usage and incorporating microwave ovens.

In the EMEAA region, various initiatives have been introduced to lower energy consumption, including scheduling equipment usage, conducting preventive maintenance, and equipping in-house technicians with basic equipment-handling training. For countries such as Vietnam, the UK, Italy, and Spain, energy efficiency has been further improved by timing the activation of equipment during store opening routines.

Additionally, the Jollibee Group's restaurant energy efficiency initiatives, led by the Restaurant Systems Department, include establishing standard store practices to effectively manage operational risks, minimize leaks, and ensure optimal equipment performance. The scope of preventive maintenance has been expanded, with regular evaluations of service providers'

competencies and targeted training programs to enhance their skills.

Looking forward, the Jollibee Group aims to further enhance energy efficiency by implementing an annual improvement plan focused on technology-based solutions and encouraging innovation in energy technologies.

- For more information on Energy Efficiency in our Restaurants, see pages 109-111

Opportunities related to the efficient production and operations processes	Description of opportunities
Reduction of food loss and waste in our manufacturing sites	<p>In 2024, we reduced food loss and waste in our manufacturing sites by improving Overall Equipment Effectiveness (OEE) through the implementation of TPM and LEAN tools across our Philippine facilities. Key initiatives included optimizing Sales and Operations Planning (S&OP) and production planning to minimize yield loss, using washable containers for work-in-process materials, and ensuring timely maintenance of critical equipment. Additional measures are also implemented such as increasing batch sizes, installing aluminum plates to reduce material gaps resulting in an annual reduction of 10,000 kg of food loss, and forming a Core Group to address bun line rejection further supported waste reduction efforts.</p> <ul style="list-style-type: none"> • For more information on Reduction of Food Loss and waste in our Manufacturing sites, see pages 115-119
Reduction of food loss and waste in our restaurants	<p>Our restaurants are committed to minimizing food waste through effective production and waste management strategies. In the Philippines, we continue to implement the Hazardous Waste Management Plan, which includes expanding cluster hauling programs to ensure the efficient and cost-effective disposal of potentially hazardous waste from our stores. Additionally, we repurpose used cooking oil through partnerships with the Department of Environment and Natural Resources-accredited treaters for upcycling.</p> <ul style="list-style-type: none"> • For more information on Reduction of Food Loss and waste in our Restaurants, see page 119-120
Waste management in our main offices	<ul style="list-style-type: none"> • At Jollibee Group’s main offices, proper waste segregation, treatment, and disposal are prioritized to maintain a healthy workplace and support community well-being. Waste management processes are regularly monitored in collaboration with property administrators, custodial teams, accredited agencies, and local government units to ensure efficiency and compliance. • In the Philippines, waste is handled through accredited haulers, recyclables are sent to recycling facilities, and a Return-to-Vendor (RTV) program enables the reuse of items. • In the U.S., the main office partners with a third-party provider to oversee and audit waste processes, enhance diversion

	<p>rates, and promote employee education on recycling and waste reduction.</p> <ul style="list-style-type: none"> • Across offices, the company encourages the use of reusable items and reuses internal resources where possible, reinforcing its commitment to sustainability and responsible operations. • For more information on Waste Management in our Main Offices, see page 121
Waste management in our logistics	<p>In the Philippines, the Jollibee Group remains committed to reducing annual waste generation through ongoing and upcoming initiatives. To comply with local regulations, the Group works with service providers accredited by the Department of Environment and Natural Resources (DENR) for the proper collection and treatment of both hazardous and non-hazardous waste. Daily waste generated is collected by a designated material recovery facility and then transferred to accredited haulers for disposal. In the Dry Warehouse and Cold Storage areas, essential documents such as the Surplus Declaration Form (SDF) and Request for Quality Inspection (RQI) are prepared to record waste item descriptions and volumes.</p> <ul style="list-style-type: none"> • For more information on Waste Management in our Logistics, see page 120

Opportunities related to the use of recycled products, substitutes, diversification	Description of opportunities
Single-use packaging material reduction initiative	<p>As part of our single-use packaging material reduction initiative for our brands, we implement initiatives such as the re-use of empty packaging containers of raw materials as waste storage bins, utilization of robust and durable lighter-weight packaging materials for delivery and take-away, streamlining of the packaging structure to remove unnecessary layers and components, removal of rice paper for dine-in, packaging material weight reduction, and introduction of the use of reusable tumbler.</p> <ul style="list-style-type: none"> • For more information on Packaging Initiatives at our Restaurants, see pages 102-105
Sustainable material replacement	<p>Sustainable material replacement in packaging is a vital step toward reducing environmental impact and promoting responsible resource use.</p> <p>As part of this initiative, we have adopted “Project Wash” through which we transitioned to reusable wares instead of single-use plastics, shifted from paper menus to digital menu boards, covering selected Jollibee Group brands worldwide, and introduced biodegradable packaging for takeaways for brands including Jollibee, Red Ribbon US, and Chowking.</p> <p>We also use environmentally safe inks and printing techniques on single-use packaging to minimize chemical impact for Hong Zhuang Yuan in China, are studying the transition from</p>

	<p>polystyrene (PS) to paper or non-PS materials for sauce cups and lids, have adopted smaller-sized rice and siopao wrappers for Chowking Philippines, and implemented bamboo stirrers for coffee systemwide for Jollibee Group Philippine brands.</p> <p>For more information on Sustainable Material Replacement, see pages 103</p>
<p>Transforming mixed solid waste into cement through co-processing</p>	<p>In 2024, Jollibee Group commissaries in the Philippines continued their collaboration with Geocycle Philippines, a subsidiary of the Holcim Group's global waste management division. Certified under ISO 14001, ISO 45001, and ISO 9001, Geocycle Philippines adheres to international standards for quality and safety. This partnership focuses on repurposing mixed solid waste into alternative fuel and raw materials for cement production, reducing dependence on fossil fuels and natural resources. Currently, approximately 3.3 metric tons of solid wastes are incorporated into cement co-processing procedure per month. So far, the initiative has played a key role in cutting greenhouse gas emissions, underscoring our dedication to climate action.</p> <p>For more information on this initiative, see page 106.</p>

Products and Services Opportunities

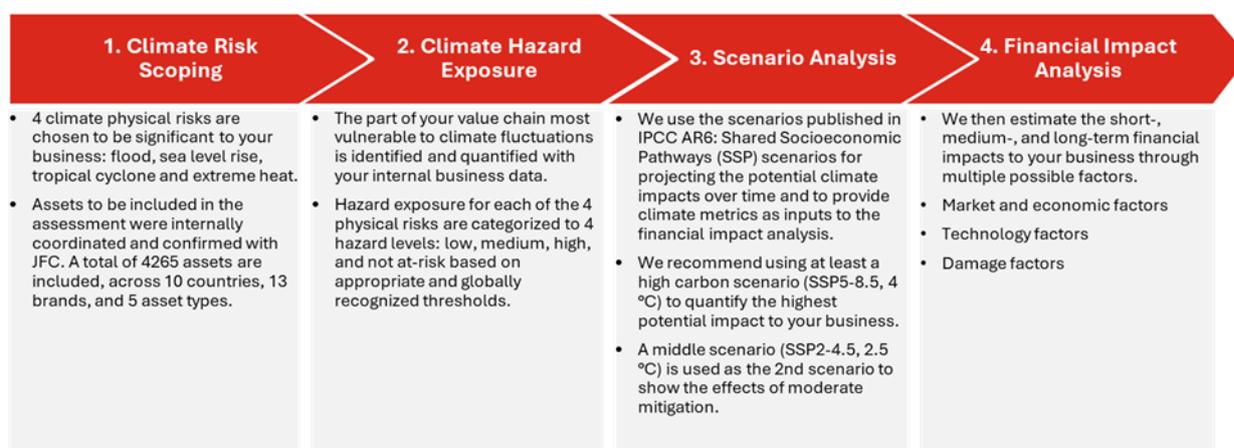
Opportunities related to the development and/or expansion of low emission goods and services	Description of opportunities
<p>Plant-based Products</p>	<p>Jollibee Group is continuously developing and expanding its low-emission product offerings. We have plant-based products, developed in partnership with market leaders in plant-based protein, to provide plant-based options in selected key markets alongside our other global brands that also offer plant-based products.</p> <p>In 2022, Jollibee Singapore launched a zero-beef burger, which won the Vegan Great Taste Award from People for the Ethical Treatment of Animals (PETA). Smashburger also introduced a jackfruit-based veggie burger in partnership with Jack & Annie's, available at locations in New York, New Jersey, and Colorado. Meanwhile, Burger King offers a plant-based Whopper made with a 100% plant-based soy patty.</p> <p>Looking ahead, we have initiated collaborations with various partners to create great-tasting plant-based foods tailored to the needs and preferences of different markets.</p>

Climate-related Risks

As part of our continued efforts to strengthen the management of climate-related physical risks and enhance business resilience, **we conducted a comprehensive physical risk assessment and climate scenario analysis in 2025.** This assessment focused **on material physical risks,**

tropical cyclones, flooding, extreme heat, and sea level rise, that pose significant threats across our value chain, potentially affecting our business strategy, operations, and financial performance.

The assessment covered 4,265 assets across 10 countries and encompassed 13 brands where Jollibee Group operates: Jollibee, Mang Inasal, Chowking, Burger King, Red Ribbon, Greenwich, Coffee Bean & Tea Leaf, Panda Express, Tim Ho Wan, Yoshinoya, Smashburger, Yonghe King, and Hong Zhuang Yuan. The countries included in the assessment include the Philippines, Vietnam, China, Hong Kong, Singapore, the United States, Canada, Italy, Spain, and the United Kingdom. An interactive risk mapping tool was developed to facilitate the identification and tracking of asset-level exposure to each hazard. For each risk, exposure levels were categorized into four tiers: low, medium, high, and not at risk.



Based on the hazard exposure analysis, **622 climate-critical assets were identified, defined as assets with high exposure to at least two physical hazards.** A prioritization process was then undertaken to determine which assets would undergo **detailed climate scenario analysis**, which involves assessing these assets under multiple climate scenarios to evaluate potential financial and operational impacts. Assets were prioritized based on business criticality. Accordingly, all manufacturing sites, logistics facilities, and main offices were included in the assessment. For stores, priority was given to company-owned store locations under a single brand that are exposed to two or more identified physical risks.

To assess the potential impacts under varying climate futures, a climate model was developed using the Intergovernmental Panel on Climate Change Sixth Assessment Report (IPCC AR6) scenarios, specifically the **Moderate Emissions Scenario (SSP2-4.5)** and the **High Emissions Scenario (SSP5-8.5)**. The model evaluated the vulnerability of each prioritized asset across short-term (2030), medium-term (2040), and long-term (2050) horizons, providing a robust foundation for informed strategic decision-making and adaptive planning.

Climate-related Risks		
Acute Risks	Short-term, event-driven physical risks such as extreme weather events	Tropical Cyclone, Flooding
Chronic Risks	Long-term, gradual physical changes	Extreme Heat, Sea Level Rise

Scenarios Conducted

A total of 71 assets were prioritized for detailed scenario analysis, located across the Philippines, China, the United States, Canada, and Vietnam. These include all 16 manufacturing facilities, all 7 logistics centers, all 29 offices, and 19 company-owned stores, covering all of Jollibee Group's assets except the stores.

IPCC AR6 Scenarios	Overview	Key Outcomes
SSP5-8.5 High Emissions Scenario 4 °C Scenario	Physical risks dominate Baseline of how global emissions would evolve if governments and markets made no changes to their existing policies and investments in low carbon.	<ul style="list-style-type: none"> • Socio-economic narrative: assumes low population growth but with high migration, strongly reduced inequality with high GDP growth per capita, and high material consumption. • Emission reduction policies are limited to the current policies, and global coordination on tackling climate change is lacking. • Continued use of fossil fuels, energy intensive activities, and lifestyles.
SSP2-4.5 Medium Emissions Scenario 2.5 °C Scenario	Insufficient decarbonization Emissions are controlled based on existing policies and announced commitments, including Nationally Determined Contributions, but still fall short of meeting the Paris Agreement targets.	<ul style="list-style-type: none"> • Socio-economic narrative: assumes moderate population growth with medium migration, moderate inequality with uneven medium GDP growth per capita and intense material consumption. • Emissions are controlled based on existing policies and announced national commitments to reduce emissions but still fall short of meeting the Paris Agreement. • Slow implementation of policies due to political institutional and societal barriers. The transition to a low carbon economy is disorderly, uncoordinated, and delayed.

Time Horizon

Short-term	Medium-term	Long-term
Current to 5 years in the future aligned with annual budgeting cycle and operating plans.	6-15 years in the future, consistent with rolling capital expenditure and investment planning horizon.	More than 16 years in the future, reflecting the group's strategic planning outlook for transformational shifts in infrastructure, technology, and operating models.

Key Physical Risks

Physical Risk	Description	Impact on Supply Chain and Operations	Qualitative Financial Impact	Our Response
Sea Level Rise	Asset devaluation caused by	<ul style="list-style-type: none"> • Permanent inundation of lands due to 	<ul style="list-style-type: none"> • Potential higher costs of procurement of raw materials. 	<ul style="list-style-type: none"> • Strategic optimization of a diversified

	permanent inundation and asset damage resulting from coastal inundation	<p>SLR could force alternative sources of raw materials.</p> <ul style="list-style-type: none"> Operational and production shutdown due to impacts and damages resulting from high flood inundations. Delayed logistics that could affect Jollibee Group's supply chain due to transportation disruptions and damaged infrastructure. 	<ul style="list-style-type: none"> Increased non-operating costs to support local suppliers' flood proofing. Increased business strategy and development costs. 	supply chain that factors in the risk of SLR.
Flooding	Asset damage caused by pluvial flooding	<ul style="list-style-type: none"> Flooded agricultural lands could become untappable, forcing delocalization of the supply chain. Operational and production shutdown due to impacts and damages resulting from high flood inundations. Unstable power supply or damage to electrical equipment 	<ul style="list-style-type: none"> Potential higher costs of procurement of raw materials. Increased non-operating costs to support local suppliers' flood proofing. Increased business strategy and development costs. 	<ul style="list-style-type: none"> Strategic optimization of a diversified supply chain that factors in the risk of flooding.
Tropical Cyclone	Operational disruptions and revenue losses caused by stormy conditions during tropical cyclones.	<ul style="list-style-type: none"> Agricultural lands exposed to typhoons could lead to lower harvests and destabilize the supply of raw materials. Delayed logistics that could affect Jollibee 	<ul style="list-style-type: none"> Potential higher costs of procurement of raw materials, especially on agricultural products. Lack of raw material supply during typhoon seasons could lead to operational disruptions. 	<ul style="list-style-type: none"> Strategic optimization of a diversified supply chain that factors in the risk of typhoons. Technological investments for typhoon-proofing such as reinforcing

		Group's supply chain due to transportation disruptions and damaged infrastructure.	<ul style="list-style-type: none"> • Decrease in revenues due to business interruption • Increase in Working Capital Days due to delays in payments/inventory turnover. Decrease in current assets due to damaged inventory 	<ul style="list-style-type: none"> • walls, columns, and tank reservoirs. • Enhanced risk management system that is communicated well to all employees. • Supporting FEP farmers impacted through Farmer Livelihood Recovery Program
Extreme Heat	Revenue loss from reduced productivity due to extreme ambient temperature conditions	<ul style="list-style-type: none"> • Extreme heat and drought could lead to lower yields of agricultural crops and could affect the health of livestock. • Hotter days could decrease labor productivity, which could lead to production and operational inefficiencies. • Increased risk of unstable electricity due to increased electricity demand for cooling 	<ul style="list-style-type: none"> • Potential higher costs of procurement of raw materials due to lower yield • Increased non-operating costs to support local suppliers' heat proofing • Increase in wage expenses as unproductive wages due to production inefficiencies from extreme heat. • Failure to meet manufacturing/logistics KPIs in terms of production due to worker inefficiencies. • Increased insurance costs for employees • Increased costs linked to adaptation (e.g. purchase/lease of energy efficient facilities and assets). 	<ul style="list-style-type: none"> • Install energy-efficient, inverter-type freezers and cold storage. • Consider adapting buildings and working hours to higher temperatures (e.g. energy efficient buildings, etc.)

Climate Scenario Analysis

In compliance with the developing regulatory requirements, a climate scenario analysis was conducted covering 16 manufacturing assets (Philippines, China, US, and Vietnam), 7 logistics assets (Philippines, Canada, China, US), 29 offices (Philippines, China, US, and Vietnam), and 19 stores (Philippines and Vietnam). The prioritization was based on a framework that considers the business criticality and climate criticality of the asset. Business critical assets are assets with significant financial value to the Jollibee Group, while climate criticality is based on asset types with **high** exposure to 2 or more physical risks.

Physical Risk	Asset Type		SSP 2-4.5	SSP 5-8.5
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		Time Horizon	Moderate Emissions Scenario	High Emissions Scenario
			Annual Damage as a Percentage of Asset Value ¹	Annual Damage as a Percentage of Asset Value
Sea Level Rise (SLR) ²	Manufacturing Facility	Short-term to Long-term	Not impacted. ²	Not impacted. ²
	Logistics		Not impacted. ²	Not impacted. ²
	Main Office		Not impacted. ²	Not impacted. ²
	Store ⁷		62.10%-67.58%	62.10%-67.58%
Flooding	Manufacturing Facility	Short-term to Long-term	0.07%-0.23%	0.08%-0.17%
	Logistics		0.69%-6.27%	2.25%-4.49%
	Main Office		1.88%-7.40%	11.27%-18.38%
	Store ⁷		1.19%-1.63%	0.69%-1.52%
			Annual Loss as a Percentage of Revenue³	Annual Loss as a Percentage of Revenue
Tropical Cyclone (TC) ⁴	Manufacturing Facility	Short-term to Long-term	0.06-0.07%	0.06-0.07%
	Logistics		0.06-0.07%	0.06-0.08%
	Main Office		NA	NA
	Store ⁷		0.0039%-0.0042%	0.0039%-0.0046%
			Revenue Loss as a Percentage of Total Revenue⁵	Revenue Loss as a Percentage of Total Revenue
Extreme Heat (EH) ⁶	Manufacturing Facility	Short-term to Long-term	NA	NA
	Logistics		2.07%-2.85%	2.07%-3.70%
	Main Office		NA	NA
	Store ⁷		NA	NA

¹ Represents the estimated annual cost of SLR and Flooding damages as a percentage of an asset's total value.

² SLR: Non-store assets are not impacted by SLR, mainly due to these assets located at high elevation and relatively far from the coast.

³ Represents the estimated annual revenue loss from operational disruptions caused by tropical cyclones.

⁴ TC: Office assets are not revenue-generating and thus there are no revenue impacts.

⁵ Represents the estimated annual revenue loss from reduced productivity during periods of extreme heat.

⁶ EH: Unproductive revenue is only logistics assets (non-fully airconditioned facilities).

⁷ Stores: This covers 19 company-owned Jollibee stores in the Philippines and Vietnam and does not represent other brands and geographies.

Based on the climate physical scenario analysis we conducted for our prioritized assets, we found that sea level rise and flooding pose the most significant physical risks to our operations. Our coastal stores face the highest exposure to sea level rise, with some at risk of permanent inundation and asset devaluation under both moderate- and high-emission scenarios. However,

¹ Represents the estimated annual cost of SLR and Flooding damages as a percentage of an asset's total value.

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³ Represents the estimated annual revenue loss from operational disruptions caused by tropical cyclones.

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⁶ EH: Unproductive revenue is only logistics assets (non-fully airconditioned facilities).

⁷ Stores: This covers 19 company-owned Jollibee stores in the Philippines and Vietnam and does not represent other brands and geographies.

it is important to note that the baseline analysis of stores is limited to 19 climate critical stores of Jollibee in the Philippines and Vietnam. **Extreme heat is also expected to increasingly affect productivity, particularly in our logistics operations**, where revenue losses may rise under hotter conditions. In contrast, **tropical cyclones are projected to result in relatively minor direct financial losses**, though they can still cause temporary disruptions to our operations. Overall, impacts are greater under the SSP5-8.5 high-emission scenario, emphasizing the need to strengthen our adaptive measures and climate-resilient planning to ensure business continuity across all our locations.

Our assessment of climate-related physical risks can affect the value of our assets and operational performance, particularly in coastal stores, manufacturing facilities, and logistics operations. While direct financial impacts are relatively modest for most assets, extreme events can cause temporary disruptions in operations, leading to short-term revenue losses and increased operating costs.

Over the short term, we anticipate that our financial position will remain stable, supported by our existing risk management and business continuity plans. In the medium-term, climate-related risks may increasingly affect asset utilization and maintenance costs, particularly under higher-emission scenarios, and we plan to manage these impacts through targeted investments in resilient infrastructure and adaptation measures. **In the long term, projected intensification of physical risks may influence strategic capital allocation**, including the potential disposal, upgrade, or relocation of highly exposed assets, as well as investments in climate-resilient technologies.

Jollibee Group Climate Resilience

Our climate risk assessment shows that sea level rise, flooding, extreme heat, and tropical cyclones could impact key assets and operations, particularly coastal stores, manufacturing facilities, and logistics. While uncertainties remain in the timing and severity of events, we have the financial flexibility to redeploy, upgrade, or decommission assets as needed. Ongoing and planned investments in climate adaptation and mitigation measures strengthen our resilience, ensuring we can continue our operations, maintain business continuity, and support long-term sustainable growth.

These findings are integrated into our overall risk management framework, where identified hazards and exposures inform risk registers, business continuity planning, and strategic decisions on asset management, investments, and adaptation measures. This ensures that both climate-related and broader sustainability risks are considered across the organization.

Metrics and Targets

We recognize the importance of identifying and managing climate-related physical risks that may affect the resilience of our operations and assets. **We continuously assess and monitor our exposure to hazards such as tropical cyclones, flooding, extreme heat, and sea level rise across our business operations to anticipate and mitigate potential impacts.**

In 2025, we conducted our first physical climate risk scenario analysis to assess the exposure of facilities and assets across all our operations. A total of 4,265 assets across all our operations globally were screened for exposure to physical hazards, with 622 climate critical assets and 71 priority assets analyzed comprehensively under two Intergovernmental Panel on Climate Change (IPCC) AR6 climate scenarios, SSP2-4.5 (Moderate-emissions scenario, ~2.5°C) and SSP5-8.5 (High-emissions scenario, ~4°C).

This analysis established baseline metrics on hazard exposure, forming the reference point for future monitoring and target setting. The table below summarizes current metrics, preliminary targets, and corresponding objectives.

Climate-related Metrics and Targets

Metrics	Baseline (2025)	Targets	Target Objectives	Interim Target
Number of assets covered by physical exposure assessment	4,265 assets assessed for exposure to tropical cyclones, flooding, extreme heat, and sea level rise across all our business locations ⁷	Integrate climate hazard exposure assessments into new asset development and major renovation projects	Ensure operational assets are evaluated for physical climate risks as part of enterprise risk management	Regular update of exposure coverage as new assets are added or updated/more accurate information are available
Coverage of detailed climate scenario analysis	All manufacturing assets, logistics assets, and main offices, as well as 19 company-owned stores were analyzed under SSP2-4.5 and SSP5-8.5 for 2030, 2040, 2050	Expand scenario analysis coverage to include additional critical facilities not prioritized in the initial assessment	Identify and prioritize climate-critical sites for adaptation planning and investment	Conduct next scenario analysis update in the next 3-5 years
Geographical or network coverage	5 countries (Philippines, China, United States, Canada and Vietnam) 8 brands 19 company-owned stores	Extend coverage to more countries, brands, and stores where Jollibee Group operates	Build a comprehensive regional view of climate risk exposure across Jollibee's global footprint	Include at least one additional geography or brand, where relevant, in the next assessment cycle

⁷ Philippines, Vietnam, China, Hong Kong, Singapore, United States, Canada, Italy, Spain and United Kingdom.

Monitoring and Performance

We plan to continuously improve and enhance our resilience to hazards by updating the physical climate risk assessment when significant operational changes occur. Updated scenario analyses will be compared against the 2025 baseline metrics to monitor trends and evaluate the effectiveness of adaptation measures. Sustainability-related risks are monitored through our centralized enterprise risk register, with ongoing review embedded in performance management systems. Regular updates on mitigation efforts and critical sustainability risks are reported to the Board and relevant committees to ensure continuous oversight and alignment with strategic objectives. Revisions to targets and methodologies will be made as new sustainability and climate data, tools, or business expansions become available.

As 2025 marks the establishment of our baseline physical risk metrics, no quantitative progress against adaptation targets can yet be reported. Future disclosures will present changes in hazard exposure and resilience performance as scenario analyses are expanded and adaptation measures are implemented.

Information on other sustainability-related metrics and targets are found in the Jollibee Group Sustainability Report Appendices.